



ALBUQUERQUE POLICE DEPARTMENT
ADMINISTRATIVE ORDERS

SOP 3-33

Effective: 10/11/17 Review Due: 10/11/18 Replaces: 06/29/16

3-33 EARLY INTERVENTION AND RECOGNITION SYSTEM (EIRS)

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3-33-1 Purpose

The purpose of this policy is to establish the guidelines and parameters for the Early Intervention and Recognition System (EIRS).

3-33-2 Policy

The Early Intervention and Recognition System (EIRS) is not a disciplinary or punitive tool but rather a proactive management tool that promotes supervisory involvement. The Department will use EIRS to document and encourage employee conduct that promotes constitutional policing and community trust. Additionally, the Department will use EIRS to identify trends by examining indicators in employee conduct that deserve recognition or that require further training, guidance, and/or counseling. Ultimately, the goal of EIRS is to ensure that personnel have the necessary support and guidance from management. The EIRS system is separate from the disciplinary process and the promotional process and does not modify the criteria used in such decisions.

3-33-3 Definitions

A. EIPro

EIPro is a software tool used by the Department to aid in viewing and monitoring the EIRS by Department personnel.

B. Mentoring Plan

The mentoring plan is a positive plan of action written by the section head of the employee for whom an alert was generated. This plan will detail the efforts to be made in order to address the behavior and actions related to the alert by using the information from the assessment report and resources available to guide the employee.



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C. Status Report

The status report is a weekly update of the mentoring plan. The status report is written in brief memo form by the supervisor of the employee.

3-33-4 EIRS Indicators and Threshold Levels

- A. The indicators listed below will be collected, tracked, and maintained in EIRS. If the indicator is based solely on awards and commendations, the purpose of the threshold level will be to signal the employee's direct supervisor that additional honors may be warranted. The purpose of the other threshold levels will be to signal the employee's direct supervisor to conduct an assessment and determine if a mentoring plan is appropriate.
- B. The Internal Affairs Division will review thresholds at least every quarter. Using such review, the Chief of Police or his designee will determine appropriate thresholds and amend such thresholds if necessary, taking into consideration geographical assignments, duty times, and work assignments.
- C. Thresholds are levels set for EIRS indicators, which, when reached, will generate an alert when those levels are attained within a 6-month period. The 6-month period is not static and will be rolling through an employee's career.
- D. 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 or unit level.
- E. Transferring to other divisions will not reset an employee's EIRS threshold.
- F. Threshold levels may be adjusted as needed to compensate for changes in working conditions and/or in revised technology, such as software version upgrades.
- G. When threshold levels are adjusted for any reason, APD will notify the monitor, immediately and in writing, of the fact and reason for said adjustments.

3-33-5 Thresholds and Alerts



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Indicator Criteria		Threshold Levels
A.	A combination of the below indicators, with the exception of awards and commendations	3 within 6 months
B.	All awards and commendations received by employees, regardless of origin	3 within 6 months
C.	Serious use of force	Reaching the top 5% within 6 months, based on geographical assignment, duty times, and work assignments.
D.	Use of force	Reaching the top 5% within 6 months, based on geographical assignment, duty times, and work assignments.
E.	Serious injuries (as defined in the Use of Force Appendix) and deaths of persons in custody	1 within 6 months
F.	Failures to activate on-body recording device in accordance with the On-Body Recording Device SOP	2 within 6 months
G.	All civilian or internal complaints and their dispositions (excluding unfounded and exonerated civilian complaints)	Reaching the top 5% within 6 months, based on geographical assignment, duty times, and work assignments.
H.	All judicial proceedings in which an employee is the subject of a protective or restraining order	1 within 6 months
I.	All vehicle pursuits and preventable vehicle crashes involving APD equipment	Reaching the top 5% within 6 months, based on geographical assignment, duty times, and work assignments.
J.	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 record device	1 within 6 months
K.	All disciplinary action taken against an employee	Reaching the top 5% within 6 months, based on geographical assignment, duty times, and work assignments.
L.	Any documented allegation or complaint of bias in a use of force or search and seizure incident	1 allegations within 6 months
M.	All criminal, civil, or administrative proceedings initiated against an employee resulting from an APD operation, job duties, or employee action	2 within 6 months
N.	All criminal offense reports where an employee is listed as the suspect or offender	1 within 6 months
O.	All non-punitive corrective action required of an employee	Reaching the top 5% within 6 months, based on geographical assignment, duty times, and work assignments



