


MANSFIELD TOWNSHIP POLICE DEPARTMENT			
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SUBJECT: EARLY WARNING SYSTEM			
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BY THE ORDER OF: Chief Ronald G. Mulhall, Jr.			

PURPOSE The purpose of this standard operating procedure is to establish this agency’s policy and procedures concerning a personnel early warning system.

POLICY It is the policy of the Mansfield Township Police Department to implement and utilize an early warning system for tracking and reviewing incidents of risk and provide timely intervention consistent with New Jersey Attorney General and Burlington County Prosecutor’s Office guidelines, directives and policies.

PROCEDURES

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 become necessary.
- B. All levels of supervision, especially first line supervisors, are expected to recognize potentially troublesome employees, identify training needs and provide professional support in a consistent and fair manner. Emphasis should be placed on anticipating problems among employees before they result 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 affairs complaints, whether initiated by another officer/employee or by a member of the public, regardless of outcome;
 - 2. Civil actions filed, regardless of outcome;
 - 3. Use of force incidents;
 - 4. Domestic violence investigations in which the officer/employee is an alleged subject;
 - 5. An arrest of an officer/employee, including on a driving under the influence charge, whether on duty or off duty;
 - 6. Sexual harassment claims against an officer/employee;
 - 7. Claims of duty-related injury;
 - 8. Arrests for resisting arrest;
 - 9. Arrests for assault on a law enforcement officer;
 - 10. Criminal investigations or complaints made against the employee;
 - 11. Incidents of arrested persons being injured by officers;
 - 12. Vehicular pursuits;
 - 13. Officer-involved vehicular crashes;
 - 14. A positive drug test by an officer;
 - 15. Insubordination by an officer/employee;
 - 16. Neglect of duty by the officer/employee;

17. Cases rejected or dismissed by the prosecutor or a court;
 18. Cases when evidence suppressed by the court;
 19. Absenteeism;
 20. Any other indicators as determined by the Chief of Police.
- D. Any supervisor may initiate the early warning process based upon his/her own observations.
 - E. The Chief of Police shall cause a semiannual evaluation of the early warning system to assess its effectiveness.
 - F. In the event that the early warning system reveals a potential problem, the appropriate squad commander will be notified and provided with all relevant information from the system.
 - G. The squad commander will cause a review of the data provided, along with more detailed information available from department records, in consultation with the executive officer. If this review indicates that the early warning system flag is unwarranted, the squad commander will report such, in writing, to the executive officer.
 - H. If the review reveals that an employee has violated department directives, the squad commander in consultation with the executive officer should 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 squad commander shall consult with the executive officer to determine the appropriate course of remedial action.
 - I. 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.
 - J. Internal disciplinary action, remedial action, and fitness for duty examinations are not mutually exclusive, and should be jointly pursued if appropriate.
 - K. When remedial action has been undertaken, the executive officer shall be formally notified in writing of such efforts. 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.

- L. The executive officer should review an individual employee's history anytime a new complaint is made. Using this information, the executive officer 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.
- M. Generally, three (3) instances of questionable conduct or flag indicators (as listed in subsection I.C, above) within the same six (6) month period would initiate the early warning system process.
- N. When under EWS monitoring, the employee must be notified in writing that the EWS has been initiated and the employee's squad commander 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
- O. Meetings shall be documented and forwarded to the executive officer. The affected employee and squad commander shall meet on a regular basis, minimally monthly, to discuss progress towards the agreed upon goals and objectives.
- P. Any statement made by the officer/employee in connection with the early warning system review process may not be used against him/her in any disciplinary or other proceeding.
- Q. All reports shall be eventually forwarded to the Chief of Police for review. These reports have the same confidential status as internal affairs documents.

II. SUPPLEMENTAL

- 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, the Chief of Police or his/her designee shall notify the subsequent employing law enforcement agency of the officer's early warning review process history and outcomes. Upon request, the Chief of Police or his/her designee shall share the officer's early warning system review process files with the subsequent employing agency.
- B. Upon initiation of the early warning system review process on an officer, the Chief of Police or his/her 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. Upon completion of the early warning system review process, the Chief of Police or his/her designee 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.

- C. This SOP shall be made available to the public upon request and shall be posted on the police department's website. All written reports created or submitted pursuant to this SOP that identify specific officers are confidential and not subject to public disclosure.