

Long Beach Township Police Department

EFFECTIVE DATE: March 21, 2013	GENERAL ORDER # 2013-016
SUBJECT: EARLY WARNING SYSTEM	
ISSUED BY: CHIEF Anthony Deely	# OF PAGES: 3
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ACCREDITATION STANDARDS:	
The written directives developed by the Police Department are for internal use only, and do not enlarge an officer's civil or criminal liability in any way. They should not be construed as the creation of a higher standard of safety or care in an evidentiary sense, with respect to third party claims. Violations of written directives can only be the basis of a complaint by this department, and then only in an administrative disciplinary setting.	



PURPOSE The purpose of this directive is to establish this agency's policy and procedures concerning 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.

I. GENERAL

- a. An early warning system 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 and supervisory intervention strategies before negative discipline becomes necessary.
- b. All levels of supervision, especially first line supervisors, are expected to recognize potentially troublesome officers, identify training needs and provide professional support in a consistent and fair manner. Emphasis should be placed on anticipating problems among officers before they result in improper performance or conduct.
- c. Many different measures of officer 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:
 - Motor vehicle stop data;
 - Search and seizure data;

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- Internal complaints, regardless of outcome;
 - Civil actions filed, regardless of outcome;
 - Use of force incidents;
 - Claims of duty-related injury;
 - Arrests for resisting arrest;
 - Arrests for assault on a law enforcement officer;
 - Criminal investigations or complaints made against the employee;
 - Incidents of arrested persons injured;
 - Vehicular pursuits;
 - Vehicular accidents;
 - Cases rejected or dismissed by the prosecutor;
 - Evidence suppressed by the court
- d. The early warning system is primarily the responsibility of the internal affairs unit; but, any supervisor may initiate the early warning process based upon their own observations.
- e. The Chief of Police shall cause an annual evaluation of the early warning system to assess its effectiveness. The Internal Affairs Commander shall prepare a written report by February 1st of the prevailing year noting the previous year's participants and outcomes. Modifications to this process should be implemented at the earliest opportunity.

II. PROCEDURES

- a. In the event that the early warning system reveals a potential problem, the appropriate Division Commander will be notified and provided with all relevant information from the system.
- b. The Division Commander will cause a review of the data provided, along with more detailed information available from department records, in consultation with the internal affairs unit. If this review indicates that the early warning system flag is unwarranted, the Division Commander will report such, in writing, to the internal affairs unit.
- c. If the review reveals that an officer has violated department directives, the Commander in consultation with the internal affairs unit should proceed with an internal investigation. If the review reveals that the officer has engaged in conduct that indicates a lack of understanding or inability to comply with accepted procedures, the Commander shall consult with the internal affairs unit to determine the appropriate course of remedial action.
- d. Remedial intervention may include, but is not limited to:
- Training
 - Retraining
 - Counseling
 - Intensive supervision

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- Fitness for duty examination
- Employee Assistance Program
- Peer counseling

Internal disciplinary action, remedial action, and fitness for duty examinations are not mutually exclusive, and should be jointly pursued if appropriate.

- e. When remedial action has been undertaken, the internal affairs unit shall be formally notified in writing of such efforts. This information shall be recorded in the internal affairs index file system. No entry should be made in the employee's personnel file, unless the action results in a sustained investigation. If the remedial action is a training program, attendance and completion of that program should be noted in the officer's training record. Documentation is the key to a successful outcome.
- f. The internal affairs unit should review an individual employee's history anytime a new complaint is made. Using this information, internal affairs staff 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.
- g. Generally, three (3) instances of questionable conduct or flag indicators within the same six (6) month period would initiate the Early Warning System process.
- h. Generally, personnel should expect to remain under intensive monitoring and supervision for six (6) months.
- i. When under EWS monitoring, the employee's direct supervisor shall meet with the employee to discuss the situation in depth to:
 - Identify problems or potential problems
 - Determine short and long-term goals for improvement
 - Come to a consensus commitment on a plan for long-term improved performance
 - Advise of the monitoring process and the repercussions of future sustained transgressions
- j. The meeting shall be thoroughly documented and forwarded to the Division Commander through the chain of command. The affected employee and supervisor shall meet on a regular basis, minimally monthly, to discuss progress towards the agreed upon goals and objectives.
- k. The Division Commander shall ensure that regular monthly progress/status reports are submitted by the immediate supervisor concerning the employee's progress.
- l. An additional six (6) months of documented monitoring is required following removal from EWS status. Monthly monitoring reports from the direct supervisor are required.
- m. All reports shall be eventually forwarded to the internal affairs office through the regular chain of command for review. These reports have the same confidential status as internal affairs documents.