

LAPD's TEAMS II: The Impact of a Police Integrity Early Intervention System

Abstract

The project evaluates the Los Angeles Police Department's (LAPD) Early Intervention System, referred to as the Training Evaluation and Management System II or TEAMS II. Funding was received from the National Institute of Justice (NIJ), Office of Justice Programs (OJP), US Department of Justice.

Researchers at Justice & Security Strategies, Inc. will conduct the evaluation and will be joined by Dr. Stephen Mastrofski at George Mason University.

TEAMS II is the most thorough EI system in the country and serves as a model for EI systems in other departments. It relies on a 2-stage screening process. The first stage is an automated review process that counts events such as use of force, citizen complaints, etc. The system embeds calculations to identify concerns and flags potential issues for further review. The second stage involves human judgment to diagnose whether further action is required and prescribe interventions where justified. TEAMS II collects information from 14 separate systems and compiles data for all sworn officers in the LAPD.

This evaluation seeks to advance the research on EI by addressing the following questions:

What are the patterns of undesired police behavior that set the boundaries for the efficiency of the TEAMS II system?

How good are the TEAMS II data systems in capturing the actual occurrence of the undesired behaviors that the system was designed to track?

What standards do immediate supervisors use and how do they apply those standards?

How powerful is the TEAMS II system in accurately identifying officers who will become “problem” officers?

To what extent does the TEAMS II system reduce undesired police practices?

By what mechanisms does the TEAMS II system exert influence on officer decision making about undesired practices?

What are the costs of the TEAMS II system for the organization? How much supervisor effort does the system require? To what extent does it reduce or extinguish desired police behaviors? How does it affect officer morale, creativity, and initiative?

The project's primary phases will include: (1) conducting a survey of full-time sworn officers in the LAPD; (2) conducting a survey of supervisors regarding responsibilities for reviewing and judging officers flagged by the TEAMS II system; (3) extracting data from the TEAMS II system for a ten-year period (2004-2013) and analyzing that data using multiple methods including time-series

analysis and regression-discontinuity analysis to assess the degree to which the TEAMS II system influences outcomes in behavior at the officer level; and (4) completing an analysis to assess the time required by the TEAMS II system to screen the cases flagged by the automated process and evaluate the reduction of negative police behavior.

Evaluating TEAMS II: LAPD's Early Intervention System

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Justice & Security Strategies, Inc.

Moving Organizations Forward

Presentation Overview

- Background
- Overview of TEAMS II
- Research Questions
- Methods
- Timeline
- Results and Recommendations





Background



- Funded by the National Institute of Justice
- Awarded to Justice & Security Strategies, Inc. (JSS)
 - Craig D. Uchida, President
 - Shellie E. Solomon, CEO
 - Marc L. Swatt, Senior Research Associate
 - Joined by Stephen Mastrofski, George Mason University



Justice & Security Strategies, Inc.

Early Intervention Systems

- Early Intervention (EI) systems are designed to identify and intervene with officers at risk for future misconduct
- Research suggests that EI systems can reduce officer misconduct
- Commonly recommended by the Department of Justice in consent decrees

TEAMS II – LAPD's EI System

- TEAMS was recommended under the Christopher Commission but not completed
- TEAMS = Training Evaluation and Management System
- Completion of TEAMS II included in consent decree
 - Use of force
 - Complaints
 - Lawsuits/Claims
 - Pursuits
 - Traffic Collisions
- System operational on March 12, 2007

