

	WASHINGTON TOWNSHIP POLICE DEPARTMENT		
	General Order	1:40	
	Early Warning System		
	Effective Date:	March 19, 2019	
	Supersedes:	May 31, 2017	
Issuing Authority		Chief Patrick M. Gurcsik	

1:40-1 PURPOSE

The purpose of this general order is to establish this department’s policy and procedures concerning a personnel early warning system.

1:40-2 SCOPE

This policy and the procedures described herein shall apply to all members and employees serving with the Washington Township Police Department, Gloucester County, New Jersey.

1:40-3 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 New Jersey Attorney General Guidelines.

1:40-4 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 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:
 - 1. Internal affairs complaints against the officer, regardless of the outcome;

2. Civil actions filed against the officer;
 3. Criminal investigations of or criminal complaints against the officer;
 4. Any use of force by the officer that is formally determined or adjudicated (for example, by internal affairs or a grand jury) to have been excessive, unjustified, or unreasonable;
 5. Domestic violence investigations in which the officer is an alleged subject;
 6. An arrest of the officer, including on a driving under the influence charge;
 7. Sexual harassment claims against the officer;
 8. Vehicle collisions involving the officer that are formally determined to have been the fault of the officer;
 9. A positive drug test by the officer;
 10. Cases or arrests by the officer that are rejected or dismissed by a court;
 11. Cases in which evidence obtained by the officer is suppressed by a court;
 12. Insubordination by the officer;
 13. Neglect of duty by the officer;
 14. Unexcused absences by the officer; and
 15. Any other indicators, as determined by the Chief of Police.
- d. The early warning system is primarily the responsibility of the Internal Affairs Bureau, 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 Bureau Supervisor 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.

1:40-5 PROCEDURES

- a. In the event that the early warning system reveals a potential problem, the appropriate Bureau Commander will be notified and provided with all relevant information.

- b. The Bureau Commander will cause a review of the data provided, along with more detailed information available from department records, in consultation with the Internal Affairs Bureau. If this review indicates that the early warning system flag is unwarranted, the Bureau Commander will report such, in writing, to the Internal Affairs Bureau.
- c. If the review reveals that an officer has violated department written directives, the Bureau Commander in consultation with the Internal Affairs Bureau should proceed with an Internal Affairs 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 Bureau to determine the appropriate course of remedial action.
- d. Remedial intervention may include, but is not limited to:
 - 1. Training;
 - 2. Remedial Training;
 - 3. Counseling;
 - 4. Intensive supervision;
 - 5. Fitness for duty examination;
 - 6. Employee Assistance Program; or

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 Bureau 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 Guardian Tracking and the officer's training file. Documentation is the key to a successful outcome.
- f. The Internal Affairs Bureau should review an individual member's history anytime a new complaint is made. Using this information, Internal Affairs Bureau personnel may be able to identify members 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 twelve (12) month period would initiate the Early Warning System (EWS) process.
- h. Generally, personnel should expect to remain under intensive monitoring and supervision for three (3) months.

- i. When under EWS monitoring, the member's direct supervisor shall meet with the member 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.
- j. The meeting shall be thoroughly documented and forwarded to the Bureau Commander through the chain of command. The affected member and supervisor shall meet on a regular basis, minimally monthly, to discuss progress towards the agreed upon goals and objectives.
- k. The Bureau Commander shall ensure that regular monthly progress/status reports are submitted by the immediate supervisor concerning the member's progress.
- l. All reports shall be 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.