



Purpose:

To establish a policy to assist this agency in identifying employees whose performance warrants review and, where appropriate, intervention, in circumstances that may have negative consequences for the employee, co-workers, the Cranbury Township Police Department, Cranbury Township, and/or the general public.

Policy:

It is the policy of the Cranbury Township Police Department to maintain a Personnel Early Warning System (PEWS) that provides systematic reviews of specific, significant events involving agency employees. This PEWS system allows the department to exercise its responsibility to evaluate, identify, and assist employees who exhibit signs of performance and/or stress related problems. The system is intended to serve as a systematic approach to highlight performance or behavioral patterns that may otherwise be overlooked.

Procedures:

GENERAL

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 intervention strategies before negative discipline becomes necessary. Equally important in law enforcement is the desire that personnel take the extra step to ensure that any encounter with the public is as helpful as possible. When members of this agency go beyond what is required of them, recognition for their actions will be documented. 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.

A. Front line supervisors are responsible for reporting on all aspects of their subordinate's conduct and behavior. These reports shall include conduct that is both commendatory and problematic. During that process should a supervisor identify an issue or area of concern, he/she shall initiate an early warning supervisory review in writing, through the Internal Affairs Commander. Supervisors may initiate a supervisory review based on a single "significant" event or based on an on-going pattern of identified behavior.

B. The Personnel Early Warning System may include a review of data that includes, but is not limited to:

- a. Allegations of misconduct
- b. Use of force reviews
- c. Preventable motor vehicle accidents
- d. Civil litigation
- e. Notices of intent to sue
- f. Abuse of sick leave
- g. On-going or sudden poor performance
- h. Ability to effectively work with co-workers
- i. Unusual behavior
- j. Wage garnishment
- k. Incidents of domestic violence
- l. Unfavorable traffic and pedestrian stop data

C. This agency's Office of Professional Standards shall be responsible for establishing and administering the PEWS and generating reports specified in this policy or as otherwise directed by the Chief of Police.

a. Once the Office of Professional Standards receives a PEWS Supervisory Review request from an employee's supervisor, an Internal Affairs investigation shall be initiated.

b. The Office of Professional Standards shall independently conduct an on-going review and analysis of organizational findings of the Internal Affairs function to identify individual and collective patterns of behavior that may be indicative of a problem. The Office of Professional Standards may initiate a Personnel Early Warning System review anytime a pattern of negative behavior by a department member becomes evident.

D. Reporting:

a. A report shall be made to the Chief of Police by the Professional Standards Unit outlining any individual and collective patterns of behavior indicating a problem along with recommendations for improvement.

b. Supervisors of employees identified by the Personnel Early Warning System shall be notified of these findings.

c. Employees identified during a Personnel Early Warning System review as having a pattern of poor performance and/or misconduct shall be notified by their immediate supervisor.

d. A performance improvement plan will be developed jointly with the employee, the employee's immediate supervisor and the employee's Operation or Administrative Commander, to include referrals for assistance if appropriate. Remedial intervention may include, but is not limited to, training, retraining, counseling, intensive supervision, fitness for duty examination or peer counseling. Internal disciplinary action, remedial action, and fitness for duty examinations are not mutually exclusive and should be jointly pursued if and when appropriate.

e. Periodic reviews of the employee's improvement plan shall be documented by the employee's immediate supervisor in writing with notification to the employee's appropriate commander, the Office of Professional Standards, and the Chief of Police.

f. The PEWS review, the improvement plan and periodic reviews shall be documented in the Professional Standards Unit files. 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 successful completion of that program should be noted in the employee's training record.

E. Evaluation of the Personnel Early Warning System:

a. The Office of Professional Standards will conduct an annual review of the PEWS to determine the program's effectiveness, adjust PEWS criteria, or make any other changes deemed appropriate.