

MENDHAM BOROUGH POLICE DEPARTMENT STANDARD OPERATING PROCEDURES			
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SUBJECT: EARLY WARNING SYSTEM			
EFFECTIVE DATE: March 12, 2014	ACCREDITATION STANDARDS: 2.2.3	REVISION DATE 12/21/18 Pg 1	PAGE #
BY THE ORDER OF: Chief John Camoia			
SUPERSEDES ORDER #:			

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 and utilize an early warning system for tracking and reviewing incidents of risk and provide timely intervention consistent with Attorney General Guidelines.

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 may include, but are not limited to, the following documented indicators:
 - 1. Internal complaints, regardless of outcome;
 - 2. Incidents of force usage, including firearms discharges and use of non-deadly force;
 - 3. Claims of duty-related injury;
 - 4. Vehicular pursuits;
 - 5. Vehicular collisions;
 - 6. Attendance.
- C. Generally, three (3) instances of questionable conduct or flag indicators within the same six (6) month period would initiate the early warning system process.

II. ADMINISTRATION OF EARLY WARNING SYSTEM

- A. The early warning system is primarily the responsibility of the Chief of Police but, any supervisor may initiate the early warning process based upon his or her own observations. Emphasis should be placed on anticipating employee problems before it results in improper performance or conduct.
- B. The Chief of Police 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, he/she shall audit an individual employee's history any time a new complaint is received.
 - 1. Using this information and their experience, the Chief of Police 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 Chief of Police shall review the information with the employee's supervisor.
- D. The Chief of Police and the employee's supervisor shall review the information along with any other relevant information from department 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.
 - 2. If the audit reveals that an employee has violated department rules and regulations or written directives, the supervisor in consultation with the Chief of Police should proceed with an internal investigation and possible disciplinary action.
 - 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 Chief of Police to determine the appropriate course of remedial/corrective intervention.
- E. When under early warning system monitoring, the Chief of Police and supervisor shall meet with the employee to discuss the situation in depth to:
 - 1. Identify problems or potential problems;
 - 2. Determine short and long-term goals for improvement;
 - 3. Come to a consensus commitment on a plan for long-term improved performance;
 - 4. Advise of the monitoring process and the repercussions of future sustained transgressions.
- F. Generally, personnel should expect to remain under intensive monitoring and supervision for six (6) months when an early warning flag is triggered.
- G. Early Warning Employee Meetings
 - 1. All early warning employee meetings shall be thoroughly documented, which will be forwarded to the Chief of Police. 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.
 - 3. An additional six (6) months of documented monitoring is required following removal from the early warning system. Monthly monitoring reports from the direct supervisor are required.

III. SUPERVISOR

- A. An employee's first line supervisor is usually the first member of the department 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 Chief of Police. 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 Chief of Police shall be formally notified of such efforts. This information shall be documented and forwarded to the Chief of Police for filing.
 - 1. No entry should be made in the employee's personnel file, unless the action results in disciplinary/corrective action.
- C. If the remedial/corrective intervention was training, documentation shall be filed in accordance with the department's written directive governing training (remedial training).
- D. Supervisors shall forward all documentation as required by department 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. REMEDIAL/CORRECTIVE INTERVENTION

- A. The Chief of Police and supervisors 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;
 - 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. When remedial/corrective intervention has been undertaken, the Chief of Police shall ensure that such actions are documented in writing. No entry should be made in the employee's personnel file, unless the action results in a sustained investigation. 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.

- D. 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.