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3-33-6 Responsibilities

A. Internal Affairs Division

1. The Internal Affairs Division, in coordination with the APD Academy, shall ensure that all supervisors are trained to use the EIRS, including in these ways:
 - a. How to interpret data from EIRS, including conducting comparisons to identify significant individual or group patterns of behavior.
 - b. How to develop supervisory techniques and non-punitive corrective actions to modify behavior and improve performance
 - c. How to manage risk and liability
 - d. How to address underlying stressors to promote officer well-being
2. The Internal Affairs Division shall ensure that all employees are trained in how data is tracked and used within EIRS and what the purpose of the system is.

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B. EIRS Coordinator

1. Conduct reviews of EIRS data once a week and notify the lieutenant or section head of an employee who has generated an alert, providing supporting documentation.
2. Prepare and forward a report of EIRS alerts to the assistant chief monthly.
3. Review threshold levels at least annually or in conjunction with the bid, and make recommendations to the assistant chief for reduction of or increase in the threshold levels in order to maintain a 5% alert rate, where applicable.
4. Responsible for tracking the completion of all mentoring plans and make determinations whether the EIRS alerts are having an impact on improving overall performance.

C. IA Data Analyst

Review threshold levels at least annually or in conjunction with the bid, and make recommendations to the assistant chief for reduction of or increase in the threshold levels in order to maintain a 5% alert rate, where applicable.

D. Employee

1. Report all commendations received to immediate supervisor.
2. Complete all training and counseling sessions as required in the mentoring plan, if applicable.

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E. Sergeants or Immediate Supervisors

1. On at least a monthly basis, supervisors will review all EIRS data for employees under their supervision.
2. The objective of the review is to identify any patterns in EIRS indicators for an employee, to compare these with indicators from the established threshold levels, and to compare these results with those of the overall team in order to evaluate one's supervisory techniques.
3. During the monthly review, the supervisor should consider the following questions based on the EIRS data:
 - a. Is the EIRS data accurate?
 - b. Does the employee need recognition for positive behavior?
 - c. Does the employee need guidance and coaching?
 - d. Is additional training needed?
 - e. Do I need to address negative behavior that may impact their performance?
 - f. Are there unit trends in the EIRS data?
4. Supervisors will enter all commendations into BlueTeam.
5. Supervisors will coordinate through the chain of command up to the Chief's office in order to recognize and reward commendations and positive employee conduct.
6. Supervisors will perform tasks as needed to implement mentoring plans established by their chain of command, including preparation of status reports. These reports will be sent to the lieutenant or section head and will document the employee's progress through the EIRS process. The last status report will document the conclusion of the EIRS intervention.

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F. Lieutenant or Section Head

1. Review all EIRS data and alerts and determine an appropriate course of action.

Mentoring plans are appropriate when patterns of negative behavior emerge which through intervention may be eliminated, allowing for more successful outcomes in work performance. Negative behavior associated with critical areas such as use of force, use of force investigations, OBRD, interactions with persons in crises and vehicle crashes are examples of issues warranting a mentoring plan. Reviewers should recognize that although individual incidents have been previously addressed, they need to be analyzed collectively to assist in identifying overarching patterns.

The purpose of reviewing EIRS alerts is not to reinvestigate each individual incident. Reviews are intended to determine whether an officer may benefit



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from specific support or assistance in order to promote well-being and improve performance.