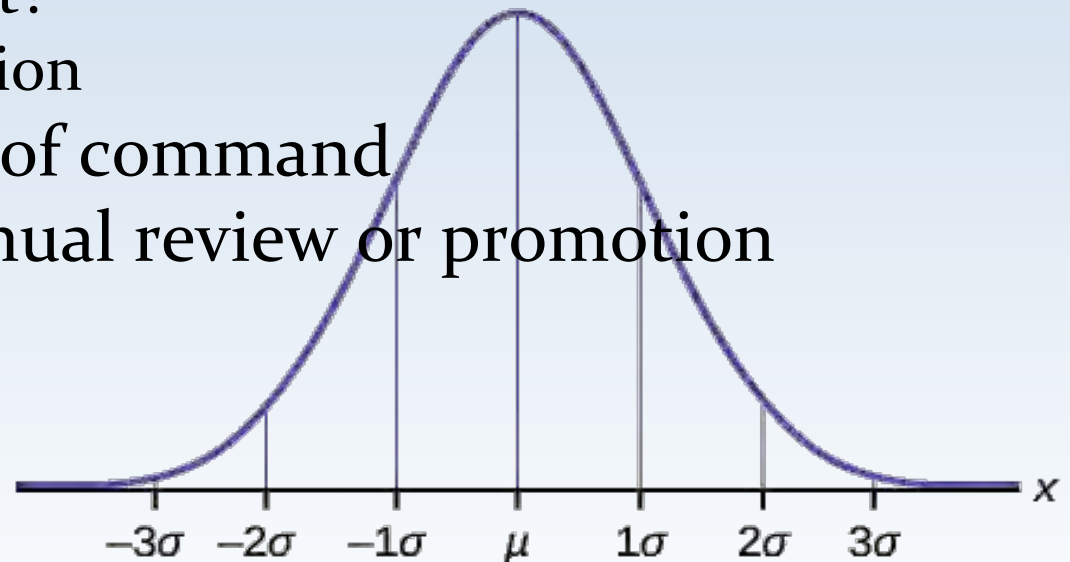


Teams II Data



Action Items

- Automated comparison after every incident
 - Thresholds set at 3 standard deviations
 - Separate for 33 “peer groups”
- An Action Item (AI) is generated if threshold is exceeded
 - Supervisor must review and meet with employee
 - “Pattern of conduct?”
 - Decide on disposition
- Reviewed up chain of command
- Reports also for annual review or promotion



Key Research Questions

1. Are the assumptions of TEAMS II consistent with observations?
2. How appropriately has TEAMS II been implemented?
3. Has TEAMS II led to a reduction in targeted behaviors over time?
4. Do Action Items have an impact on officer behavior?
5. How can TEAMS II be improved?

Assumptions of TEAMS II

- How concentrated is problematic behavior?
- How well does TEAMS II capture officer problematic behavior?
- What are the costs of TEAMS II to the organization?
 - Supervisor effort
 - Officer morale, creativity, initiative



Officer Surveys

- Random sample of ~1,200 police officers with No Teams II-generated interventions
- Stratified random sample of 600 officers with one or more prior Action Items.
 - 300 from 2008-2011
 - 300 from 2012 forward
- Random sample of 1,000 first line supervisors



Implementation of TEAMS II

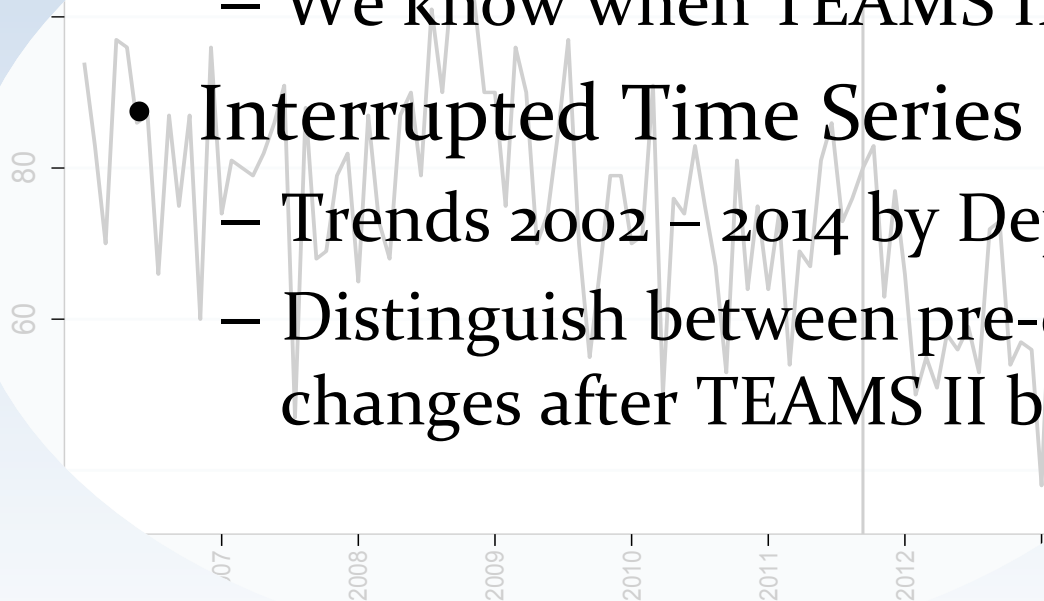
- What is the history of TEAMS II?
- How did some of the operational decisions arise?
 - Peer groups
 - Thresholds
 - Measures excluded
- Interviews with personnel and staff involved in the creation of TEAMS II
- Review of documents and lawsuits related to TEAMS II

