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Early Intervention System					
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Signature of Issuing Authority					
_____ Chief of Police					

Township of Hamilton Police Department  
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I. PURPOSE AND SCOPE

The purpose of this directive is to establish this agency's policy and procedures concerning early warning intervention; hereafter, referred to as Early Intervention System or (EI).

II. POLICY

It is the policy of this department to implement and utilize EI for tracking and documenting all the employees' performance; and, implementing early intervention if needed. The EI program or database is a collection of statistical data or a combination of all of the above as dictated by the Chief of Police.

All documents stored in the agency's EI system are confidential and remain the property of the Township of Hamilton Police Department.

Comprehensive Personnel Early Intervention does just what the name implies. It identifies agency employees who have developed a pattern of behavior that indicates agency intervention may be necessary. An agency should not be faced with investigating an employee for a serious case of misconduct only to find there was an escalating pattern of less serious conduct, which could have been abated through early intervention. Information maintained in the software will assist with the various organizational processes. In documenting performance and managing early intervention, you will find that the two processes go hand in hand.

III. FACTORS TO CONSIDER

- A. An early intervention system is designed to detect patterns and trends before the conduct escalates into more serious problems. The primary intent is to address deficiencies through the use of appropriate management and a supervisory intervention strategy before corrective discipline becomes necessary.
- B. All levels of supervision, especially first line supervisors, are expected to recognize deficiencies with employees, identify training needs, and provide professional support in a consistent and fair manner. Emphasis should be placed on anticipating problems among employees before they result in improper performance or conduct. The role of the first line supervisor is emphasized in this policy, which is critical to the success of this early intervention system.
- C. It is important to remember that EI is primarily designed to detect deficiencies in agency employees and assist supervisors in providing corrective action plans. The EI system also tracks and maintains positive performance indicators to include, but not limited to: commendations, positive performance notices, citizen's acknowledgments of agency employees, and other forms recognition.

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- D. Many different measures of an employee's 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 indicators:
- Officer involved use of force incident, to include use of weapons on and off duty;
  - Internal complaints, regardless of outcome; regardless of complainant, including criminal investigations or complaints made against the employee.
  - Civil actions filed, regardless of outcome.
  - Claims of duty-related injury or administrative claims.
  - Vehicular pursuits.
  - Vehicular accidents.
  - Citizen initiated or department-initiated commendations or awards.
  - Arrests involving injuries, assaults on police officers and resisting suspect(s).
  - Performance Evaluations.
  - All management and supervisory actions, including non-disciplinary actions related to each officer.
  - Sick leave or family-leave record.
  - Supervisory Corrective Actions.
  - Sick Time Usage.
  - Cases where arrests or evidence are rejected, dismissed or suppressed by a court because of officer's lack of candor, etc..
  - Insubordination
  - Neglect of duty by an officer

If a case where arrests or evidence are rejected, dismissed or suppressed by the municipal court because of the officer's lack of candor, etc. the judge or his/her designee shall prepare an

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“Early Warning System Notification “ form and forward it to the Professional Standards Commander.

- E. The EI is one of the primary tools of the Office of Professional Standards. However any supervisor may initiate the early warning process based upon their own observations.
- F. The Chief of Police shall cause an annual evaluation of the EI to assess its effectiveness. The Professional Standards Commander shall report on the prevailing year noting the previous year’s participants and outcomes. Modifications to this process should be implemented at the earliest opportunity.

IV. ADMINISTRATION

Role of Sergeant

- A. The EI will be utilized by all first line Supervisors for the documentation of all employee activity as it relates to the categories established by the Chief of Police. These categories will include both positive and deficient indicators.

1. Role of the Sergeant – Sergeants will receive the training in the use of EI system to include, but not limited to, knowing what data is pertinent to the EI system, entering information into the system as appropriate, and reviewing information in the system.

2. Sergeants should be aware that they should not rely solely upon any electronic software utilized for the EI to identify potential deficiencies, The electronic system does not relieve supervisors of their responsibility to regularly monitor performance data and address areas of concern or recognition.

