NEW ORLEANS POLICE DEPARTMENT
OPERATIONS MANUAL

CHAPTER: 35.1.10

TITLE: EARLY INTERVENTION UNIT (EIU)

EFFECTIVE: 11/13/16
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PURPOSE

It is the policy of the New Orleans Police Department to provide members with the necessary support and training to ensure the finest personnel possible. The Early Intervention Unit (EIU) will manage and monitor outcomes and tracking of the INSIGHT System police management tool, designed to reduce risk of member misconduct by coordinating non-disciplinary, non-punitive interventions.

POLICY STATEMENT

1.   The EIU will act as the coordination point for Department intervention and member support, including intervention management and tracking, reporting, liaison with Department units, IT system updates and changes to Thresholds, Peer Groups, and algorithms. The EIU will drive intervention strategies and liaison with other authorized early intervention stakeholders.

DEFINITIONS

At-Risk behavior—Any behavior exhibited by a member that represents actual or potential risk to the individual member(s), the Department, or the community.

INSIGHT—A New Orleans Police Department Human Resources and Personnel Management system and data warehouse that streamlines and integrates twelve existing NOPD IT systems or source databases (See: **Appendix A – INSIGHT Source Databases**) into a data warehouse and a single customized, next-generation police support system. INSIGHT promotes chain-of-command communication and intervention by assisting Departmental supervisors and management in becoming more effective in assessing member performance and in making management decisions.

INSIGHT Executive Committee—This Committee is responsible for:
      (a) Reviewing Peer groups, Threshold measures, Threshold levels for potential change/update.
      (b) Responding to recommendations from the Early Intervention Unit regarding changes to INSIGHT.
      (c) Reviewing the overall utilization and effectiveness of available member interventions to tailor available intervention options and provide additional intervention options as necessary.

      (d) Reviewing and/or correcting incorrect or disputed information; and

(e) Reviewing reports as necessary.

The Committee shall be chaired by the Deputy Superintendent of Management Services and be comprised of:

      (a) 3 Captains from the Department named by the Deputy Chief of Field Operations for a term of one year.
      (b) The Early Intervention Unit Director.
      (c) The Information Technology Section Director; and
      (d) The Superintendent's Chief of Staff (or Deputy Chief of Staff as designated by the Superintendent).

Intervention—Leadership engagement with members based on their status as having deviated from the statistical norm in the INSIGHT system or based on a supervisory-driven effort with the purpose of impacting behavior that could potentially lead to problems for a member and the Department. Intervention may take the form(s) of re-training, counseling, assignment change, other supervised, monitored, and documented action plans, or "no action."

Mentoring – Efforts by a supervisor to personally engage, as an advisor, with a subordinate for the purpose of training, teaching, or advising to positively influence at-risk behavior or improve job performance.

Non-disciplinary corrective action—Remedial and non-punitive instruction given by a supervisor to a subordinate employee or member on an individual basis. The purpose of Non-Disciplinary Counseling is to resolve the problem and correct the inappropriate behavior by providing guidance. The employee does not experience any loss of rights, remuneration, or benefits. Such non-disciplinary counseling, as well as the underlying minor violation/infraction, is documented within the Supervisor Feedback Log (SFL).

Peer Group—A grouping of Department personnel based on the similarity of the work they perform and similarity in work related characteristics or circumstances which allow INSIGHT to make meaningful and statistically valid comparisons. (See: **Chapter 35.1.9 - Appendix B - NOPD INSIGHT Peer Groups**.)

Threshold Measures - a set of comparative data points selected to measure a member's actions. Thresholds are expressed in the form of a count or a ratio. A complete list of Thresholds appears in **Chapter 35.1.9 - Appendix C**.

Threshold Alert/Event—An INSIGHT initiated alert action that results from a member statistically deviating from the established statistical norm (a "threshold") of other members in his/her Peer Group. Threshold alerts notify a Commander that a member's actions have significantly and statistically deviated (measured in standard deviations) from the baseline behavior in his/her Peer Group. This behavior may be either "negative" or "positive." Threshold alerts are intended to notify and engage a member's Captain and direct supervisor in a discussion about the behavior and whether intervention may be warranted. INSIGHT also includes count-based thresholds for which a threshold event results when a member exceeds a count-based threshold. A list of thresholds is included in **Chapter 35.1.9 - Appendix C – INSIGHT Thresholds**.

