



CITY OF MADISON POLICE DEPARTMENT
STANDARD OPERATING PROCEDURE



Supervision, Employee Check-Ins and the Early Intervention System

Eff. Date 02/08/2024

PURPOSE

The Madison Police Department's members are its greatest asset. Members of the MPD deserve engaged supervision focusing on employee development, performance, motivation and satisfaction. In addition, the Department has a responsibility to its employees and to the community to identify and assist employees who may be experiencing job stress and/or personal problems that may adversely impact job performance.

MPD Supervisors are expected to be proactive in their management, leadership, supervision and support of employees. In addition to their daily supervisory opportunities and responsibilities, MPD utilizes city and departmental process intended to enhance employee development and well-being to include Peer Support, Employee Assistance Program, Employee Check-In Process and the Early Intervention System.

This standard operating procedure provides an overview of general MPD supervisory guidelines, the employee check-in process by assignment and the Early Intervention System. For information on Peer Support and the Employee Assistance Program, refer to those departmental SOPs.

SUPERVISION

It is the expectation that all supervisors, while completing their management responsibilities, actively engage subordinates, continually appraise work performance, provide timely feedback, and support employees when they observe or identify opportunities to assist.

All MPD supervisors shall regularly do the following:

- Ensure employee emergency forms are updated on an annual basis.
- Engage in routine and ongoing informal meetings, contacts, and discussions with employees in addition to the formal contacts outlined in this SOP.
- Complete the designated employee check-in process and continually engage employees in meaningful conversation regarding their well-being and performance.
- Review available employee information each month, to include EIPro and Telestaff, and provide support while managing employees when a concern or opportunity is observed or identified.
- When reviewing available information, supervisors will consider each employee in comparison to others as they work to manage the full group of employees they supervise and in considering whether a clarification follow-up should occur. A clarification follow-up should be considered if/when a potential concern is identified.
- Regularly review other stressors to include those listed in the Early Intervention System section below.
- Communicate concerns, stressors, and/or opportunities to assist, to appropriate personnel in the chain of command. This initial notification should be done in a timely fashion via email, verbally, or in person. Following notification and discussion of appropriate follow-through and intervention, command will determine the necessity for documentation and whether it should be completed via email or written memorandum.

MPD captains, managers, lieutenants and mid-level supervisors shall regularly do the following:

- Ensure that frontline supervisors are meeting MPD supervisory expectations.
- Confirm that employee information is being reviewed on a monthly basis.
- Proactively check in with frontline supervisors on at least a quarterly basis to ensure that employee check-ins and clarification follow-up meetings are taking place.

EMPLOYEE CHECK-IN PROCESS

The purpose of an employee check-in is to allow time for employees and supervisors to talk about the important work employees do, recognize good work, and allow us to best meet the needs of the City. MPD utilizes a variety of employee check-in formats based on the employee's assignment.

Employee Assignment	Supervisor Employee Check-In Tool
Professional Staff	City of Madison's Employee Check-In Process
Probationary Police Officers	MPD's Supervisor's Monthly Evaluation Report
Police Officers, Sergeants, Detective Sergeants and Investigators	MPD's Employee Feedback Process
Detectives	MPD's Caseload Management Process
All remaining commissioned personnel	Employee Check-In or Employee Feedback

Employee Check-In

The City of Madison's Employee Check-In Process was created to help employees and supervisors have a space for communication about performance and related expectations. The process includes a regular meeting between supervisors and employees using an employee check-in tool for guidance. For more information and resources related to this process, refer to the Employee Check-In main page on the city's website.

Employee Feedback

MPD's Employee Feedback Process provides MPD supervisors a framework through which to gain understanding and provide meaningful feedback to their employees. Effective employee feedback is intended to clarify expectations and to assist all employees in their professional development. The Employee Feedback process includes the following:

- Formal scheduled meetings between employees and their immediate supervisor.
- An Employee Feedback Worksheet to guide the conversation.
- Employee feedback documentation.

Supervisors will formally meet in person with each employee a minimum of three times per year as part of their employee management responsibilities.

1. Meeting One:

- a. Scheduled during the first month following shift change.
- b. Review the previous year's complete Employee Feedback Worksheet if the employee is new to the supervisor.
- c. Confirm the employee's Emergency Forms are updated and entered into LERMS.
- d. Discuss Sections I and II of the worksheet and add summary notes.
- e. Complete the officer safety equipment check in Section III.

2. Meeting Two:

- a. Scheduled at the approximate midyear point.
- b. Discuss and note any updates to Sections I and II.
- c. Complete the officer safety equipment check in Section III.
- d. Supervisor provides verbal feedback to employee in all performance domains in Section IV.
- e. Supervisor and employee discuss feedback and any strategies to act on identified strengths and areas for growth.

3. Meeting Three:

- a. Scheduled during the final two to three months of the calendar year.
- b. Discuss and note any updates to Section I and II.
- c. Supervisor provides summary feedback to employee in all performance domains in Section IV.
- d. In preparation for, or immediately following the third meeting of the year, the supervisor completes a draft of the Employee Feedback Worksheet for review.

4. Finalized Employee Feedback – Due by December 1st.

- a. The supervisor and employee review and discuss the draft Employee Feedback Worksheet and make any necessary changes. Once complete, the supervisor and employee electronically sign the worksheet.
- b. The supervisor submits an electronic copy of the worksheet to their next in command.

