


WEST DEPTFORD POLICE DEPARTMENT GENERAL ORDER		
SUBJECT: PERSONNEL PERFORMANCE MANAGEMENT AND EARLY WARNING SYSTEM		
EFFECTIVE DATE: October 21, 2019	NUMBER OF PAGES: 13	
ACCREDITATION STANDARDS: 2.2.3	BY THE ORDER OF: Chief of Police John Chambers #4117	

PURPOSE: The purpose of this general order is to establish a personnel performance management and early warning system (PPMS).

POLICY: It is the policy of this department to implement and utilize Guardian Tracking® Software as a personnel performance management and early warning system for maintaining, retrieving, and analyzing information regarding the performance of employees. The system will identify, reward, and promote professionalism, civil rights, integrity, best practices, as well as identify, intervene, and remediate potentially problematic behavior allowing for timely intervention consistent with the risk management procedures promulgated by the New Jersey State Attorney General in its Internal Affairs Policies and Procedures. 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.
 - 1. Supervisors who fail to document incidents as required by this directive will be subject to disciplinary action.
- B. Supervisors will not document routine performance in any other format. All performance documentation will be entered into the Guardian Tracking® Software.
- C. Supervisors 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 directive.
- D. Supervisors, 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, after consulting with and advising the employee's direct supervisor. Supervisors 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. Supervisors, 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, after consulting and advising the employees direct supervisor. Supervisors within the chain of command will, by default, have access to this newly created documentation.
- F. Commanders will periodically review entries in the Guardian Tracking® Software to ensure supervisors are using the software in accordance with this general order.
- G. All employees shall have access to the Guardian Tracking system via an assigned login and personal password.
 - 1. Every employee will be able to view anything that is documented about their performance, positive and negative, as all such documentation becomes part of the employee's Guardian Tracking® Software file. The only time employees will not be able to view

documentation is when any such files are made “confidential” and routed to the Internal Affairs group.

2. Since each employee will receive notification about an entry made about him/her, and will have the ability to see such documentation, it will leave no doubt that an issue was addressed with an employee by their supervisor and that the employee was aware of it.

H. The following shall serve as a guide to the incident categories contained within the Guardian Tracking® Software; (categories may be added and/or deleted over time as needed).

1. Accepts Supervision: to be used with regard to an employee’s ability, or inability to accept supervision or criticism.
2. Appearance: to be used when an employee’s appearance is not in compliance with department policy.
3. Attitude/Officer Bearing: to be used when a supervisor wishes to document, either positively or negatively, an employee’s attitude and bearing either with the public or other members of the agency.
4. Award Nomination: to be used when a supervisor is nominating an employee for an award through the Gloucester County Award Committee.
5. Commendable Performance Notice: to be used when a supervisor feels an employee’s performance regarding a specific call or accomplishment was worthy of acclaim.
6. Commendation: to be issued by a member of the administration when they feel an employee’s performance is worthy of such recognition.
7. Communication Skills: to be used when an employee exemplifies or fails to display the proper communication skills.
8. Computer Knowledge/Ability: to be used when an employee’s aptitude in this area is in need of improvement or is to be noted as exceptional.
9. Counseling Session: to be used when an employee receives counseling as the result of poor job performance.
10. Decision Making/Judgment: to be used when a supervisor feels an employee’s decision making and/or judgment needs to be addressed.
11. Demeanor Complaint: to be used when a citizen makes a complaint to a supervisor about an employee’s demeanor. (There is no alleged misconduct by the employee other than his attitude/bearing/demeanor)

12. Employee Meeting - General: to be used when a supervisor feels the need to document a meeting with an employee for whatever reason.
13. End Year Review: completed and signed reviews are to be scanned into this category and remain in the employees Guardian Tracking file for their viewing at any time.
14. Failure to Appear: to be used when an officer fails to show up for a scheduled shift, or extra duty/overtime detail.
15. IA Investigation: to be used when a member of the Internal Affairs group opens an investigation into an employee. (Will remain confidential and not be part of employee's file in Guardian Tracking)
16. Initiative: to be used when a supervisor feels an employee's initiative is worthy of addressing, either positively or negatively.
17. Insubordination: to be used when an employee is insubordinate as defined by rules and regulations.
18. Investigative Skills/Follow-up: to be used when an employee has the ability or inability to conduct a proper and thorough investigation and follow up on their calls.
19. K-9 Deployment: to be used by members of the K-9 Unit when they have to document a deployment.
20. Leadership: to be used when a supervisor feels an employee demonstrates the ability or inability to possess and/or develop leadership skills.
21. Motor Vehicle Crash: to be used when an employee is involved in a motor vehicle crash while on-duty. *An entry in this category does not presuppose that the employee acted improperly or contrary to policy or procedure.
22. Observed Deficiency - BWC: to be used to document any deficiency found in reviews of body worn camera footage, as far as improper activation, improper use, improper tagging, or labeling of the video, or improper care/use of the equipment.
23. Officer Safety: to be used to indicate the employee's ability, or inability to use basic officer safety concepts.
24. Oral Reprimand: to be used when an employee receives disciplinary action from a supervisor constituting an oral reprimand.
25. Professional Relationships: used to note an employee's ability or inability to maintain good working relationships with employees in this agency, and at times, other agencies as well.