STAFFING

2.   The Early Intervention Unit will be a part of the Management Services Bureau. Unit analysts will be under the direct supervision of the Early Intervention Unit Director who shall report directly to the Deputy Chief of MSB.

3.   The office will be staffed during regular business hours to best communicate with other Departmental administrative support personnel and units.

EARLY INTERVENTION UNIT STAFF RESPONSIBILITIES

4.   EIU staff shall:
   (a) Monitor INSIGHT alerts and actions to ensure they are properly addressed to completion.
   (b) Ensure members identified for intervention complete recommended actions.
   (c) Coordinate with the INSIGHT Executive Committee to effect necessary assignment changes.
   (d) Coordinate with the Education & Training Division to ensure refresher trainings are offered and attended as required through INSIGHT findings.
   (e) Monitor, track and recommend adjustments to INSIGHT algorithms to ensure that the system and process are effectively meeting the needs of the Department without unduly generating Alerts.
   (f) Collaborate with the Deputy Chief of MSB to ensure that the New Orleans Police Department is effectively supporting members in a manner that prevents acts/omissions which could lead to discipline.
   (g) Communicate program aggregates and produce reports as directed by the Deputy Chief of MSB.
   (h) Ensure that the ADP Personnel/Payroll System is properly maintained in terms of personnel assignment, budget codes, direct supervisor, and chain of command, as the INSIGHT system functionality is directly dependent on this information to function properly.
   (i) Assess the effectiveness of interventions for individual members, supervisors, and units, provided information pertaining to the interventions is not restricted by HIPPA.
   (j) Evaluate the consistency (similar cases being treated similarly) and appropriateness (intervention matches seriousness of issue) of interventions across the department.
   (k) Manage INSIGHT roles and privileges as determined by the Deputy Chief of MSB.
   (l) Regularly review thresholds and recommend additional thresholds or improvements to existing thresholds to the INSIGHT Executive Committee.
   (m) Provide INSIGHT "Help Desk" type support to all Department members.
   (n) Administer INSIGHT threshold events, threshold levels, peer groups, and intervention categories if the INSIGHT Executive Committee approves a change.
   (o) Monitor the workflow and ensuring the stable operation of the system.

EARLY INTERVENTION UNIT – UNIT ANALYST RESPONSIBILITIES

5.   EIU Unit Analysts shall:
   (a) Serve under the direction of the Early Intervention Unit Director.
   (b) Ensure confidentiality and maintain INSIGHT data and information on a "need to know" basis.
   (c) Perform research and deliver reports as directed.
   (d) Provide input and analysis for the Early Intervention Executive Committee.
   (e) Create and deliver INSIGHT/Early Intervention reports as directed by the EIU Director.
   (f) Engage and coordinate Department Interventions to ensure that directed activities and assignments are completed and noted in the INSIGHT system.
   (g) Perform quality checks to ensure that the ADP system is maintained in terms of correct Budget codes and direct supervisor data, thereby maintaining the programmatic chain of command used by INSIGHT.
   (h) Coordinate with the City of New Orleans Finance Department, ITI, NOPD IT Director and other authorities to ensure proper functioning and maintenance of the INSIGHT system and Data Warehouse.

      (i) Perform regular quality checks on INSIGHT feeder systems and work with the New Orleans Finance Department, ITI, NOPD IT Director and other authorities to address issues including:
- i. Use of Force data through BlueTeam workflow to the PIB IAPro system.
- ii. Canine data.
- iii. Orleans Parish District Attorney data.
- iv. SABA data.
- v. EPR/FIC data.
- vi. Orleans Parish Communications District CAD System.
- vii. New Orleans Office of Police Secondary Employment (OPSE) for InTime details data.

      (j) Convene and supervise monthly INSIGHT intervention reviews to:
- i. Review new cases since the last monthly review.
- ii. Update progress on open intervention cases.
- iii. Review and formally close all completed cases.

      (k) Update INSIGHT threshold event information for "Training" and "Counseling" interventions when the appropriate notification and documentation is received.

