


POMPTON LAKES POLICE DEPARTMENT GENERAL ORDER		
PERSONNEL PERFORMANCE MANAGEMENT AND EARLY INTERVENTION SYSTEM		
EFFECTIVE DATE:	NUMBER OF PAGES: 7	
ACCREDITATION STANDARDS: 2.2.3	BY THE ORDER OF: Chief Anthony J. Rodriguez	

PURPOSE: The purpose of this general order is to establish a personnel performance management and Early Intervention System (PPMS).

POLICY: It is the policy of this department to implement and utilize an Early Intervention System for tracking and reviewing incidents of risk and provide timely intervention consistent with Attorney General Guidelines. This general order is in accordance with the New Jersey Attorney General’s Law Enforcement Directive No. 2018-3.

PROCEDURE:

I. GUARDIAN TRACKING® SOFTWARE

- A. Guardian Tracking® Software allows supervisors the ability to document routine performance in one centralized location during the course of an evaluation period. This includes both positive and negative performance. As incidents are entered, Guardian Tracking® Software will monitor the frequency of specific incidents to determine if early intervention is warranted.
- B. Supervisory personnel will not document routine performance in any other format. All performance documentation will be entered into the Guardian Tracking® Software.
- C. Supervisory personnel will have access to make entries and view all employees under their chain of command, with the exception to those areas identified in section three of this general order.
- D. Supervisory personnel, who identify deficiencies with other personnel outside of their chain of command, will submit the nature of the performance deficiency directly to the employee involved or their direct supervisor. Supervisory personnel within the chain of command will, by default, have access to this newly created documentation.
 - 1. This process does not relieve the documenting supervisors of the obligation to take immediate action to correct serious infractions that may result in liability, injury, and/or disrepute.
- E. 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. Supervisory personnel within the chain of command will, by default, have access to this newly created documentation.
- F. Command personnel will periodically review entries in the Guardian Tracking® Software to ensure supervisors are using the software in accordance with this general order.

II. EMPLOYEE PERFORMANCE

- A. The employees' supervisor shall make appropriate contemporaneous entries in PPMS regarding employees' performance under their command/supervision. These entries shall serve to enhance the documentation and quality of the performance evaluation reports completed by the supervisor on his/her subordinates.
- B. Entries in PPMS shall be consistent with the established behavior criteria in accordance with the department performance evaluation system.

III. EARLY INTERVENTION SYSTEM

- A. The Early Intervention System 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 of an Early Intervention 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 shall 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;
(NOTE - This information is ONLY accessible to the Chief of Police and the Department's Internal Affairs Officer)
 2. Civil actions filed against an officer, regardless of outcome;
(NOTE - This information is ONLY accessible to the Chief of Police and the Department's Internal Affairs Officer)
 3. Criminal investigations or complaints made against an employee;
(NOTE - This information is ONLY accessible to the Chief of Police and the Department's Internal Affairs Officer)
 - a. If Early Intervention System notification to the employee could jeopardize an ongoing criminal investigation, the County Prosecutor may in his or her discretion permit delayed notification to the employee or delayed initiation into the Early Intervention System review process.
 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 (regardless of whether or not a complaint or TRO/FRO was issued);
 6. An arrest of an employee, including on a driving under the influence charge;
 7. Sexual harassment claims against an employee;
 8. On-duty vehicular collision involving an officer that is formally determined to have been the fault of the officer;
 10. A positive drug test by an officer;
 11. Cases or arrests by the officer that are rejected or dismissed by a court;

12. Cases in which evidence obtained by an officer that is suppressed by a court;
 13. Insubordination by the employee;
 14. Neglect of duty by the employee;
 15. Vehicular pursuits;
 16. Performance-based counseling;
 17. Unexcused absences or sick time abuse; and
 18. Any other indicators, as determined by the agency's chief executive.
- C. Generally, three (3) instances of questionable conduct or performance indicators (as listed in section B, above) within a 12-month period would initiate the Early Intervention System process.
- D. 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.
- E. Early Intervention Review
1. The early intervention review process is primarily the responsibility of the Internal Affairs Unit, but any supervisor may initiate the early intervention review process based upon his/her own observations. Emphasis should be placed on anticipating employee problems before it results in improper performance or conduct.
 2. The Internal Affairs Unit shall be alerted by the Guardian Tracking® Software if an employee has the emergence of a pattern, practices or trend of inappropriate behavior or misconduct.
 3. If the Guardian Tracking® Software indicates the emergence of a pattern, practices or trend of inappropriate behavior or misconduct, the Internal Affairs Supervisor shall consult with the employee's supervisor and/or command personnel.
 4. The Internal Affairs Supervisor and the employee's supervisor and/or command personnel shall review the information provided by the Internal Affairs Unit 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.
 - a. If the Guardian Tracking® Software has returned an incorrect identification or "false positive," that conclusion should be documented.
 - 1) A "false positive" is a scenario where the Early Intervention System is technically triggered; however, remedial or corrective action is not warranted.

