

EARLY INTERVENTION UNIT

EMPLOYEE MANAGEMENT DIVISION



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Police Commissioner



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NEW YORK CITY POLICE DEPARTMENT MISSION

The mission of the New York City Police Department is to enhance the quality of life in our city by working in partnership with the community and in accordance with constitutional rights to enforce the laws, preserve the peace, reduce fear, and provide for a safe environment.

ADMINISTRATIVE GUIDE

PROCEDURE No.

320-22



EARLY INTERVENTION MONITORING SYSTEM			
DATE ISSUED	DATE EFFECTIVE	REVISION NUMBER	PAGE
2-20-87	2-27-87	87-1	1 of 4

PURPOSE

Misc. 1953-A (1-87)-14

To provide commanding officers with a procedure to monitor the performance of certain uniformed and civilian members of the service.

PROCEDURE

When a member of the service has been identified as a candidate for Early Intervention Monitoring Procedure:

COMMANDING OFFICER

1. Personally supervise and direct the "Early Intervention Monitoring Procedure."
2. Review Department records, i.e., ABSENCE AND TARDINESS RECORD (PD433-145), time record, personal folder, etc., and confer with Integrity Control Officer, to verify that potential behavioral indicators are present (see ADDITIONAL DATA for "Guide - Early Intervention Indicators").
3. Conduct interview with member concerned in an effort to determine the source(s) of the problem.

NOTE

The member's immediate supervisor should be present at the interview, when appropriate.

4. Determine whether member concerned will receive early intervention monitoring.

NOTE

When a commanding officer determines that early intervention monitoring is unnecessary, no reports will be required.

5. Immediately notify the Early Intervention Unit concerning each new early intervention case.

INTEGRITY CONTROL OFFICER

6. Prepare Early Intervention Monitoring case folder and Confidential Report, on Typed Letterhead, addressed to the Chief of Personnel (attention: Early Intervention Unit), and forward to commanding officer.

MEMBER'S IMMEDIATE SUPERVISOR

7. Prepare appropriate interim Performance Evaluation Report and indicate "Early Intervention Monitoring" under reason prepared and forward to commanding officer.

COMMANDING OFFICER

8. Forward report on Typed Letterhead and interim Performance Evaluation Report to Chief of Personnel (attention: Early Intervention Unit) in sealed envelope marked "CONFIDENTIAL."

INTEGRITY CONTROL OFFICER

9. Closely monitor indicators and work performance in cooperation with member's immediate supervisor.
10. Confer frequently with the member's immediate supervisor and other key members of command staff to keep current of member's progress.

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INTEGRITY
CONTROL
OFFICER
(continued)

11. Prepare consolidated monthly status report to commanding officer, containing observations and comments for each member actively receiving early intervention monitoring.
 - a. Confer with member's immediate supervisor prior to preparing report.

MEMBER'S
IMMEDIATE
SUPERVISOR

12. Prepare appropriate quarterly Performance Evaluation Report at the conclusion of each three (3) month period, and forward to commanding officer.

INTEGRITY
CONTROL
OFFICER

13. Interview member and member's immediate supervisor each quarter to review recent work performance and Performance Evaluation Rating.
14. Forward one (1) copy of interim Performance Evaluation Report to Personnel Bureau, Early Intervention Unit, through commanding officer, and file duplicate in case monitoring folder.

NOTE

A member may request an interview with his commanding officer, at anytime, to review continuation in the Early Intervention Monitoring Program.

WHEN THE BEHAVIORAL INDICATORS HAVE BEEN ALLEVIATED, AND UPON RECOMMENDATION BY THE MEMBER'S IMMEDIATE SUPERVISOR

INTEGRITY
CONTROL
OFFICER

15. Prepare report to Chief of Personnel, on Typed Letterhead, indicating reasons for recommending conclusion of Early Intervention Monitoring Procedure, and forward to commanding officer.

COMMANDING
OFFICER

16. Review entire monitoring case, confer with Early Intervention Unit, interview member concerned and immediate supervisor, and recommend APPROVAL/DISAPPROVAL of request.
 - a. File DISAPPROVED request in folder.
17. Forward APPROVED report and one (1) copy of most recent Performance Evaluation Report to Chief of Personnel (attention: Early Intervention Unit), in a sealed envelope, marked "CONFIDENTIAL," for review and final determination.