EARLY INTERVENTION UNIT DIRECTOR RESPONSIBILITIES

6.   The Director of the Early Intervention Unit shall report to the Deputy Chief of MSB and shall be responsible for the following:
- (a) Serve as a member of the Early Intervention Executive Committee.
- (b) Supervise and direct Early Intervention Analysts.
- (c) Ensure confidentiality and maintain INSIGHT data and information on a "need to know" basis.
- (d) Act as steward of NOPD INSIGHT Data Warehouse and approve access only as authorized, in writing, by the Deputy Chief of MSB.
- (e) Supervise creation and delivery of INSIGHT/Early Intervention reports.
- (f) Supervise Department interventions to ensure that directed activities and assignments are completed and noted in the INSIGHT system.
- (g) Supervise and direct quality checks to ensure that the ADP system is maintained in terms of correct Budget codes and direct supervisor data, thereby maintaining the programmatic chain of command used by INSIGHT.
- (h) Supervise Coordination with the Officer Assistance Program for INSIGHT-driven counseling recommendations.
- (i) Coordinate with the City of New Orleans Finance Department, ITI, NOPD IT Director and other authorities as needed to ensure proper functioning and maintenance of the INSIGHT system and Data Warehouse.
- (j) Supervise and direct quality checks on INSIGHT feeder systems and work with the City of New Orleans Finance Department, ITI, NOPD IT Director and other authorities as needed to address issues including:
  - i. Use of Force data through BlueTeam workflow to PIB IAPro system.
  - ii. Canine data.
  - iii. Orleans Parish District Attorney data.
  - iv. SABA data.
  - v. EPR/FIC data.
  - vi. Orleans Parish Communications District CAD System.
  - vii. New Orleans Office of Police Secondary Employment (OPSE) for InTime details data.
- (l) Convene and supervise monthly INSIGHT intervention reviews to:
  - i. Review new cases since the last monthly review.
  - ii. Update progress on open intervention cases.
  - iii. Conduct a summary review and formally close all completed cases.

      (m) Working with mental health professionals to assess the array of available interventions.

INSIGHT EXECUTIVE COMMITTEE

7. The INSIGHT Executive Committee shall meet on the first Tuesday of every quarter to reviewing:
    (a) Peer Groups, Threshold Measures, and Threshold Levels for potential changes and/or updates,
    (b) The overall utilization and effectiveness of available member interventions to tailor available intervention options and provide additional intervention options as necessary,
    (c) Forward incorrect or disputed information and recommend corrections to Deputy Chief of MSB for approval,
    (d) Review reports as necessary.

8. The INSIGHT Executive Committee shall be chaired by the Deputy Superintendent of the Management Services Bureau (MSB) and be comprised of:
    (a) 3 Captains from the Department named by the Deputy Chief of Field Operations for a term of one year,
    (b) The Early Intervention Unit Director,
    (c) The Information Technology Section Director, and
    (d) The Superintendent's Chief of Staff (or Deputy Chief of Staff as designated by the Superintendent).

THRESHOLD ALERT INTERVENTION

9. Threshold Alert Intervention Options – are as follows:
    (a) **No further action**: The Alert is closed, no further action
    (b) **Commendation**: Submit member for consideration for an Award/Commendation in the INSIGHT system
    (c) **Informal meeting with supervisor**: Supervisor will meet with member to offer counsel and informal training on the perceived area of concern; results documented in INSIGHT.
    (d) **Training**: The member identified by an alert will be referred to remedial/re-training in the area of concern
    (e) **Supervisory monitoring period**: Supervisor will closely monitor the member identified by an alert during an evaluation period to note improvement/ongoing problems in the area concerned.
    (f) **Modified duties**: The member identified by an alert will be re-assigned within the same command under the authority of the Captain
    (g) **Meeting with the Captain**: The member identified by an alert will meet in a one-on-one session with the Captain with the intent to modify and improve member performance.
    (h) **Re-assignment/Transfer**: The member identified by an alert may be transferred out of Command under the authority of the Superintendent to improve performance and lower risk to the Department
    (i) **Counseling**: The member identified by an alert will be scheduled to meet with the Officer Assistance Program Director of the determination that counseling is required.