



Effective Date:	<b>May1, 2018</b>
Revised From:	
References:	

Subject:	<b>Early Intervention Policy</b>		
Distribution:	<b>All Personal</b>	Pages	<b>8</b>
		<b>Sheriff</b>	

## I. AUTHORITY

By the authority vested in the Office of the Sheriff of Camden County, the following rules and procedures are hereby adopted to outline the policy and procedures for administering a personnel early warning policy.

## II. INTRODUCTION

It is the policy of the Office of the Sheriff of Camden County to utilize an early warning policy for tracking and reviewing the indicators of increased risk and provide timely, nonpunitive intervention consistent with best practices to augment the Performance Evaluation System. (CALEA Standard 35.1.9)

## III. SPECIFICATIONS

- A. The Early Warning Policy is designed to detect patterns and trends before the conduct escalates into more serious problems. The primary intent is to address potential problems through the use of appropriate management intervention strategies before negative discipline becomes necessary.
- B. All levels of supervision, especially first line supervisors, are expected to recognize potential troublesome employees, identify training needs and provide professional

support in a consistent and fair manner. Emphasis should be placed on anticipating employee problems before it results in improper performance or conduct.

- C. Many different measures of employee performance can be regularly examined for patterns or practices that may indicate potential problems. These performance measures include, but are not limited to, the following documented indicators:
1. Internal complaints, whether initiated by another officer or by a member of the public.
  2. Any use of force by the officer that is formally determined or adjudicated (for example, internal affairs or grand jury) to have been excessive, unjustified, or unreasonable.
  3. Civil action filed against the officer.
  4. Domestic Violence investigations in which the officer is an alleged subject.
  5. An arrest of an officer, including on a driving under the influence charge.
  6. Sexual Harassment/ Hostile Work Environment claim against the officer.
  7. Vehicular collisions involving the officer that are formally determined to have been the fault of the officer.
  8. A positive drug test by the officer.
  9. Cases or arrests by the officer that are rejected or dismissed by the court.
  10. Cases in which evidence obtained by an officer is suppressed by a court.
  11. Insubordination by the officer.
  12. Neglect of duty by the office.
  13. Claims of duty-related injury.
  14. Criminal investigations of or complaints against the officer.
  15. Unexcused absences by the officer
  16. Any other unacceptable behavior, deemed by the Sheriff, which negligently impacts the Office of the Sheriff.
- D. The Early Warning Policy is primarily the responsibility of the Sheriff, but all supervisors are required to initiate the early warning process based upon their own observations.
- E. The Sheriff or his designee shall conduct an annual evaluation of the Early Warning Policy, to assess its effectiveness. The Sheriff or his designee shall prepare a written report by February 1<sup>st</sup> of the prevailing year, noting the previous year's participants and results. Modification to this process should be implemented at the earliest opportunity.
- F. An employee's first line supervisor is usually the first member of the Office of the Sheriff to encounter and document specific incident(s) that affect an employee. It is essential for the supervisor to speak with the employee (depending upon the nature of the matter) and document the incident(s) and report findings to the unit commander.
- G. Supervisors shall forward all documentation required by the Early Warning Policy pursuant to the chain of Command: Use of Force, Internal Affairs Complaints,

Investigating and Reporting Damage to Police Vehicles, any violation(s) of Personnel Policies and Procedures, Vehicle Pursuit Reports, Sick Leave and Tardiness.

- H. Supervisors will have input on recommendations affecting their employees, such as requiring remedial training, counseling services through the Employee Assistance Program and referral for disciplinary action.
- I. Referrals to the Employee Assistance Program shall be made in accordance with the Employee Assistance Protocols. Personal problems may adversely affect an employee's personal and professional well-being and job performance. The most effective means of handling these problems may be through this program.

