


Maple Shade Police Department STANDARD OPERATING PROCEDURES		
SUBJECT: EARLY WARNING SYSTEM		
EFFECTIVE DATE: 7/7/2022	NUMBER OF PAGES: 7	
ACCREDITATION STANDARDS: 2.2.3	BY THE ORDER OF: Chief of Police	

PURPOSE: The purpose of this written directive is to establish a personnel early warning system.

POLICY: It is the policy of this department to implement an Early Warning System for maintaining, retrieving, and analyzing information regarding the performance of employees. The system will identify, reward, and promote professionalism, civil rights, integrity, best practices, as well as identify, intervene, and remediate potentially problematic behavior allowing for timely intervention consistent with the risk management procedures promulgated by the New Jersey State Attorney in its Internal Affairs Policies and Procedures. This written directive is in accordance with the New Jersey Attorney General’s Law Enforcement Directive No. 2018-3.

PROCEDURE:

I. EARLY WARNING SYSTEM

- A. The Early Warning System is designed to detect patterns and trends before the conduct escalates into more serious problems. As such, employees must understand that the Early Warning System is not identical to the disciplinary process. Although it is possible that disciplinary action may be taken as the result of evidence that rules and regulations were violated, this is not the sole or even primary intent of the system. The primary intent of an Early Warning System is to address potential problems through the use of appropriate management and supervisory strategies before formal discipline is warranted.
- B. Many different measures of employee performance (actions or behaviors) can be regularly examined for patterns or practices that may indicate potential problems. These performance measures shall include, but are not limited to, the following documented indicators:
1. Internal affairs complaints against the officer, whether initiated by another officer or by a member of the public;
 2. Civil actions filed against the officer;
 3. Criminal investigations of or criminal complaints against the officer;
 4. Any use of force by the officer that is formally determined or adjudicated (for example, by internal affairs or a grand jury) to have been excessive, unjustified, or unreasonable;
 5. Domestic violence investigations in which the officer is an alleged subject;
 6. An arrest of the officer, including on a driving under the influence charge;
 7. Sexual harassment claims against the officer;
 8. Vehicular collisions involving the officer that are formally determined to have been the fault of the officer;
 9. A positive drug test by the officer;
 10. Cases or arrests by the officer that are rejected or dismissed by a court;
 11. Cases in which evidence obtained by an officer is suppressed by a court;
 12. Insubordination by the officer;
 13. Neglect of duty by the officer;
 14. Unexcused absences by the officer; and
 15. Any other indicators, as determined by the agency's chief executive.

- C. Generally, three (3) instances of questionable conduct or performance indicators (as listed in section B, above) within a 12-month period would initiate the Early Warning System process.
- D. If one incident triggers multiple performance indicators, that incident shall not be double or triple counted, but instead shall count as only one performance indicator.
- E. The Chief of Police may, in his or her discretion, determine that a lower number of performance indicators within a twelve-month period (i.e., one or two performance indicators) will trigger the Early Warning System review process.

II. ADMINISTRATION OF EARLY WARNING SYSTEM

- A. The Early Warning System is primarily the responsibility of the Office of Internal Affairs; but any supervisor may initiate the early warning process based upon his/her own observations. Emphasis should be placed on anticipating employee problems before it results in improper performance or conduct.
- B. The Office of Internal Affairs shall conduct a manual or computerized audit of its records to determine if an employee has the emergence of a pattern, practices, or trend of inappropriate behavior or misconduct. In addition to the regular data audits conducted by the Office of Internal Affairs, the Internal Affairs Officer shall audit an individual employee's history any time a new complaint is received.
 - 1. Using this information and their experience, Office of Internal Affairs may be able to identify employees who may need remedial/corrective intervention even before such is indicated by the early warning system data audit.
- C. If the audit indicates the emergence of a pattern, practices, or trend of inappropriate behavior or misconduct, the Office of Internal Affairs shall consult with the employee's supervisor.
- D. The Office of Internal Affairs and the employee's supervisor shall review the information provided along with any other relevant information from agency records for the purpose of initiating a course of intervention designed to correct/interrupt the emerging pattern, practice or trend.
 - 1. If the audit indicates that the early warning system has returned an incorrect identification or "false positive," that conclusion should be documented and no further action is needed.
 - 2. If the audit reveals that an employee has violated agency rules and regulations or written directives, it will be investigated in accordance with the agency's policy on Internal Affairs.
 - 3. If the audit reveals that the employee has engaged in conduct, which indicates a lack of understanding or inability to comply with accepted procedures, the supervisor shall consult with the Office of Internal Affairs to determine the appropriate course of remedial/corrective intervention.

III. SUPERVISORS

- A. An employee's first line supervisor is usually the first member of the agency to encounter and document specific incidents that affect an employee. It is essential

for the supervisor to speak with the employee, document these incidents, and report findings to the Office of Internal Affairs. The success of this program relies heavily on the first line supervisor's participation and involvement.

- B. If a supervisor has initiated remedial/corrective intervention, the Office of Internal Affairs shall be formally notified of such efforts. This information shall be documented and appropriate copies forwarded to the Office of Internal Affairs for filing.
- C. If the remedial/corrective intervention was training, documentation shall be filed in accordance with the agency's written directive governing training (remedial training).
- D. Supervisors shall forward all documentation as required by agency written directives established to assist in a comprehensive audit. This data shall minimally include: use of force reports, vehicle pursuit reports, and attendance records.