3. In the event a potential problem pattern is identified, Sergeants should take steps towards an intervention, regardless of whether their concerns were triggered by the EI system or their own observations.

4. Sergeants should utilize the EI system to assist in conducting agency performance evaluations, to include but limited to: justifying high or low ratings, tracking counseling, training and other measures to improve employees’ performance and setting goals and objectives or performance improvements plans.

Role of Commander

- B. Unless otherwise designated by the Chief of Police, all “flags” or “triggers” in the EI system will be addressed at the Command level, typically by the Professional Standards Commander.

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1. All “flagged” or “triggered” early intervention incidents will be reviewed at the Command level with the appropriate record(s) being reviewed for merit. An entry or follow-up will be created to document that the incident was reviewed. An “early intervention response” will be created to document the review.
  
2. If the initial supervisory review reveals that an officer has violated department policies or directives, the commander in consultation with the Office of Professional Standards, (if it is not the Professional Standards Commander conducting the review), may proceed with an internal affairs investigation referral to the Chief of Police. If an investigation is conducted as a result of the EI System flag the officer under investigation will be notified in writing. If the review reveals that the officer has engaged in conduct that indicates a lack of understanding or inability to comply with accepted policies, directive or general order(s), the commander shall consult with the Office of Professional Standards to determine the appropriate course of remedial action.

Post incident review options and corrective options may include, but are not limited to:

- No additional action.
- Training.
- Retraining.
- Counseling.
- Intensive supervision or additional supervisory monitoring.
- Referral for internal affairs investigation.
- Fitness for duty examination.
- Referral to appropriate outside services, if needed.
- An action deemed appropriate by the Chief of Police.

None of the above is mutually exclusive, and may be jointly pursued if appropriate.

When remedial action has been undertaken, the Office of Professional Standards shall be formally notified in writing of such efforts and the information shall be recorded in the EI system. Duplicate documentation will be made in the employee's personnel file. If the remedial action is a training program, attendance and completion of that program should be noted in the officer's training record. Documentation is the key to a successful outcome.

The Office of Professional Standards should review an individual employee's history anytime a new complaint is made. Using this information, the Office of Professional Standards' staff 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.

Three (3) instances of questionable conduct or flag indicators within the same (1) year period will initiate the Early Intervention System process. These performance indicators include but are not limited to, the following in accordance with New Jersey Attorney General Guidelines and Directives:

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- Internal affairs complaints against the officer, whether initiated by another officer or by a member of the public.
- Civil actions filed against the officer.
- Criminal investigations of or criminal complaints against the officer.
- Any use of force by the officer that is formally determined or adjudicated (for example, by internal affairs or a grand jury) to have been excessive, unjustified, or unreasonable.
- Domestic violence investigations in which the officer is an alleged subject.
- An arrest of the officer, including on a driving under the influence charge.
- Sexual Harassment claims against the officer.
- Vehicular collisions involving the officer that are formally determined to have been the fault of the officer.
- A positive drug test by the officer.
- Cases where arrests or evidence are rejected, dismissed or suppressed by a court because of officers lack of candor, etc..
- Insubordination by the officer.
- Neglect of duty by the officer.
- Unexcused absences by the officer.
- Any other indicators, as determined by the agency's chief executive

Generally, personnel that are receiving corrective actions should expect to remain under additional supervisory monitoring for six (6) months by means of meetings/reviews with a supervisor, performance evaluations and internal checks by a supervisor to ensure that the employee has corrected their behavior. A written action plan by the supervisor conducting the monitoring will be completed and forwarded to the Operations or Deputy Division Commander for approval prior to implementation.

As cited above additional supervisory monitoring or intensive supervision is defined as supervision implemented with the intent to correct an employee's behavior from accepted norms, deviations from agency policy, directives, orders, and questionable conduct or potential problems.