INTEGRITY
CONTROL
OFFICER

18. File closed Early Intervention Monitoring case folder with member's Confidential Performance File.

ADDITIONAL DATA

All reports pertaining to the Early Intervention Monitoring Procedure are confidential and should be safeguarded in a separate file, with access limited to authorized ranking officers only.

ADMINISTRATIVE GUIDE

PROCEDURE No.

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ADDITIONAL
DATA
(continued)

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EARLY INTERVENTION MONITORING SYSTEM

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A member may be referred to the department's Employee Assistance Program, Alcoholic Counselling Unit, Psychological Services Unit, Employee Relations Assistance, chaplain's counselling, etc., at anytime during the monitoring process by the commanding officer or the Early Intervention Unit. Although voluntary referrals are preferred, an involuntary referral shall be made in appropriate cases when there is denial or the member is uncooperative. When an involuntary referral is made, the Early Intervention Unit will be notified.

The services of the Counselling Service are not available to department personnel for illegal drug use and/or abuse problems. If such behavior comes to the attention of any member of the service, that member has a duty to inform supervisory personnel for whatever disciplinary action is deemed appropriate.

GUIDE - EARLY INTERVENTION INDICATORS

The following list of indicators are suggested as possible identifiers of personnel who should be included in the Early Intervention Monitoring Procedure. It is intended as a guide, and is not all inclusive, nor should it be used literally, e.g., an individual who has experienced a family tragedy should not be monitored solely for that reason. The commanding officer should use judgment and remain alert to any other signs which may indicate that a problem exists.

UNUSUAL PERSONALITY TRAITS

- Excessively nervous
- Threatens suicide
- Noticeable change in personality.

REMOVAL OF FIREARMS (except medical)

SUSPECTED DRINKING PROBLEM

- Frequent hangovers
- Physical indicators
- Drinks on duty
- Unsatisfactory efficiency and dependability, on or off-duty
- Condition is repetitive or progressive
- Several attempts at confronting the unacceptable behavior or performance deficiencies by peers, union delegates or supervisory personnel have not remedied the condition.

INVOLVED IN SHOOTING/SERIOUS ASSAULT/SERIOUS THREATS

FINANCIAL PROBLEMS

DOMESTIC DIFFICULTIES

- Abuse children/wife/
husband

SICK LEAVE

- Frequent Administrative Sick
- Chronic "A" or "B"

POOR EVALUATIONS

CHRONIC LATENESS

POOR UNIFORM APPEARANCE

OFF-DUTY EMPLOYMENT

- Frequent changes
- Refused permission

ADMINISTRATIVE GUIDE

PROCEDURE No.

320-22



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ADDITIONAL
DATE
(continued)

GUIDE - EARLY INTERVENTION INDICATORS (CONTINUED)

FAMILY TRAGEDIES

- a. Terminal illness
- b. Separation
- c. Divorce
- d. Death of family member

ARGUMENTATIVE/PROVOKES CONFRONTATION

- a. Administrative Transfer
- b. Frequent Charges and Specifications and/or Command Disciplines

FREQUENT EMERGENCY LEAVE REQUESTS

ACCIDENT PRONE

DECEASED PERFORMANCE/ PRODUCTIVITY

SUPERVISORY PROBLEM

FREQUENT COMPLAINTS

- a. Civilian Complaint Review Board.

If a member is transferred to a new command while receiving early intervention monitoring, the commanding officer of the member's current command will personally communicate with the commanding officer of the new command, for briefing purposes. Upon transfer, the complete early intervention monitoring case folder will be forwarded with the member's personal folder, to the new command in a sealed envelope marked "CONFIDENTIAL." At the earliest opportunity, the new commanding officer will personally review the case folder and interview the member concerned to determine if the monitoring should be continued. When a commanding officer is transferred the integrity control officer shall brief the incoming commanding officer about all members actively receiving early intervention monitoring.

