

# DEPTFORD POLICE DEPARTMENT



**SUBJECT: GUARDIAN TRACKING  
SOFTWARE – EARLY INTERVENTION**

**# OF PAGES: 8**

**EFFECTIVE DATE:  
01/18/2022**

**ACCREDITATION STANDARDS: 2.2.3**

**BY THE ORDER OF:  
Chief of Police**

**SUPERSEDES ORDER #:**

**PURPOSE:** The purpose of this directive is to establish the policy and procedures for administering a personnel early intervention policy.

**POLICY:** It is the policy of the Deptford Police Department to implement and utilize Guardian Tracking® Software as an early intervention system for tracking and reviewing incidents of risk and provide timely intervention consistent with Attorney General Guidelines. This written directive is in accordance with the New Jersey Attorney General's Law Enforcement Directive No. 2018-3.

## **PROCEDURE:**

### **I. GENERAL INFORMATION**

- A. The Early Intervention Policy is designed to detect patterns and trends before the conduct escalates into more serious problems. As such, employees must understand that the early intervention 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 is to address potential problems through the use of appropriate management intervention strategies before negative discipline becomes 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 employee problems before it results 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 complaints, whether initiated by another employee or by a member of the public and regardless of outcome;
  - 2. Civil actions filed against an officer, regardless of outcome;
  - 3. Criminal investigations or complaints made against an employee;
  - 4. Any use of force by an officer that is formally determined or adjudicated to have been excessive, unjustified or unreasonable;
  - 5. Domestic violence investigations in which the employee is an alleged subject;
  - 6. An arrest of an employee, including on a driving under the influence charge;
  - 7. Sexual harassment claims against an employee;
  - 8. Vehicular collisions involving an officer that are formally determined to have been the fault of the officer, on or off-duty;
  - 9. A positive drug test by an officer;
  - 10. Cases or arrests by the officer that are rejected or dismissed by a court;
  - 11. Cases in which evidence obtained by an officer is suppressed by a court;
  - 12. Insubordination by the officer;
  - 13. Neglect of duty by the officer;

14. Vehicular pursuits;
  15. Unexpected absences or sick time abuse;
  16. Any other indicators, as determined by the agency's chief executive.
- D. Generally, three (3) instances of questionable conduct or performance indicators (as listed in section C, above) within a 12-month period would initiate the early warning system process.
  - E. If one incident triggers multiple performance indicators, that incident shall not be double or triple counted, but instead shall count as only one performance indicator.
  - F. The Early Intervention Policy is primarily the responsibility of the Chief of Police, but any supervisor must initiate the early intervention process based upon his or her own observations.
  - G. At least every six (6) months, the Chief of Police or his designee shall audit the agency's tracking system and records to assess the accuracy and efficacy of the tracking system. Modifications to this process should be implemented at the earliest opportunity.
  - H. 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 the division commander. The success of this program relies heavily on the first line supervisor's participation and involvement.
  - I. Supervisors shall forward all documentation required by the Early Intervention Policy pursuant to written directives already established - Use of Force, Internal Affairs Investigations, Investigating and Reporting Damage to Police Vehicles, Personnel Policies and Procedures, Vehicle Pursuit Actions, Sick Leave and Tardiness.
  - J. Supervisors will have input on recommendations affecting their employees such as required remedial training, counseling services through the Employee Assistance Program and disciplinary action.
  - K. Referrals to the Employee Assistance Program shall be made in accordance with the Employee Assistance Program protocols. Personal problems may adversely affect an employee's personal and professional well-being and job performance. The most effective means of handling these problems may be through this program.

## **II. GUARDIAN TRACKING SOFTWARE**

- A. This department will utilize Guardian Tracking<sup>®</sup> software in order to manage, track and trigger alerts with respect to the Early Intervention Policy. Guardian Tracking<sup>®</sup> is an employee behavioral monitoring and early intervention system. In no way, does it excuse a supervisor or any other employee from following the procedures mandated in this department's Internal Affairs directive.

- B. All supervisors shall have access to the Guardian Tracking system via an assigned login and personal password. Employees who have not been issued a login are not authorized to access the system.
- C. It is the responsibility of all supervisors to enter all incidents listed below for each of their subordinates. Supervisors who fail to document incidents as required by this directive will be subject to disciplinary action.
- D. The following shall serve as a guide to the incident categories contained within Guardian Tracking®:
1. Accepts Supervision – To be used with regard to an employee’s ability or inability to accept supervision or constructive criticism;
  2. Appearance - To be used when an employee’s appearance is not in compliance with department policy;
  3. Application of Leadership Skills - To be used when an employee demonstrates or exhibits commendable actions that indicate his/her knowledge of job responsibilities;
  4. Attendance - To be used when an employee has an unscheduled absence. Prescheduled sick leave utilized for tests, scheduled surgery/procedures or any cause covered under contract and/or policy does not qualify under this category;
  5. Attitude/Officer Bearing - To be used whenever a supervisor observes, or a citizen initiates, a formal or informal complaint regarding an employee’s demeanor;
  6. Award(s) - To be used when an employee’s actions on or off duty warrant recognition;
  7. Citizen’s Complaint - To be used when a citizen makes a complaint either formal or informal about an employee other than demeanor complaints, forwarded to the Office of Professional Standards to determine if an Internal Affairs Investigation is warranted;
  8. Commitment to Departmental Goals - To be used when an employee exemplifies or fails to commit to departmental goals;
  9. Computer/Typing Skills - To be used when an employee fails to possess the ability to navigate computer software to complete daily assignments and knowledge of simple word processing skills;
  10. Counseling - To be used when an employee receives counseling as the result of job performance;
  11. Crime Scene Protection - To be used when an employee does an outstanding job in protecting a crime scene or fails to protect a crime scene;
  12. Initiative and Growth - To be used when an employee demonstrates a willingness to initiate and complete projects and progress within their assignments;

