



ALBUQUERQUE POLICE DEPARTMENT  
ADMINISTRATIVE ORDERS

SOP 3-20

Effective: 02/19/16 Expires: 08/19/16 Replaces: 06/19/13

## 3-20 EARLY INTERVENTION SYSTEM

### 3-20-1 Policy

It is the policy of the Department to document and encourage employee behavior that reflects positively on the Department and provides the citizens of Albuquerque the best possible police services. Additionally, the Department will seek out trends in employee conduct that could be indicative of the need for further training, guidance, and/or counseling. The Department uses the Early Intervention System (EIS) as a management tool, promoting supervisory awareness and proactively identifying both potentially problematic and commendable behavior among officers. Therefore, the EIS shall not be considered a disciplinary or punitive tool.

### 3-20-2 EIS Indicators

A. Items listed below will be collected, tracked, and maintained in the EIS:

1. All awards and commendations received by employees regardless of origin
2. Uses of force
3. Injuries and deaths to persons in custody
4. Failures to activate on-body recording system in accordance with the SOP
5. All citizen or administrative complaints and their dispositions.
6. All judicial proceedings where an employee is the subject of a protective or restraining order
7. All vehicle pursuits and traffic accidents involving APD equipment;
8. All instances where APD is notified by a prosecuting authority that a declination to prosecute a crime was the result of an officer failing to use the on-body camera system
9. All disciplinary action taken against an employee
10. Demographic category for each citizen involved in a use of force or search and seizure incident sufficient to assess bias
11. All criminal, civil, or administrative proceedings initiated against an employee allegedly resulting from an APD operation or employee action.
12. All criminal offense reports where an employee is listed as the suspect or offender
13. All non-punitive corrective action required of an employee



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**3-20-3 Responsibilities**

A. Training

1. The Internal Affairs Division, in coordination with the APD Academy, shall ensure that all supervisors are trained with respect to use of the EIS, including:
  - How to interpret data from EIS
  - Supervisory techniques and non-punitive correction actions to modify behavior and improve performance
  - How to manage risk and liability
  - How to address underlying stressors to promote officer wellbeing
2. The Internal Affairs Division shall ensure that all employees are trained in how data is tracked and used within EIS and the purpose of the system.

B. EIS Coordinator

1. Conduct weekly review of EIS data and notify the Deputy Chief/Major of an employee who has triggered an alert
2. Notify the Deputy Chief/Major in writing with supporting documentation when an employee has triggered an EIS alert
3. Prepare and forward a monthly report to the Assistant Chief
4. Review threshold levels quarterly and make recommendations to the Assistant Chief for reduction or increase in the threshold levels in order to maintain a 3%-6% alert rate
5. Ensure that all data entered into EIS is accurate and up to date
6. Manually adjust alert notifications for specialized units and document them in IAPro software
7. Review all EIS alerts:
  - a. Review all indicators that triggered an alert attempting to identify patterns, underlying causes, training issues, and/or working conditions that lead to the alert



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- b. Interview all supervisors in the employee's chain of command between the reviewer and employee and obtain their individual and collective points of view as they pertain to section a
- c. Interview the employee with his/her supervisors and obtain his/her point of view as it pertains to section a
- d. Review all data and information obtained from the employee and supervisors and determine an appropriate course of action.

C. Employee

1. Report all commendations received to immediate supervisor
2. Complete all recommended training and counseling sessions within thirty days of assignment

D. Sergeant/Immediate Supervisor

1. Review the EIS for all employees under their supervision on a monthly basis in order to:
  - a. Guide and coach employees
  - b. Identify training needs
  - c. Identify changes in behavior, positive or negative that impact performance
  - d. Recognize unit trends and adjust supervisor techniques accordingly
  - e. Ensure that data reported and entered is accurate and up to date
  - f. Actions recommended and completed as a result of an EIS alert will be reviewed during the Employee Work Plan/Performance Evaluation, which is conducted quarterly.
2. Report all commendations received for employees under their supervision to the Chief's' Office who in turn will forward it to the EIS Coordinator
3. Coordinate through the chain of command in order to recognize and reward commendations and positive employee conduct
4. Develop appropriate interventions to address identified concerns or potential problems that are designed to promote well-being and improved performance

E. Division Head

1. When alerted by the EIS Coordinator, review the EIS data and schedule a meeting with the EIS identified employee.
2. Respond to the Deputy Chief/Major in writing documenting all action taken as a result of an EIS review within 15 days of receiving an EIS referral,
3. Ensure that all recommended actions are implemented within 30 days.