IV. COMMAND PERSONNEL

- A. In addition to the regular data audits conducted by the Office of Internal Affairs, agency command personnel shall periodically audit an individual employee's history.
- B. Using this information and their experience, the command personnel may be able to identify employees who may need remedial/corrective intervention even before such is indicated by the early warning system data audit.

V. EARLY INTERVENTION MONITORING

- A. When it has been determined that an officer has displayed the requisite number of performance indicators necessary to trigger the Early Warning System review process (as set forth in Section II., above) assigned supervisory personnel shall initiate remedial action to address the officer's behavior.
- B. When an Early Warning System review process is initiated, personnel assigned to oversee the Early Warning System should:
 - 1. Formally notify the subject officer in writing;
 - 2. Conference with the subject officer and appropriate supervisory personnel;
 - 3. Identify problems or potential problems;
 - 4. Determine short and long-term goals of improvement;
 - 5. Come to a consensus commitment on a plan for long-term improved performance;
 - 6. Advise of the monitoring process and the repercussions of future sustained transgressions;
 - 7. Develop and administer a remedial program, including the appropriate remedial/corrective actions listed below;
 - 8. Continue to monitor the subject officer for at least three (3) months, or until the supervisor concludes that the officer's behavior has been remediated (whichever is longer);

9. Document and report findings to the appropriate supervisory personnel and, if warranted, the Office of Internal Affairs.
- C. Supervisor/Employee Meeting
1. All supervisor/employee meetings shall be thoroughly documented, which will be forwarded to the Chief of Police or his/her designee. The affected employee and supervisor shall meet on a regular basis, minimally monthly, to discuss progress towards the agreed upon goals and objectives.
 2. All regular monthly progress/status reports shall be submitted to the Chief of Police or his/her designee through the chain of command.
 3. Additional monitoring may be required following removal from the early warning system.
- D. Any statement made by the subject officer in connection with the Early Warning System review process may not be used against the subject officer in any disciplinary or other proceeding.
- E. Generally, personnel should expect to remain under monitoring and supervision for six (6) months when an early warning flag is triggered.

VI. REMEDIAL/CORRECTIVE INTERVENTION

- A. Supervisory or command personnel may initiate remedial/corrective intervention to correct behavior. Remedial/corrective intervention may include, but is not limited to:
1. Training;
 2. Retraining;
 3. Counseling;
 4. Intensive supervision;
 5. Fitness for duty examination;
 6. Professional counseling, when warranted, if available;
 7. Peer counseling.
- B. Internal disciplinary action, remedial/corrective intervention, and fitness-for-duty examinations are not mutually exclusive and should be jointly pursued if and when appropriate.
- C. No entry should be made in the employee's personnel file, unless the action results in disciplinary/corrective action.
- D. When remedial/corrective intervention has been undertaken, the Police or his/her designee shall ensure that such actions are documented in writing. If the remedial/corrective intervention is a training program, attendance and successful completion of that program should be noted in the employee's training record.

- E. All reports shall be forwarded to the Chief of Police or his/her designee for review. These reports have the same confidential status as Internal Affairs documents and are subject to the same disclosure and retention regulations and guidelines.
- F. This SOP and the Early Warning System, in general, are focused on corrective actions aimed at remediating officer behavior and providing assistance to the officer. This SOP and the Early Warning System do not address disciplinary actions that might be warranted against an officer. Such disciplinary actions, to include the decision to suspend, terminate, or, if applicable, charge an officer with criminal conduct, remain within the purview of the agency's internal affairs guidelines and applicable law, separate from and independent of the Early Warning System.

VI. NOTIFICATION TO SUBSEQUENT LAW ENFORCEMENT EMPLOYER

- A. If any officer who is or has been subject to an Early Warning System review process applies to or accepts employment at a different law enforcement agency other than the one where he or she underwent the Early Warning System review process, it is the responsibility of the prior or current employing law enforcement agency to notify the subsequent employing law enforcement agency of the officer's Early Warning System review process history and outcomes.
- B. Upon request, this agency shall share the officer's Early Warning System review process files with the subsequent employing agency.

VII. NOTIFICATION TO COUNTY PROSECUTOR

- A. Upon initiation of the Early Warning System review process, the Chief of Police or a designee shall make a confidential written notification to the Burlington County Prosecutor or his/her designee of the identity of the subject officer, the nature of the triggering performance indicators, and the planned remedial program.
- B. Upon completion of the Early Warning System review process, the Chief of Police shall make a confidential written notification to the Burlington County Prosecutor or his/her designee of the outcome of the Early Warning System review, including any remedial measures taken on behalf of the subject officer.

X. PUBLIC ACCESSIBILITY AND CONFIDENTIALITY

- A. The Early Warning System policy shall be made available to the public upon request and shall be posted on the agency website.
- B. All reports have the same confidential status as Internal Affairs Unit documents and are subject to the same disclosure and retention regulations and guidelines.
- C. All reports shall be forwarded to the Chief of Police for review. These reports have the same confidential status as Internal Affairs documents and are subject to the same disclosure and retention regulations and guidelines.