13. Interviewing Skills - To be used when an employee has the ability or inability to elicit required information from suspects, victims, witnesses and associates;
14. Insubordination - To be used when an employee is insubordinate as defined by the Rules and Regulations;
15. Investigative Skills - To be used when an employee has the ability or inability to conduct a proper investigation;
16. Job Knowledge - To be used to indicate an employee's level of knowledge relative to their length of service to perform satisfactorily in their assigned duties;
17. Meeting Deadlines - To be used to indicate the employee's ability or inability to complete an assignment or project in a designated time period;
18. Motor Vehicle Crashes - To be used when an employee is involved in a motor vehicle crash;
19. Officer Safety - To be used to indicate the employee's ability or inability to use basic officer safety concepts;
20. Policy Violation - To be used when an employee violates departmental policy and other categories do not apply;
21. Problem Solving and Judgment - To be used to indicate the employee's ability or inability to arrive at sound conclusions and make proper decisions based upon training and experience;
22. Pursuits - To be used any time a pursuit report is filed. The entry must include the incident/case number;
23. Quality of Work/Report Writing - To be used to indicate the employee's ability or inability to utilize departmental forms to accomplish the task and accurately prepare reports that reflect the situation in a detailed and organized manner;
24. Radio Procedure - To be used whenever an employee utilizes radio procedure that is contrary to department policy or FCC regulations;
25. Tardiness - To be used whenever an employee reports for work after the time set forth by his/her schedule in accordance with department policy;
26. Use and Care of Equipment - To be used when an employee fails to properly care for or damages department equipment;
27. Use of Force - To be used whenever an employee utilizes physical, mechanical or deadly force. An entry in this category does not presuppose that the employee acted improperly or contrary to policy or procedure;
28. Written Reprimand - To be used when an employee receives disciplinary action constituting a written reprimand.

29. Significant Emotional Event – used to document when an employee is involved in a traumatic event.

E. Guardian Tracking Training Video

1. Training shall include the reviewing of a 43 minute training video on the use of the Guardian Tracking Software.

### III. REMEDIAL ACTION

A. If the Early Intervention Policy reveals a potential problem through the presence of a flag in the Guardian Tracking<sup>®</sup> software or as identified by a supervisor, the employee's division commander or designee will gather all relevant information from the system. A separate incident will be generated in the Guardian Tracking<sup>®</sup> software utilizing the appropriate Early Intervention Policy incident category.

B. The employee's division commander will implement a review of the data provided, along with more detailed information available from department records. If this review indicates that the Early Intervention Policy flag is unwarranted, the division commander or designee will document this result in writing. The incident narrative placed in the Guardian Tracking<sup>®</sup> software may serve as adequate documentation.

C. If the review reveals that an employee has violated department directives, the employee's division commander may 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 division commander shall determine the appropriate course of remedial action. All action taken will be documented in the Guardian Tracking<sup>®</sup> software under the previously created Early Intervention Policy incident category.

D. 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;

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

F. When remedial action has been undertaken, the division commander 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 complaint. If the remedial action is a training program, attendance and successful completion of that program should be noted in the employee's training record.

- G. The division commander shall cause a review of any individual employee's history anytime a new complaint is made. Using this information, the division commander or designee 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.
- H. In general, the following indicators will prompt early intervention:
1. Early Intervention Flag (4 in 365 days, unless otherwise noted)
    - a. Attendance;
    - b. Attitude/Officer Bearing;
    - c. Insubordination;
    - d. Citizen's Complaint (3 in 365 days)
    - e. Internal Affairs Investigation (regardless of outcome);
    - f. Motor Vehicle Crashes; (2 in 365 days)
    - g. Policy Violation;
    - h. Pursuit; (2 in 365 days)
    - i. Use of Force; (2 in 365 days)
    - j. Written Reprimand.
- I. Generally, personnel should expect to remain under intensive monitoring and supervision for at least three (3) months when an early warning flag is triggered or until the supervisor concludes that the employee's behavior has been remediated (whichever is longer).
- J. When under early intervention system monitoring, the employee's direct 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; or
  4. Advise of the monitoring process and the repercussions of future sustained transgressions.
- K. Any statement made by the officer in connection with the early warning system review process may not be used against them in any disciplinary or other proceeding.
- L. All employee-supervisor meetings shall be thoroughly documented in the Guardian Tracking<sup>®</sup> software, which will automatically be forwarded to the Chief of Police. The affected employee and supervisor shall meet on a regular basis,

minimally monthly, to discuss progress towards the agreed upon goals and objectives.

- M. All regular monthly progress/status reports shall be submitted via the Guardian Tracking® software.
- N. All reports shall be forwarded to the Chief of Police through the Guardian Tracking® software for review. These reports have the same confidential status as Internal Affairs documents and are subject to the same disclosure and retention regulations and guidelines.

#### **IV. NOTIFICATION TO SUBSEQUENT LAW ENFORCEMENT EMPLOYER**

- 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 than the one where he or she underwent the Early Warning System review process, it is the responsibility of the prior or current employing law enforcement agency to notify the subsequent employing law enforcement agency of the officer's Early Warning System review process history and outcomes. Upon request, the prior or current employing agency shall share the officer's Early Warning System review process files with the subsequent employing agency.

#### **V. NOTIFICATION TO COUNTY PROSECUTOR**

- A. Upon initiation of the Early Warning System review process, the Chief of Police or a designee shall make a confidential written notification to the 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 shall make a confidential written notification to the 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.

#### **VI. PUBLIC ACCESSIBILITY AND CONFIDENTIALITY**

- A. The Early Warning System policy shall be made available to the public upon request and shall be posted on the agency website.