

	<h1 style="color: blue; margin: 0;">Written Directive</h1>		Effective Date: 5/25/2018
			Number: 02-18
<h2 style="margin: 0;">Early Warning System</h2>			
Evaluation Date:		Issuing Authority: Jean E. Stanfield, Sheriff	
Accreditation Standards:			
References:			
Revised Date:	Page Numbers: 4	Section:	Approved:

PURPOSE:

An Early Warning System (EW System) is an important management tool designed to detect patterns and trends in police conduct before that conduct escalates. An effective EW System can assist a law enforcement agency in identifying and remediating problematic officer conduct that poses a potential risk to the public, to the agency, and to the officer. EW Systems, therefore, serve to not only increase public safety and public confidence in law enforcement, but also to assist officers through early intervention.

POLICY:

The policy of the Sheriff’s Department is to focus on corrective actions to remediate officer behavior and to assist the officer.

PROCEDURE:

- A. To the extent possible, supplemental performance indicators should be objectively measurable and reasonably related to potentially escalating harmful behavior by the officer. The EW System shall include a review of data related to, but not limited to:
 - Internal affairs complaints, whether initiated by another officer or by a member of the public
 - Use of force reviews where it was formally determined that the use of force was excessive, unjustified or unreasonable.

- Preventable motor vehicle accidents
 - Civil actions filed against the officer
 - Notices of intent to sue
 - Abuses of sick leave or unexcused absences
 - Insubordination
 - Neglect of duty
 - Unusual behavior
 - Cases or arrests that are rejected or dismissed by a court
 - Cases in which evidence obtained is suppressed by a court
 - Incidents of workplace violence
 - Being the subject of a criminal investigation and/or criminal complaint
 - An arrest of the officer, including on a DUI charge
 - Being the subject of a sexual harassment claim
 - Positive drug test
 - Being the subject of a domestic violence investigation
 - Reports of prisoner problems and complaints
 - Unfavorable traffic and pedestrian stop data
 - Any other indicators, as determined by the Sheriff
- B. At a minimum, three separate instances of performance indicators (as listed in A, above) within any twelve-month period will trigger the EW System review process. 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.
- C. The performance indicators shall be compiled on an excel spreadsheet by the IA Unit.
- D. Semi-annually, the Internal Affairs Unit (IA Unit) shall conduct a review and analysis of organizational findings of the EW System to identify individual and collective patterns of behavior that may be indicative of a problem. The IA Unit however, may initiate an EW System review immediately if a pattern of negative behavior by a department member becomes evident.
- E. A report shall be made to the Sheriff by the IA Unit outlining any individual and collective patterns of behavior indicating a problem and recommendations for improvement.
- F. Supervisors of employees identified by the EW System shall be notified of these findings and shall review the findings and act as a validation point. If the immediate supervisor's review of the findings are found to indicate poor performance and/or misconduct, the employee's immediate supervisor shall assist in providing as needed, additional supervision, guidance, counseling, training, requesting a change of assignment, peer counseling and/or referral to employee assistance programs to correct any current or future problems that might occur.

- G. Employees identified during an EW System review as having a pattern of poor performance and/or misconduct, shall be notified in writing by their immediate supervisor or the IA Unit and have an improvement plan developed jointly by the employee, the employee's immediate supervisor and the employee's division commander.
- H. Continue to monitor the subject officer for at least three months, or until the supervisor concludes that, the officer's behavior has been remediated (whichever is longer). Reviews of the employee's improvement plan shall be documented by the employee's immediate supervisor with notification to the employee's division commander, IA Unit and the Sheriff.
- I. Any Statement made by the subject officer in connection with the EW System review process may not be used against the subject officer in any disciplinary or other proceeding.
- J. Remedial/corrective action may include but is not limited to the following:
- Training or re-training
 - Counseling
 - Intensive supervision
 - Fitness-for-duty examination
 - Employee Assistance Program (EAP) referral
 - Any other appropriate remedial or corrective action
- K. The EW System review, the improvement plan and periodic reviews shall be documented in the employee's IA file.
- L. If any officer who is or has been subject to an EW System review process applies to or accepts employment at a different law enforcement agency the Sheriff's Department shall notify the subsequent employing law enforcement agency of the officer's EW System review process history and outcomes. Upon request, the Sheriff's Department shall share the officer's EW System review process files with the subsequent employing agency.
- M. Upon initiation of the EW System review process, the Sheriff or a designee shall make a confidential written notification to the Prosecutor or designee of the identity of the subject officer, the nature of the triggering performance indicators, and the planned remedial program. Upon completion of the EW System review process, the Sheriff shall make a confidential written notification to the Prosecutor or designee of the outcome of the EW System review, including any remedial measures taken on behalf of the subject officer.
- N. The Burlington County Sheriff's Department EW System directive shall be made available to the public upon request and shall be posted on the website.

Note: All written reports created or submitted pursuant to this Directive that identify specific officers are confidential and not subject to public disclosure.