Impact of TEAMS II on the Organization

- TEAMS II came online during period of dramatic changes at LAPD
 - How to distinguish changes due to TEAMS II vs. other facets of consent decree?
 - We know when TEAMS II became operational

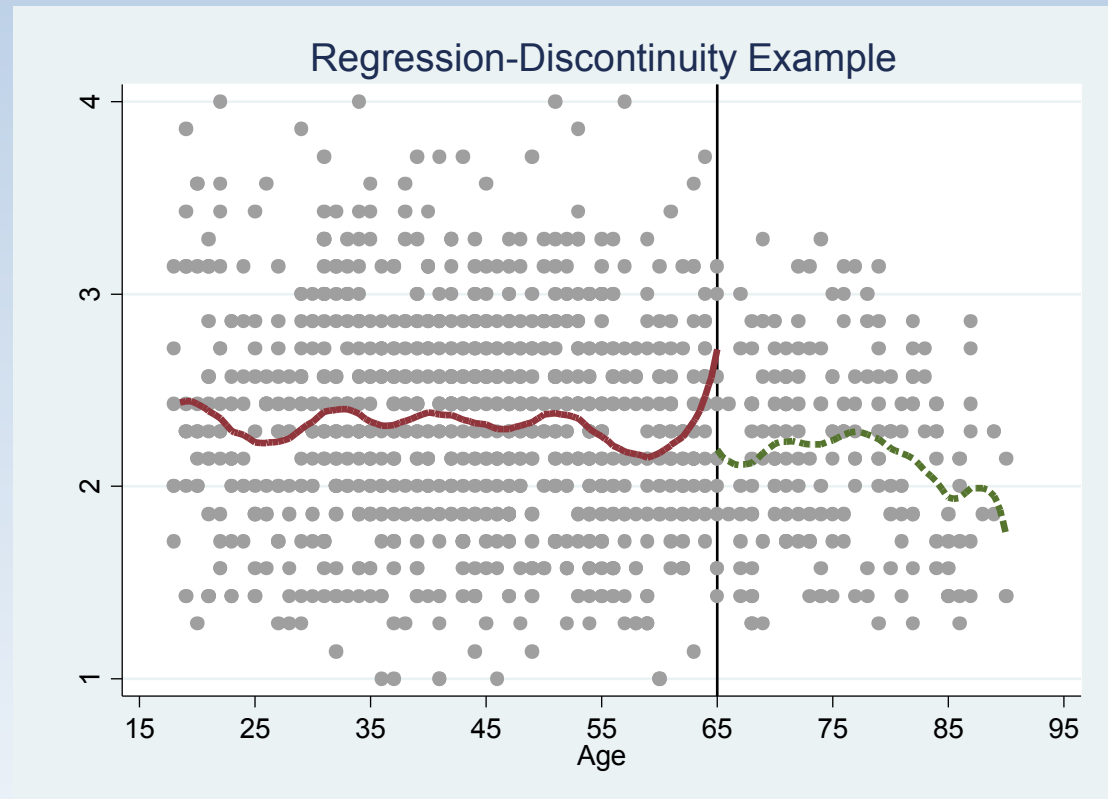
- Interrupted Time Series design

- Trends 2002 – 2014 by Deployment Period
- Distinguish between pre-existing trends and changes after TEAMS II began



Impact of AIs on Officer Behavior

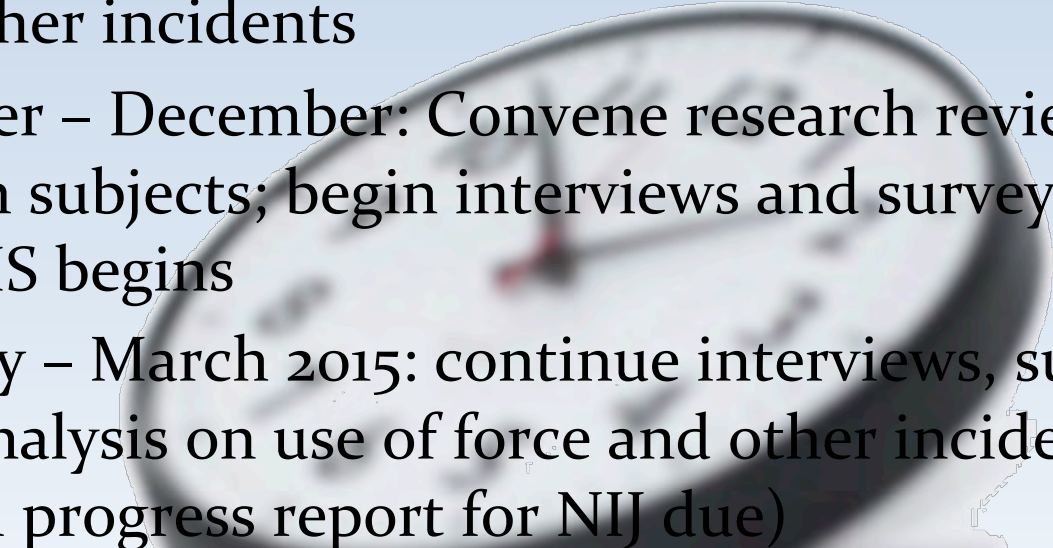
- Score on measures are “running variables”
- Peer group threshold governs assignment of treatment
- “As if random” for around discontinuity