- a. Review all indicators that generated an alert, attempting to identify patterns, underlying causes, training issues, and/or working conditions that prompted that alert. A review may result in no action needed, a mentoring plan, a referral to employee support services, a referral for retraining, or other applicable resource referral.
 - b. Consult with 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) directly above.
 - c. Meet with the employee, with his/her supervisor(s) present, and obtain his/her point of view.
 - d. Review all data and information obtained from the employee and supervisor(s) to determine an appropriate course of action, if any is needed.
 - e. This process will be documented and forwarded to the Commander or Division Head.
2. If, after an employee and the lieutenant/section head have met to discuss an initial EIRS alert, the employee receives a subsequent alert, it shall be the responsibility of the employee's commander/division head to determine if an additional interview with the employee's chain of command is necessary. The resulting determination will be documented on a memorandum and forwarded to the employee's chain of command and Internal Affairs for tracking purposes.
- a. The exception to the above will be subsequent use of force alerts which follow a prior use of force alert. A review will take place for each subsequent use of force alert before the employee may return to his or her full duty assignment.
 - b. The review will be documented on a memorandum and forwarded to the employee's chain of command and Internal Affairs for tracking purposes.

3. Post-review recommendations

Based on the information obtained from the review, the lieutenant or section head shall make one of the following conclusions:

- a. No further action is needed.
- b. A mentoring plan should be designed and implemented whenever a supervisor determines that further action is needed to assist the employee.

The mentoring plan may include the following:

- a. The employees need for further training.
- b. A referral to the Behavioral Health Division for counseling.



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- c. The Department/division/section/unit may have a policy or training deficiency that needs to be corrected.
 - d. Reassignment.
 - e. Enhanced supervision in the field.
 - f. Any other non-punitive action that is designed to enhance the well-being or promote improved performance, such as coaching or after-action debriefs.
 - g. The employee is to be referred to other applicable resources.
4. If a mentoring plan is appropriate, the lieutenant or section head will:
- a. Ensure that the mentoring plan is designed and documented.
 - b. Ensure that the officer's chain of command understands their responsibilities under the mentoring plan.
 - c. Review status reports on the mentoring plan.
 - d. Ensure status reports on the mentoring plan are accurate and timely, and forward them up the chain of command.
5. Ensure that first line supervisors are conducting EIRS data reviews at least on a monthly basis.
6. A written response on the outcome of an EIRS alert is required to the commander or division head within 21 days of receiving the EIRS notification.
7. Ensure all recommended actions in the mentoring plan begin within 30 days of receiving a notification from the EIRS Coordinator.
8. Upon completion of the mentoring plan, provide the commander or division head with documentation detailing how the recommendations have been resolved.

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G. Commander or Division Head

1. The commander or division head of the affected employee is responsible for reviewing the Lieutenant or section head's review and forwarding it in writing to Internal Affairs, after indicating approval.
2. Ensure that all reviews are thorough, comprehensive, and completed within the established time frames.
3. Ensure all documentation concerning mentoring plans is submitted to Internal Affairs for tracking.

3-33-7 Reports

- A. The EIRS Coordinator shall send EIRS reports to the assistant chief every month through the chain of command. The reports will contain at least the following data on employees who have generated an alert:



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1. Employee's name
2. Employee's assignment
3. Number of EIRS indicators
4. Number of individual employee alerts per year
5. Courses of action taken or to be taken
6. Date EIRS report received from division head

B. Quarterly Reports

1. Internal Affairs staff will aggregate data from EIRS reports to show trends by division and EIRS incident category.
2. This report will display results of alert reviews to show trends and analyze actions taken, in order to demonstrate the effectiveness and uniform application of recommended actions.

C. Annual Reports

1. Internal Affairs staff will aggregate data from quarterly reports to display a comprehensive review of EIRS alerts and plans.
2. Data analyzed in the annual reports will help to determine whether EIRS is effectively managing risk for the agency, enhancing officers' well-being, and promoting positive behavior.

3-33-8 EIRS Records

- A. The Internal Affairs section is the custodian of all EIRS records, and these records will be maintained in accordance with the Internal Affairs SOP. EIRS records will be stored in the IA division. Access shall be restricted to authorized personnel. All EIRS 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 EIRS information will be maintained indefinitely, except for an employee's identifiable information after five years' separation from the Department.
- C. In conjunction with the quarterly report, the Internal Affairs staff shall audit the EIRS records to ensure compliance with this policy.



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