- b. If the Guardian Tracking® Software reveals that an employee violated the department rules and regulations or written directives, an internal investigation will be initiated.
 - c. If the Guardian Tracking® Software reveals that the employee has engaged in conduct, which indicates a performance deficiency or lack of understanding or inability to comply with accepted procedures, the supervisor shall consult with the Internal Affairs Supervisor to determine the appropriate course of remedial/corrective intervention.
- F. At least every six (6) months, internal affair's personnel shall audit the agency's tracking system and records to assess the accuracy and efficacy of the tracking system and to determine if an employee has the emergence of a pattern, practice or trend of inappropriate behavior or misconduct.
- G. Supervisors
 - 1. 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 command personnel and if warranted, the Internal Affairs Unit Supervisor. The success of this program relies heavily on the first line supervisor's participation and involvement.
 - 2. If a supervisor has initiated remedial/corrective intervention, the Internal Affairs Unit shall be formally notified of such efforts through the Guardian Tracking® Software. The incident narrative placed in the Guardian Tracking® Software may serve as adequate documentation.
- H. Command Personnel
 - 1. Command personnel shall periodically review an individual employee's history. Using this information and his/her experience, command personnel may be able to identify employees who may need remedial/corrective intervention even before such is indicated by the Guardian Tracking® Software.
 - 2. When under Early Intervention System monitoring, the employee's supervisor and command personnel shall meet to discuss the situation in depth to accomplish the following and thoroughly document the substance of these meetings in the Guardian Tracking System.
 - a. Identify problems or potential problems;
 - b. Determine short and long-term goals for improvement;
 - c. Come to a consensus commitment on a plan for long-term improved performance;
 - d. Advise of the monitoring process and the repercussions of future sustained transgressions.

3. Generally, personnel should expect to remain under intensive monitoring and supervision for at least three (3) months when an early intervention flag is triggered or until the supervisor concludes that the employee's behavior has been remediated (whichever is longer).
4. Supervisor/Employee Meeting
 - a. All supervisor/employee meetings shall be thoroughly documented, in the Guardian Tracking® Software, which will automatically be forwarded to the Chief of Police or designee. The affected employee and supervisor shall meet on a regular basis, minimally monthly, to discuss progress towards the agreed upon goals and objectives.
 - b. All regular monthly progress/status reports shall be submitted via the Guardian Tracking® Software.
- I. Any statement made by the officer in connection with the Early Intervention System review process may not be used against them in any disciplinary or other proceeding.
- J. Remedial/Corrective Intervention
 1. Supervisory or command personnel may initiate remedial/corrective intervention to correct behavior. Remedial/corrective intervention may include, but is not limited to:
 - a. Training;
 - b. Retraining;
 - c. Counseling;
 - d. Intensive supervision;
 - e. Fitness for duty examination;
 - f. Employee Assistance Program (EAP) or professional counseling, when warranted, if available;
 - g. Peer counseling.
 2. Internal disciplinary action, remedial/corrective intervention, and fitness for duty examinations are not mutually exclusive and should be jointly pursued if and when appropriate.
 3. When remedial/corrective intervention has been undertaken, the Chief of Police or designee shall ensure that such actions are documented in writing. In any instance where remedial/corrective intervention is taken pursuant to the Early Intervention System, no entry should be made in the employee's formal personnel file, unless the action results in a sustained internal affairs 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.

IV. CONFIDENTIALITY OF PPMS DATA/INFORMATION

- A. PPMS data is confidential and shall not be disclosed to the public or any unauthorized department employee. PPMS data will not be disclosed to any person not authorized by law or regulation to have access to such information, except governmental representatives acting in connection with their official duties.
- B. Information deemed confidential and/or protected by federal or state statute, or regulation shall not be recorded in PPMS.
 - 1. No confidential medical information (i.e., nature of employee illness or names of treating physicians) shall be entered into PPMS.
 - 2. No internal affairs reports shall be entered into PPMS. However, the immediate supervisor shall enter early intervention behaviors and briefly summarize the conduct or performance warranting the entry.
- C. The duplication or reproduction of any PPMS data/information for non-official department purposes not authorized by the Chief of Police is strictly prohibited

V. NOTIFICATION TO SUBSEQUENT LAW ENFORCEMENT EMPLOYER

- A. If any officer who is or has been subject to an Early Intervention System review process applies to or accepts employment at a different law enforcement agency than the one where he or she underwent the Early Intervention System review process, it is the responsibility of the Pompton Lakes Police Department to notify the subsequent employing law enforcement agency of the officer's Early Intervention System review process history and outcomes. Upon request, the Pompton Lakes Police Department shall share the officer's Early Intervention System review process files with the subsequent employing agency.

VI. PUBLIC ACCESSIBILITY AND CONFIDENTIALITY

- A. The Early Intervention System policy shall be made available to the public upon request and shall be posted on the agency website.
- B. All written reports created or submitted pursuant to this general order that identify specific officers are confidential and not subject to public disclosure.