26. Policy Violation: to be used when an employee violates departmental policy and other categories do not apply.
27. Probationary Officer Review: to be used for the monthly reviews completed for officers who are still on their probationary period.
28. Pursuit: to be used when an officer is involved in a police pursuit and the appropriate report needs to be completed. *An entry in this category does not presuppose that the employee acted improperly or contrary to policy or procedure.
29. Recognition - Peer: to be used when an employee wishes to recognize the actions of another employee as “above and beyond” or outstanding. Could be a single incident or a combination of work over time. (employees can create and submit this for each other, however it will be reviewed by a supervisor prior to acceptance and inclusion in the employee’s file)
30. Recognition - Public: to be used when a member of the public submits something to a supervisor, administrator, representative of the Township, or other means that brings thanks or praise to the work done by an employee(s). Examples are emails, social media messages, letters to the mayor, etc.
31. Report Writing: to be used to note an employee’s report writing abilities, positive or negative.
32. Sick Time Use: to be used to note when an employee takes “unscheduled” sick leave.
33. Supervisor Responsibility: to be used to note when a supervisor fails to in some way to properly perform all the functions related to his title/rank/assignment.
34. Suspension: used to note the suspension of an employee as part of discipline.
35. Tardiness: used to note when an employee is late for an assignment, shift, or any other appearance as set by his/her schedule in accordance with department policy.
36. Use of Force: to be used whenever an employee utilizes physical, mechanical, enhanced mechanical, or deadly force requiring completion of a “Use of Force Report”. *An entry in this category does presuppose that the employee acted improperly or contrary to policy or procedure.
37. Work Habits: to be used when bringing attention, either positive or negative to an employee’s work habits.
38. Work Related Injury - IOD: to be used when an employee becomes

injured during the course of their duties, notifies their supervisor of same, and an "Injured on Duty" form is completed.

39. Written Reprimand: to be used when an employee receives disciplinary action constituting a written reprimand.

I. Guardian Tracking® Software Video and User Manual

1. The link to a training video as well as the user manual for the Guardian Tracking® Software have been posted in Power DMS for all employees to review and sign off and have access to.

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 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 discipline. 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 poor performance through the use of appropriate management and supervisory strategies before 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 may 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)

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 is formally determined to have been the fault of the officer;
 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. Unexcused absences.
- C. At minimum three (3) instances of questionable conduct or performance indicators (as listed in section B, above) within a 12-month period would initiate the early warning 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. In addition to the requirements of New Jersey Attorney General Directive 2018-3, the West Deptford Police Department shall track, review, and monitor the following performance measures indicators:
1. Any instance involving the use of force by an officer;
 - a. Each instance will be reviewed and entered into Guardian Tracking by a supervisor, and a further meaningful review will be conducted by a member of the administration. Additionally, two (2) Use of Force incidents in a ninety (90) day period will cause a secondary meaningful review of the officer and incidents by a member of the administration. It

is understood that many factors and circumstances can lead to the need for an officer to use force, and the fact that an officer used force in and of itself, is not necessarily an indication of a performance, training, or policy deficiency.

2. Any instance of an officer being involved in a pursuit;
 - a. As in a Use of Force incident, a supervisor will review and enter into Guardian Tracking any pursuit for an officer under their supervision. A member of the administration will also conduct a meaningful review of the incident. Two (2) pursuits in six (6) months will cause a secondary meaningful review by a member of the administration.
3. Employee attendance;
 - a. Four (4) of any of the following instances will cause a meaningful review by a member of the administration:
 - 1) Failure to Appear (overtime/extra duty/court appearance);
 - 2) Sick time use (unscheduled call out);
 - 3) Tardiness.
4. Additional performance indicators that will cause an early warning review by a member of the administration (any three (3) in one year).
 - a. Counseling Session;
 - b. Demeanor Complaint;
 - c. Observed Deficiency in use of BWC;
 - d. Oral reprimand;
 - e. Policy Violation;
 - f. Supervisor Responsibility;
 - g. Work related injury (IOD);
 - h. Written Reprimand.

- F. **Meaningful Review:** All meaningful reviews will be conducted by a member of the administration normally the Division Commander of the employee in question. The primary goals of each meaningful review will be to determine:

1. Does the incident reveal the need to change policy or procedure?
2. Does the incident reveal the need for additional training?
3. Does the incident reveal any need for additional/modified equipment?
4. Are there any indication that disciplinary action is warranted?

G. Early Warning Review

1. The early warning review process is primarily the responsibility of the Internal Affairs Unit, but any supervisor may initiate the early warning 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 Unit Supervisor shall consult with the employee's supervisor and/or commander.
4. The Internal Affairs Unit Supervisor and the employee's supervisor and/or commander 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.
 - b. If the Guardian Tracking® Software reveals that an employee may have engaged in misconduct in violation of the department rules and regulations or general orders, 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 Unit Supervisor to determine the appropriate course of remedial/corrective intervention.

- H. 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.
- I. 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 their commander 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, Internal Affairs 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.
- J. Command Personnel
 - 1. The commanders shall periodically review an individual employee's history. Using this information and his/her experience, the commander 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 warning system monitoring, the Internal Affairs Officer shall meet with the employee and supervisor 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 warning flag is triggered or until the supervisor concludes that the employee's behavior has been remediated (whichever is longer).

4. Employee Performance Review Meetings
 - a. All employee Performance Review meetings shall be thoroughly documented in the Guardian Tracking® Software, which will automatically be forwarded to the Chief of Police and the Internal Affairs Officer. The affected employee and supervisors 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.
- 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. 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 referral, when warranted;
 - 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.

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. Caution shall be used when documenting sick day usage, so as not to indicate any specific medical information within the Guardian Tracking® Software.
 - 2. If internal affairs reports are entered into PPMS, the entry must be marked “**Confidential.**” The immediate supervisor shall enter early warning behaviors and briefly summarize the conduct or performance warranting the entry.
 - 3. Any other entry believed to be sensitive in nature must be marked “**Confidential.**”
- 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 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.

VI. 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.

VII. 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. However, all written reports created or submitted that identify specific employees are confidential and are not subject to public disclosure.