

**PEAPACK GLADSTONE POLICE  
DEPARTMENT  
GENERAL ORDERS**



**VOLUME: 1**

**CHAPTER: 10**

**# OF PAGES: 5**

**SUBJECT: EARLY WARNING SYSTEM**

**EFFECTIVE DATE:**

**ACCREDITATION  
STANDARDS:**

**REVISION DATE**

**PAGE #**

**BY THE ORDER OF:**

**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 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 include, but are not limited to, the following documented indicators:
  - 1. Citizen's complaint;
  - 2. Insubordination;
  - 3. Policy Violation;
  - 4. Sick Time;
  - 5. Use of Force;
  - 6. Accident-Officer Involved;
  - 7. Attendance;
  - 8. Vehicle Pursuit;
  - 9. Tardiness;
  - 10. Work Related Injury;
  - 11. Written Reprimand.
  
- 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 internal affairs unit; but, any supervisor may initiate the early warning process based upon their own observations. Emphasis should be placed on anticipating employee problems before it results in improper performance or conduct.
  
  - B. Internal affairs shall be monitor if an employee has the emergence of a pattern, practices or trend of inappropriate behavior or misconduct. In addition, the internal
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affairs supervisor shall review an individual employee's history any time a new complaint is received.

1. Using this information and their experience, internal affairs investigators may be able to identify employees who may need remedial/corrective intervention.
- C. When the emergence of a pattern, practices or trend of inappropriate behavior or misconduct, the internal affairs supervisor shall consult with the employees supervisor and/or division commander.
- D. The internal affairs supervisor and the employees supervisor and/or division commander shall review the information provided by internal affairs 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 it is learned that an employee has violated department rules and regulations or written directives, the supervisor in consultation with the internal affairs unit should proceed with an internal investigation and possible disciplinary action.
  3. If it is learned 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 internal affairs unit 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 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 their division commander and if warranted, the internal affairs supervisor. 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 internal affairs unit shall be formally notified of such efforts.
- C. Tracking
1. Supervisors shall document routine performance in one centralized location during the course of an evaluation period. As incidents are noted Internal Affairs Personnel will monitor the frequency of specific incidents to determine if early intervention is warranted.
  2. Supervisors will make entries and view all employees under their chain of command.
  3. Supervisory personnel, who identify deficiencies with other personnel outside of their chain of command, will submit a written notice to the employee's direct supervisor indicating the nature of the deficiency.

- a. This process does not relieve supervisors of the obligation to take immediate action to correct serious infractions that may result in liability, injury, and/or disrepute.
5. Supervisory personnel who identify and wish to document positive performance conduct on other personnel, outside of their chain of command, will submit the nature of the performance directly to the employee involved. Supervisors within the chain of command will, by default, have access to this newly created documentation.

#### **IV. DIVISION COMMANDERS**

- A. The division commanders shall periodically review an individual employee's history. Using this information and their experience, the division commander may be able to identify employees who may need remedial/corrective intervention..
- B. When under early warning system monitoring, the employee's division commander 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.
- C. Generally, personnel should expect to remain under intensive monitoring and supervision for six (6) months when an early warning flag is triggered.
- D. Supervisor/Employee Meeting
  1. All supervisor/employee meetings shall be thoroughly documented, which will automatically be forwarded to the Chief of Police and/or Officer in Charge or his 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 Officer in Charge.
  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.

#### **V. 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. Employee Assistance Program, 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. When remedial/corrective intervention has been undertaken, the Chief of Police and/or Officer in Charge 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.