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F. Deputy Chief/Major/Executive Director

1. The Deputy Chief/Major/Executive Director of the affected employee is responsible for reviewing the Division Head's alert review and forwarding it to the EIS Coordinator after approval.
2. Ensure that all reviews are thorough, comprehensive, and completed within 15 days of referral.

NOTE: In cases where a Major is the Division Head, the Major will conduct the review and forward his or her report to the appropriate Deputy Chief or Assistant Chief, who will ensure that the review is thorough, comprehensive, and completed within 15 days of referral.

**3-20-4 Thresholds and Alerts**

- A. The Chief of Police or his designee will determine appropriate thresholds, taking into consideration geographical assignments, duty times and work assignments.
- B. Thresholds are levels set for EIS indicators, which will trigger an alert when those levels are reached in a 12-month period. The 12-month period is not static and will be rolling through an employee's career.
- C. Threshold levels are adjusted for the type of police work performed in different divisions to allow for peer group comparisons that are more likely to identify outliers at the individual level or unit level.
- D. Transferring to other divisions will not reset an employee's EIS indicators, just the thresholds
- E. Threshold levels may be adjusted as needed when working conditions and/or technology changes (e.g. software version upgrades)
- F. Commendations, completely exonerated or unfounded complaints and data collected for analysis will be maintained in EIS, but will not have thresholds assigned (e.g. show of force)
- G. Reviews of EIS Alerts are not meant to re-investigate each individual incident; they are intended to learn whether an officer may benefit from specific support or assistance to promote well-being and improve performance.



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**3-20-5 Post Review Recommendations**

- A. Based on the information obtained from the review, the reviewer shall make the following conclusions:
1. No further action is needed
  2. The employee needs further training
  3. The employee needs personal counseling or a Behavioral Sciences Division referral
  4. The Department/division/section/unit may have a policy or training deficiency that needs to be corrected
  5. Reassignment
  6. Enhanced supervision in the field.
  7. Any other non-punitive action that is designed to enhance well-being or promote improved performance, such as coaching and after-action debriefs.

**3-20-6 Reports**

- A. The EIS Coordinator shall send monthly reports to the Assistant Chief through the chain of command. The monthly reports will contain at least the following data for employees who have triggered an alert:
1. Employee's Name
  2. Employee's Assignment
  3. Number of EIS Indicators
  4. Number of individual employee alerts per year
  5. Course of Action taken or to be taken
  6. Date received from Division Head
- B. Quarterly Reports
1. Internal Affairs staff will aggregate data to show trends by Division and EIS incident category
  2. Results of alert reviews to show trends and facilitate analysis of actions taken in order to ensure the effectiveness and uniform application of recommended actions.



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C. Annual Reports

Internal Affairs staff will aggregate data from quarterly reports to allow for a comprehensive review of EIS to determine whether the system is effectively managing risk for the agency, enhancing officers' well-being, and promoting positive behavior.

**3-20-7 EIS Records**

- A. The Internal Affairs Section is the custodian of all EIS records and will be maintained in accordance with the Internal Affairs SOP. EIS records will be stored in the IA Division. Access shall be restricted to authorized personnel. All EIS records are confidential and can only be released outside of the Department by approval of the Chief of Police, City Attorney, or by valid court order.
- B. All EIS information will be maintained indefinitely except an employee's identifiable information after 5 years of separation from the Department.
- C. In conjunction with the quarterly report, the Internal Affairs staff shall audit the EIS records to ensure compliance with this policy.