Improving TEAMS II

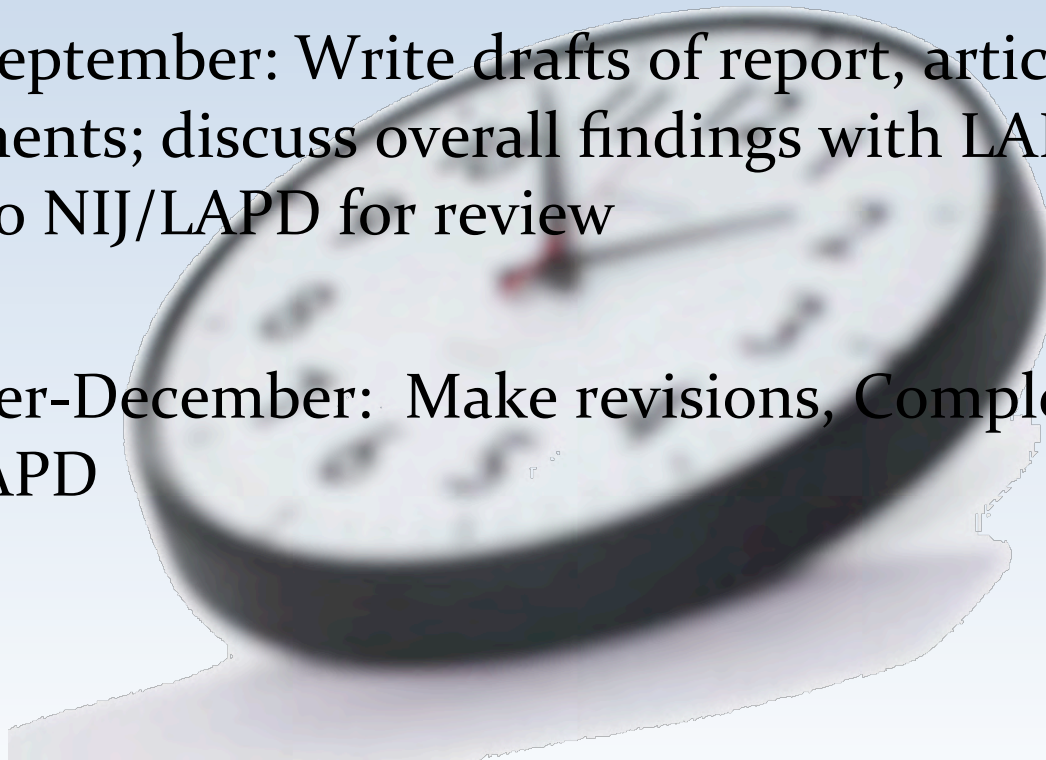
- Establish New Peer Groups
- Change Domains and Thresholds
- Measure System Effectiveness
- Examine AI Dispositions and their meaning
 - “No Action”
 - “Informal Meetings”
- Allocation of Dept Resources

Timeline

- July 2014 – project begins
 - July – September: Collect background info, review documents (2003-present); construct survey instruments; obtain data extraction from RMIS; obtain data on monthly use of force and other incidents
 - October – December: Convene research review board for human subjects; begin interviews and surveys; data analysis of RMIS begins
 - January – March 2015: continue interviews, surveys, complete data analysis on use of force and other incidents (semi-annual progress report for NIJ due)
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Timeline

- April – June: Analyze surveys and interviews; provide preliminary findings; complete data analysis of RMIS (thresholds, AIs, etc.)
- July- September: Write drafts of report, articles, and other documents; discuss overall findings with LAPD; submit draft to NIJ/LAPD for review
- October-December: Make revisions, Complete Report for NIJ/LAPD



QUESTIONS?