EARLY INTERVENTION QUARTERLY REPORT

E.I.U. Case Manager: _____

NAME _____ RANK _____ SHIELD _____

TAX# _____ COMMAND _____ CURRENT ASSIGNMENT _____

THIS REPORT COVERS PERIOD: FROM _____ TO _____

1. Number of times sick during this period _____ for _____ days.

Line of Duty _____ Non-Line of Duty _____

a) Does there seem to be a pattern to member's sick leave which might indicate sick leave abuse

YES _____ NO _____

b) Number of times sick on first tour following pay day _____

2. Number of times late during this period _____

3. Number of emergency excusals during this period _____

a) Does a pattern exist indicating any problems

YES _____ NO _____

4. Number of Command Discipline violations during this period _____

a) Type of Command Discipline violation _____

5. Number of Civilian Complaints during this period _____

a) Type of Civilian Complaints _____

6. General demeanor
- a) _____ No problem seen
 - b) _____ Immature
 - c) _____ Impulsive
 - d) _____ Excitable
 - e) _____ Depressed/Dejected
 - f) _____ Inflexible
 - g) _____ Other

7. Interaction with Peers
- a) _____ No problem Seen
 - b) _____ Touchy/Irritable
 - c) _____ Isolates Self
 - d) _____ Suspicious

8. Signs Of Alcohol/Drug abuse
Yes _____ No _____

9. Interaction with Supervisors: No Problem seen _____
Resistant to Supervision _____ Touchy/Irritable _____

10. How would you rate officer's overall performance
Well above _____ Above _____ Meets standards _____
Below standards _____ Well below Standards _____

11. COMMENTS: _____

Date: _____ Prepared by: _____ Tax # _____ Rank: _____

Reviewed by C.O. _____ Rank: _____



PATROL GUIDE

PROCEDURE No.

118-19

FAMILY OFFENSES AND DOMESTIC VIOLENCE INVOLVING UNIFORMED OR CIVILIAN MEMBERS OF THE SERVICE

DATE ISSUED 4-12-91	DATE EFFECTIVE 4-19-91	REVISION NUMBER 91-3	PAGE 1 of 2
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Misc. 1953-F (10-91)-h2

PURPOSE

To process family offenses and domestic violence involving uniformed or civilian members of the service.

PROCEDURE

When directed to respond to a family offense or incident of domestic violence involving uniformed or civilian members of the service:

UNIFORMED
MEMBER OF
THE SERVICE

1. Ascertain the facts and obtain medical assistance if required or need is apparent.
2. Request response of patrol supervisor.

PATROL
SUPERVISOR

3. Comply with the pertinent provisions of Patrol Guide Procedure 110-38 entitled "Family Offenses/Domestic Violence."
 - a. Direct COMPLAINT REPORT (PD313-152) be prepared.

NOTE

If member of the service is the offender and is arrested, comply with pertinent provisions of Patrol Guide Procedure 118-16 entitled "Member of the Service Arrested (Uniformed or Civilian)."

DESK OFFICER

4. Notify desk officer, precinct of occurrence.
5. Notify and confer with precinct commander/duty captain.
6. Notify Internal Affairs Division Action Desk and obtain a log number.
 - a. Enter "I.A.D." under caption "Unit Referred to" and Internal Affairs Division Action Desk log number under caption "Log No.," on COMPLAINT REPORT.
7. Have three (3) copies of a report, prepared on Typed Letterhead (whether or not offender is present), provide details of the incident and forward in a sealed envelope, as follows:
 - a. Commanding Officer, Internal Affairs Division
 - b. Commanding officer, member of the service involved
 - c. Precinct file (maintain in confidential file).

COMMANDING
OFFICER/
DUTY CAPTAIN

8. Commence an immediate investigation and take appropriate action.
 - a. If the offender is not present and further investigation is required, confer with Internal Affairs Division and request additional assistance if appropriate.

NOTE

The notification to the Internal Affairs Division Action Desk is to obtain a log number and record the incident. All DECISIONS concerning full investigation of the matter, and safety of all involved family members, remains the RESPONSIBILITY OF THE DUTY CAPTAIN CONCERNED. Follow-up notifications, concerning actions taken and/or anticipated, will be made to update the Internal Affairs Division Action Desk log as appropriate.



PATROL GUIDE

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**COMMANDING
OFFICER,
MEMBER
CONCERNED**

9. Interview member of the service involved.
10. Refer member to Early Intervention Monitoring System and comply with the provisions of Administrative Guide procedure 320-22.