5. End of Year Documentation – Due by January 1st.

- a. Each member of the employee's chain of command will review, sign and forward the completed worksheet on until it arrives to the district or section Captain.
- b. The Captain will place an electronic copy of the completed worksheet into the folder designated by the Captain of Training.

Caseload Management

Detective Lieutenants and/or supervisors shall check in with detectives assigned to them at a minimum of on a quarterly basis. The purpose of the check in is to discuss individual cases currently assigned to the Detective and for the Detective Lieutenant and Detective to work cooperatively to achieve optimal performance.

The following should be discussed during the check-in:

- Caseload and individual case management
- Review cases that have been open for six months or longer
- Evaluate work product that is incomplete or needs improvement
- Address any performance issues
- Identify training needs or training opportunities
- Mentor inexperienced Detectives and provide feedback
- Give positive feedback and acknowledge good work

EARLY INTERVENTION SYSTEM

The Early Intervention System is intended to provide supervisors with employee information, which may indicate an employee has been exposed to potentially impactful stressors. Various MPD systems have information regarding common stressors for staff. The purpose of sharing this information is to ensure supervisors have a more thorough understanding of what additional stressors their subordinates are exposed to, and to prompt further discussion as to what action, if any, is appropriate. The list below are some examples of what can contribute to employee stress:

Commissioned Personnel

- Vacation / Leave Denials
- FMLA applications
- Worker's compensation / injuries

Professional Staff

- Vacation / Leave Denials
- FMLA applications
- Worker's compensation / injuries

- Bereavement leave
 - Use of exigency leave
 - Denied specialized training
 - Excessive work volume
 - Holdovers
 - Invitations to participate in critical incident debriefings
 - Cases involving death / significant injury
 - Use of force
 - Firearms discharges
 - PSIA internal / external complaints
 - On-duty crashes / pursuits
 - Audits (MDC, email, Arbitrator, Use of force reporting)
 - Involvement or exposure to a critical incident
 - Vicarious trauma / exposure to critical or sensitive cases
- Bereavement leave
 - Use of exigency leave
 - Denied specialized training
 - Excessive work volume
 - Vicarious trauma / exposure to critical or sensitive cases
 - Vehicle crashes
 - Audits (email)
 - PSIA internal / external complaints

Following a monthly review of employee information where a concern and/or opportunity to assist has been identified, MPD supervisors should assess the necessity for a clarification follow-up meeting with the employee.

Clarification Follow-Up: For the purposes of this procedure, a clarification follow-up is defined as a process during which a supervisor meets with an employee in a non-disciplinary setting to discuss the employee's performance and well-being. Follow-ups may result in any of the following intervention strategies:

- **No Further Action** – The meeting with the employee is sufficient and no further action is warranted.
- **Supervisory Coaching** – Coaching sessions are a pro-active, positive tool to assist employees in reaching a higher level of effectiveness and to improve their well-being.
- **Recommendation for Authorized Departmental Training** – Training may be provide to improve overall understanding that ultimately will aid in the professional or personal development of the employee.

An offer of EAP as a resource may be provided to the employee but is never mandated.

After a clarification follow-up meeting with an employee, the supervisor will consult with their command team to determine what, if any, additional action or communication will be required beyond what is expected for normal routine management. When intervention strategies are recommended to assist the employee, the lieutenant or mid-level supervisor of the Command Team shall work with the direct supervisor of the employee on implementation. The Command Team will determine the necessity for documentation and whether it should be completed via email or written memorandum.

Supervisors should not wait for patterns or trends to emerge before checking in with their employees. If a supervisor identifies and addresses any concerns with an employee as a result of a clarification follow-up meeting, any follow-up shall be documented accordingly. Intervention strategies and resources recommended and documented through this process are not considered discipline.

After an employee transfers into a new area, district, or unit, the first line supervisor and command staff shall review the new employee EIS.

RECORDS

Employee check-in documentation and all EIS records are MPD management tools are personnel records subject to specific rules and law and therefore shall be retained per the established City of Madison records retention schedules. Per WI state statute 103.13, if the employee disagrees with any information contained in the personnel records, a removal or correction of that information may be mutually agreed upon by the employer and the employee. If an agreement cannot be reached, the employee may submit a written statement explaining the employee's position. The employer shall attach the employee's statement to the disputed portion of the personnel record. The employee's statement shall be included whenever that disputed portion of the personnel record is released to a 3rd party as long as the disputed record is part of the file.

DEFINITIONS

- A. **Clarification Follow Up** – A process during which a supervisor meets with an employee in a non-disciplinary setting to discuss the employee's performance and well-being.
- B. **Concern** – A matter of interest that causes a supervisor or peer to feel unease, uncertainty or apprehension.
- C. **Early Intervention System** – A non-disciplinary process designed to support employees through regular, proactive supervisory engagement.
- D. **Employee Check-In Process** – A process to allow time for employees and supervisors to talk about the important work employees do, recognize good work, and allow us all to best meet the needs of the City.
- E. **Employee Feedback Process** – A non-disciplinary process designed to support supervisors in appraising performance and providing feedback to the employee for their professional development.
- F. **Intervention** – A proactive supervisory engagement intended to provide resources, support, and coaching as needed.
- G. **Peer Support Program** – A core group of personnel who are trained to provide support, information, and referral to employees and family members who are seeking assistance related to a critical incident, day-to-day work stress, or personal life stress.
- H. **Stressors** – Identified experiences that can challenge the resiliency of employees.

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Name change/overhaul of Supervision and the Early Intervention System SOP: 02/08/2024