#### **IV. Guardian Tracking Software**

- A. This office will utilize Guardian Tracking software in order to manage, tack and trigger alerts with respect to the Early Warning Policy. Guardian Tracking is an employee behavioral monitoring and early intervention system. In no way, does it excuse a supervisor or any other employee from following the procedures mandated in this office's Internal Affairs directive.
- B. All supervisors shall have access to the Guardian Tracking system via an assigned login and personal password. Employees who have not been issued a login are not authorized to access the system.
- C. It is the responsibility of all supervisors to enter all incidents listed below for each of their subordinates. Supervisors who fail to document incidents as required by this directive will be subjected to disciplinary action.
- D. The Unit Commander or designee shall supply a memo to an employee's immediate supervisor whenever evidence is suppressed, a case is dismissed or prosecution rejected.
- E. The following shall serve as a guide to the incident categories contained with Guardian Tracker.

#### **V. Definitions**

1. Accepts Supervision- To be used with regards to an employee's ability or inability to accept supervision or constructive criticism.
2. Appearance- To be used when an employee's appearance is not in compliance with the Office of the Sheriff policy.
3. Application of Leadership Skills- To be used when an employee demonstrates or exhibits commendable actions that indicate his/her knowledge of job responsibilities.

4. Attendance- To be used when an employee has an unscheduled absence. Prescheduled sick leave utilized for tests, scheduled surgery/procedure or any cause covered under contract and/or policy does not qualify under this category.
5. Attitude/Officer Bearing- To be used whenever a supervisor observes, or a citizen initiates, a formal or informal complaint regarding an employee's demeanor.
6. Award Nomination- To be used when an employee's actions on or off duty warrant recognition.
7. Case Procedure- To be used when an employee has or has not used proper case procedure.
8. Citizen's Complaint- To be used when a citizen makes a complaint either formal or informal about an employee other than demeanor complaints.
9. Commitment to Agency Goals- To be used when an employee exemplifies or fails to commit to office goals.
10. Computer/ Typing Skills- To be used when an employee fails to possess the ability to navigate computer software to complete daily assignments and knowledge of simple word processing skills.
11. Counseling- To be used when an employee receives counseling as the result of job performance.
12. Crime Scene Protection- To be used when an employee does an outstanding job in protecting a crime scene or fails to protect a crime scene
13. Initiative and Growth- To be used when an employee demonstrates a willingness to initiate and complete projects and progress within their assignments.
14. Interviewing Skills- To be used when an employee has the ability of inability to elicit required information from suspects, victims, witnesses and associates.
15. Insubordination- To be used when an employee is insubordinate as defined by the Rules and Regulation.
16. Investigative Skills- To be used when an employee has the ability or inability to conduct a proper investigation.
17. Job Knowledge- To be used to indicate an employee's level of knowledge relative to their length of service to perform satisfactory on their assigned duties.

18. Meeting Deadlines- To be used to indicate the employee's ability or inability to complete an assignment or project in a designated time period.
19. Motor Vehicle Crashes — To be used when an employee is involved in a motor vehicle crash.
20. Officer Safety- To be used to indicate the employee's ability or inability to use basic officer safety concepts.
21. Policy Violation- To be used to indicate office policy and other categories do not apply.
22. Problem Solving and Judgement- To be used to indicate the employee's ability or inability to arrive at sound conclusions and make proper decisions based upon training and experience.
23. Pursuits- To be used any times a pursuit report is filed. The entry must include the incident/ case number.
24. Quality of Work/Report Writing- To be used to indicate the employee's ability or inability to utilize office forms to accomplish the task and accurately prepare reports that reflect the situation in a detailed and organized manner.
25. Radio Procedure- To be used whenever an employee utilizes radio procedure that is contrary to the office policy or FCC regulations.
26. Rater Responsibility- To be used to indicate the extent to which the supervisor, serving as a rater or reviewing officer, conducted or required other to conduct accurate, uninflated and timely evaluations
27. Tardiness- To be used whenever an employee reports for work after the time set forth by his/her schedule in accordance with office policy.
28. Use and Care of Equipment- To be used when an employee fails to properly care for or damage department equipment.
29. Use of Force- To be used whenever an employee utilizes physical, mechanical or deadly force. An entry in this category does not presuppose that the employee acted improperly or contrary to policy procedure.
30. Written Reprimand- To be used when an employee receives disciplinary action constituting a reprimand.

