

EARLY INTERVENTION SYSTEM

<i>Effective Date:</i> November 17, 2020	<i>Directive Number:</i> 10-2-45	
<i>Special Instructions:</i> NONE		
<i>Distribution:</i> All Sworn & Civilian Personnel	<i>Last Re-Evaluation Date:</i>	<i>Total Pages:</i> 6

I. PURPOSE

The purpose of this policy is to provide for a departmental Mandatory Early Warning System and early intervention /performance tracking.

II. POLICY

It is the policy of the Cheswold Police Department to utilize an early intervention system in accordance with the departments wish to provide for a system for the primary purpose of tracking and reviewing the indicators of increased risk and to provide timely intervention consistent with best practices, to augment the performance evaluation system, to monitor positive performance behaviors. The Guardian Tracking, web-based software system is to be used for this purpose.

III. SPECIFICATIONS

A. General Information

1. The Early Intervention Policy 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.
2. 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.
3. 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:

- a. Internal complaints, regardless of outcome;
 - b. Use of force incidents;
 - c. Claims of duty-related injury;
 - d. Criminal investigations or complaints made against the employee;
 - e. Incidents of arrested persons being injured;
 - f. Vehicular pursuits;
 - g. Vehicular collisions.
- B. The Early Intervention Policy is primarily the responsibility of the Chief of Police, but any supervisor may initiate the early intervention process based upon their own observations.
- C. The Chief of Police shall conduct an annual evaluation of the Early Intervention Policy to assess its effectiveness. Modifications to this process should be implemented at the earliest opportunity.
- D. 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 meet and counsel the employee prior to the releasing any corrective action incident recorded within the Guardian Tracker system. The success of this program relies heavily on the first line supervisor's participation and involvement.
- E. Any incident created that was put on hold by a supervisor will automatically be released after 14 days.
- F. 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.
- G. Supervisors will have input on recommendations affecting their employees such as required remedial training, counseling services through the Employee Assistance Program and disciplinary action.
- H. While this system is meant as an Early Warning System it is also a basis for enhancing and recognizing positive actions and behaviors. Supervisors are encouraged to also use the system to make positive entries and reinforcement of positive actions and habits.

IV. GUARDIAN TRACKER SOFTWARE

- A. This department will utilize Guardian Tracking® software in order to manage, track and trigger alerts with respect to the Early Intervention Policy. Guardian Tracking® 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 sworn employees shall have access to the Guardian Tracking system via an assigned login and personal password. Permissions will be granted based on rank. 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 in the system for each of their subordinates. Any supporting documentation should be uploading when creating an incident. Supervisors who fail to document incidents as required by this directive will be subject to disciplinary action.
- D. Online training for the use of the system is available at: [Guardian Tracking Training Video \(28 min\)](#)
- E. This is a current list (Nov. 2020) of all categories contained within Guardian Tracker.:

1. Recognition

- Life Saving
- Recognition-Citizen
- Recognition – Peer
- Recognition – Supervisor

2. General

- Body Camera
- Contact Tracing
- Departmental – Personal Injury Accident
- Departmental – Property Damage Accident
- Leave Request
- Vehicle Maintenance
- Work Injury/Accident

3. Attendance

- AWOL
- Call Off – OT Detail
- Sick Leave – Call Out
- Tardiness

4. Leadership

- Assisting Other Officers
- Demonstration of Leadership
- Leads by Example

5. Disciplinary

- Conduct/Demeanor
- Policy Violation
- Summary Discipline
- Verbal Warning

6. Response to Resistance

Response to Resistance – CEW
Response to Resistance – Baton
Response to Resistance – Physical
Response to Resistance – Deadly

9. Training

Training Completed
Training Requested
Training Required

NOTE: This is a list of those categories listed at the onset of this program and will be updated as new categories are added as the system develops.

V. REMEDIAL ACTION

- A. If the Early Intervention Policy reveals a potential problem through the presence of a flag in the Guardian Tracking® 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® software utilizing the appropriate Early Intervention Policy incident category.
- B. The employee's supervisor 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 supervisor or designee will document this result in writing. The incident narrative placed in the Guardian Tracking® 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® 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 and/or Peer counseling.

- 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 supervisor 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 Chief of Police or his/her designee shall cause a review of any individual employee's history anytime a new complaint is made. Using this information, the Chief of Police 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. The following indicators will prompt early intervention:

- 1. Early Intervention Flag (5 events in 365 days)
 - AWOL
 - Body Camera Violations
 - Call off – OT Duty
 - Conduct / Demeanor
 - Internal Affairs
 - Department – PI
 - Department – PD
 - Policy Violation
 - Sick Time –Call off
 - Summary discipline
 - Tardiness
 - Verbal Warning

NOTE: This is a list of those categories listed at the onset of this program and will be updated as new categories are added as the system develops.

- I. Generally, personnel should expect to remain under intensive monitoring and supervision for three (3) months.
- 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. All employee-supervisor meetings shall be thoroughly documented in the Guardian Tracking® 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.
- L. All regular monthly progress/status reports shall be submitted via the Guardian Tracking® software.
- M. An additional six (6) months of documented monitoring is required following removal from the early intervention system. Monthly monitoring reports from the direct supervisor are required.
- 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.

ORDERED and EXECUTED this 17th day of November, 2020



Christopher Workman
Chief of Police