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When under additional supervisory monitoring, the employee's direct supervisor shall meet with the employee to discuss the situation in depth to:

- Identify problems or potential problems.
- Determine short and long-term objectives and goals for improvement.
- Commitment on a plan for long-term improved performance.
- Advise of the monitoring process and any additional discipline because of additional transgressions.

The meeting shall be thoroughly documented and forwarded to the division commander or deputy division commander through the chain of command. The affected employee and supervisor shall meet on a regular basis, minimally monthly, to discuss progress towards the approved supervisor's action plan.

The division commander or deputy division commander shall ensure that regular monthly progress/status reports are submitted by the immediate supervisor concerning the employee's progress. The Chief of Police will receive updates on the progress of action plans from the Office of Professional Standards.

An additional six (6) months of documented monitoring may be required following the removal from additional supervisory monitoring status. Monthly monitoring reports from the direct supervisor may be required, when practical.

All reports shall be eventually forwarded to the Office of Professional Standards through the regular chain of command for review. All reports created or submitted from this policy pursuant to AG Directive 2018-03 that identify specific officers are confidential and not subject to public disclosure. These reports have the same confidential status as internal affairs documents.

This policy shall be made available to the public upon request and shall be posted on the agency's website. Annual reports from the Atlantic County Prosecutors Office to the Attorney General also shall be made available to the public upon request and shall be posted on the agency's website.

Although documentation is the key to a successful EI system, communication between all parties involved is essential.

C. Notification to Subsequent Law Enforcement Employer

If any officer who is or has been subject to a EI system review process applies to or accepts employment at a different law enforcement agency than the one where he or she underwent the EI 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 EI System review process history and outcomes. Upon request, the prior or current employing agency shall share the officer's EI System review process files with the subsequent employing agency.

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D. Early Warning System Reporting

This agency will follow all reporting procedures in accordance with [New Jersey Attorney General Guidelines](#) and related Atlantic County Prosecutor's Office Policies [AX-01259-18](#), and [PD-01267-18](#). The Office of Professional Responsibility will be responsible for completing the Early Warning System Reporting Form, the notification to the Chief of Police and for the submission of the form to the appropriate contact at the Atlantic County Prosecutor's Office. The completed form, and proof of submission will be scanned and entered under the electronic flag if applicable. The originals will be maintained in the Office of Professional Responsibility.

Form: Early Warning System Reporting Form FM-01261-18



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ATTACHMENT

The Township of Hamilton Police Department will use the Guardian Tracking System (GTS) for the documentation and tracking of all employee performance including but not limited to performance notices, early intervention, recognizing training needs, employee recognition, awards and discipline.

I. Definitions:

A. System Terminology:

1. Action Items: This folder contains entries with assigned action items. Action items may be assigned to the person making the entry or another employee. Two Main purposes: as a follow up task for the person entering information or a follow up task assigned to someone else. (see “create” section in the user manual).
2. Audit Trail: Information that can be viewed by anyone with access to entry.
3. Body: The area where you type entry or paste text from another source.
4. Create Filter: Data that can be quickly filtered by Employee, Category, Occurred On, Keywords and Downline From. This is the best way to find data. Most filters will accept multiple search criteria.
5. Create Page: This page will allow the user to create new entries. Follow the five steps outlined in the user manual: select the incident type, an employee, date of incident, type the narrative and click the “Create Incident” button.
6. Create Incident: The user will click here to save an entry. A message will appear indicating your new entry has been created. If your document on someone who is not below you in the chain of command, you will not have rights to view the entry. Once successfully created, the supervisor in the employee’s chain of command will see the incident when he/she signs on.
7. Deleting entries: Removing information. Once saved; entries, sub-entries or attachments may only be deleted by the System Administrator or his/her designee.
8. Early Intervention: A feature in the program that is triggered by criteria set by the Chief of Police or his/her designee. When a threshold is reached, the “Intervention” tab and page will appear. This does not display for the involved employee. The “Intervention” tab and page will disappear once a response has been created. However, a subsequent event within the same threshold period will reactivate the feature.
9. Editing: Updating information after it is saved. NOTE: This is an Administrative function only.
10. Hierarchy: The Chain of Command established in the system. This folder contains the names of managers and subordinates in the agency. These names are linked to the query filters in the “View Page”. The number of days since the last login also appears beside the names of subordinates. The “View” section will provide additional information regarding filters.