## **VI. Remedial Action**

- A.** If the early Warning Policy reveals a potential problem through the presence of a flag in the Guardian Tracking software or as identified by a supervisor, the employee's unit commander or designee will gather all relevant information from the system. A separate incident will be generated in the Guardian Tracking software utilizing the appropriate Early Warning Policy incident category.
- B.** The employee's unit commander will implement a review of the data provided, along with more detailed information available from office records. If the review reveals that the employee has engaged in conduct that indicates a lack of understanding or inability to comply with accepted procedures, the unit commander shall recommend the appropriate course of remedial action. All action taken will be documented in the Guardian Tracker software under the previously created Early Warning Policy incident category.
- C.** If the review reveals that an employee has violated directives, the employee's unit commander may proceed with an internal investigation. If the review reveals that the employee has engaged in conduct that indicates a lack of understanding or inability to comply with accepted procedures, the unit commander shall recommend the appropriate course of remedial action. All action taken will be documented in the Guardian Tracker software under the previously created Early Warning Policy incident category.
- D.** Remedial Intervention may include, but is not limited to:

  - 1. Training
  - 2. Retraining
  - 3. Counseling
  - 4. Intensive Supervision
  - 5. Fitness for Duty examination
  - 6. Employee Assistance Program
  - 7. Peer Counseling
  - 8. Any other appropriate remedial or corrective action
- E.** Internal disciplinary action, remedial action and fitness for duty examinations will be initiated after consultation, and with the approval of the Sheriff or designee.
- F.** When remedial action has been undertaken, the unit commander shall ensure that such actions are documented in writing. No entry should be made in the employee's personnel files unless the action results in a sustained complaint. If the remedial action is a training program, attendance and successful completion of that program should be noted in the employee's training record.
- G.** The unit commander shall cause a review of any individual employee's history anytime a new complaint is made. Using this information, the unit commander or

designee may be able to identify employees who may need counseling, training or other remedial action even before such is indicated by the Early Warning system's ongoing data review.

H. In general, the following indicators will prompt early intervention:

Early Intervention Flag (3 in 365 days)

- Internal complaints, whether initiated by another officer or by a member of the public.
- Any use of force by the officer that is formally determined or adjudicated (for example, by internal affairs or grand jury) to have been excessive, unjustified, or unreasonable.
- Civil actions filed against the officer.
- Domestic Violence investigation in which the officer is an alleged subject.
- An arrest of an officer, including on a driving under the influence charge.
- Sexual harassment claims against an officer
- Vehicular collision involving the officer that are formally determined to have been the fault of the officer. • A positive drug test by the officer.
- Cases or arrest by the officer that are rejected or dismissed.
- Insubordination by the officer • Neglect of Duty by the officer
- Claims of duty related injury
- Criminal investigations of or complaints against the officer.
- Unexcused absences by the officer.
- Any other indicators, as determined by the Sheriff or designee.

- I. Personnel will remain under intensive monitoring and supervision for a minimum of three (3) months, or a reasonable time period, until the supervisor concludes that the officer's behavior has been remediated (whichever is longer).
- J. When under early intervention system monitoring, the employee's direct 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 a long-term improved performance.
  4. Advise of the monitoring process and the repercussions of future sustained transgressions
- K. All employee-supervisor meetings shall be thoroughly documented in the Guardian Tracking software, which will automatically be forwarded to the sheriff or designee. The affected employee and supervisor shall meet on a regular basis, minimally monthly, to discuss progress towards the agreed upon goals and objectives.
- L. All regular monthly progress/status reports shall be submitted via the Guardian Tracking software.

M. An additional three (3) months of documented monitoring is required following removal from the early intervention system. Monthly monitoring reports from the direct supervisor are required.

N. All reports shall be forwarded to the Sheriff through the Guardian Tracking software for review. These reports have the same confidential status as Internal Affairs documents and are subjected to the same disclosure and retention regulations and guidelines.

## **RESPONSIBILITY**

It shall be the responsibility of all personnel, sworn and civilian, to adhere to this General Order.