RELATED
PROCEDURES

Family Offenses/Domestic Violence (P.G. 110-38)
Member of the Service Arrested (Uniformed or Civilian) (P.G. 118-16)
Early Intervention Monitoring System (A.G. 320-22)

EARLY INTERVENTION UNIT

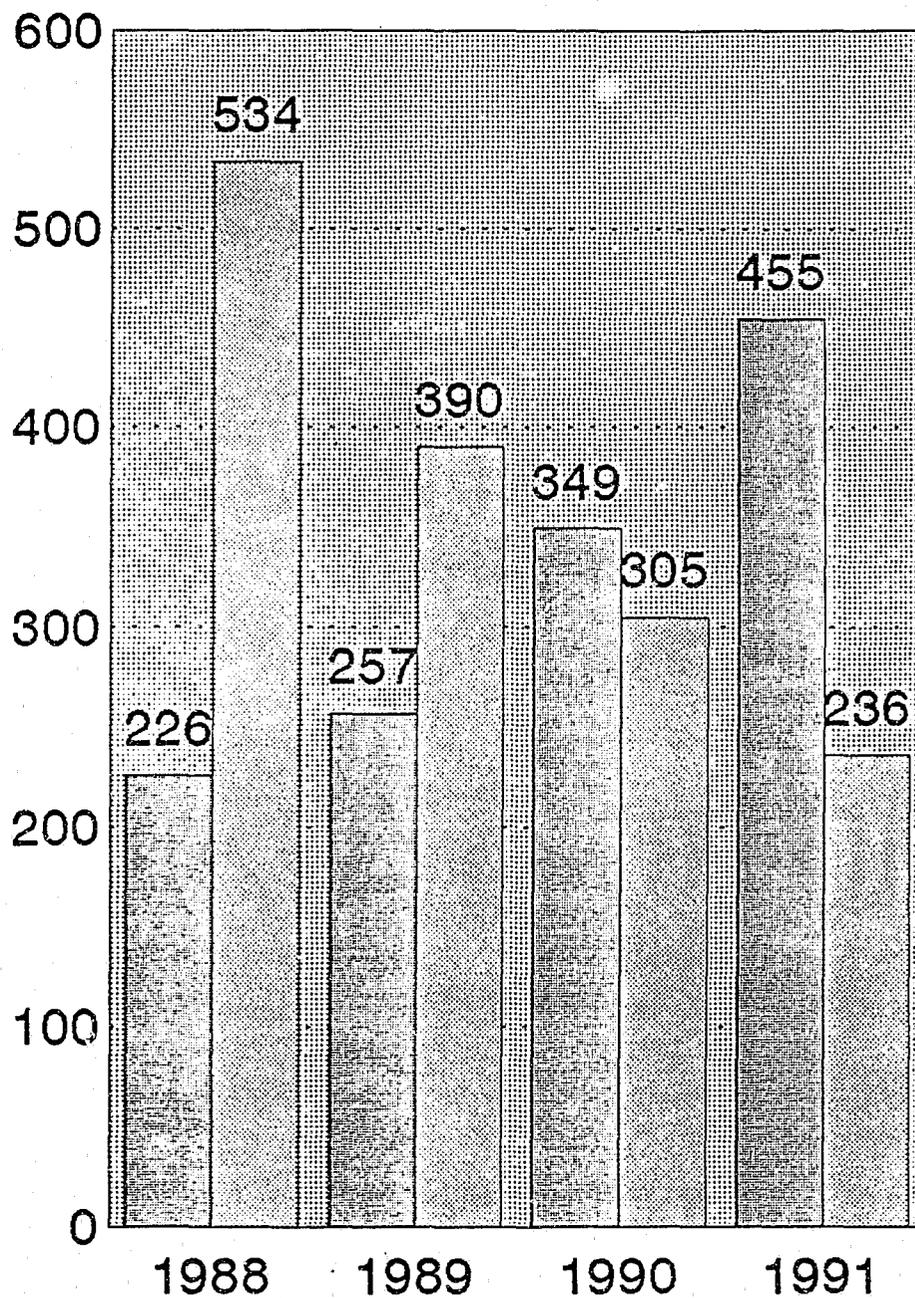
EMPLOYEE MANAGEMENT DIVISION

Legend:

INTERVIEWS
CONDUCTED



ACTIVE EIU
CASES



INTERVIEWS		226	257	349	455
ACTIVE CASES		534	390	305	236



NEW YORK CITY



POLICE DEPARTMENT VALUES

In partnership with the **COMMUNITY**
we pledge to:

- * Protect the lives and property of our fellow citizens and impartially enforce the law.
- * Fight crime both by preventing it and by aggressively pursuing violators of the law.
- * Maintain a higher standard of integrity than is generally expected of others because so much is expected of us.
- * Value human life, respect the dignity of each individual, and render our services with courtesy and civility.