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11. Hold for Review: This folder contains any entries being held for review for a threshold period determined by the Chief. NOTE: this feature has an "Auto Publish" feature associated with it.
12. Incident Totals: A report that generates a list of incident categories and numerical totals according to the requested query. The report does not include narratives.
13. Incident Details: A report that generates all entries with narratives according to the requested query. All original and subsequent entries will be displayed in chronological order.
14. Incident List: A report that generates a list of all entries (without narratives) according to the requested query. An ideal method for identifying trends in documentation and possible training needs.
15. Recognition: This functions the same as the intervention triggers except you are tracking positive patterns of behavior. A new "Recognition" tab will appear whenever a threshold is reached. Recognition flags are cleared in the same manner as intervention.
16. Smart Box: The area designated for employee last name, first name and employee number.
17. Sorting: The user can click on any heading to sort data.
18. Timing Out: GTS times out after about 15 minutes of inactivity. If you are timed out, any incomplete entry will be saved. The user will be given the option to complete or clear the entry the next time you login and enter the "Create" page.

## II. PROCEDURE:

### B. Administration

1. The GTS will be utilized by all Supervisors for the documentation of all employee activity as it relates to the categories established by the Chief of Police.
2. Supervisor log information will be documented accordingly in the system by all first line Supervisors. The documentation will reflect the personal communication between supervisor and employee. Information will be discussed with an employee before entry into the system. Positive and negative information will be entered into the system.  
  
All negative performance will be discussed with the employee prior to documentation in the GTS. Proper and thorough documentation will have an overall positive impact on the agency.
3. A supervisor/ commander may not recall the events accurately after time has gone by; therefore, it is of utmost importance that information be entered in a timely fashion and recommended to be documented as the incident(s) occur.
4. All entries will be documented in a detached, clear and professional manner avoiding individual opinions. Be specific and factual.

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5. Commanders will be responsible for daily review and follow up information to include notification through the Chain of Command to the Professional Standards Commanders with issues that have the potential for discipline or training.

6. The Township of Hamilton Police Department Commanders will log onto the program weekly, with the exception of the Chief of Police, to review and document accordingly as it relates to the activity generated throughout the agency. The Professional Standards Commander will be responsible for the communication to the Chief of Police regarding activity in the GTS.

#### C. Data Entry

1. Documentation into the GTS will be for all employees.

2. Supervisors are required to log into the system daily for notification of any new or updated entries pertaining to themselves or anyone under their command/hierarchy.

3. Accurate, fair and consistent documentation will provide meaningful feedback in promoting employee's better judgment, increased insight into behavior, heightened awareness of organizational goals and performance comparisons over time, all of which combine to increase employee motivation. As previously mentioned, the documentation should reflect both positive and negative behavior.

4. Supervisors can create entries on employees outside of their own chain of command/hierarchy. This does not relieve the supervisor of the responsibility of taking immediate action to correct serious infractions that may result in liability, injury and/or disrepute.

5. The on-duty supervisor and/or shift commander are required to take appropriate action to include documenting the information accordingly in the GTS.

6. All employee work related information will be documented in the GTS in compartment with the outlined categories established by the Chief of Police.

7. Non-supervisory personnel will log into the GTS periodically for notification of any new or updated entries pertaining to themselves. This review will provide a timely notification of performance issues, which could result in "unacceptable" or "needs improvement" appraisal ratings. NOTE: Transparency is what makes this program so successful; however, employees must log into the software to make it work.

#### D. Discipline

1. Within the GTS the documentation will be used to create a record of performance problems and the efforts associated to address the situation(s).

2. The system will assist in the disciplinary process in several ways including but not limited to:

- a. Detecting those instances or patterns of behavior, when disciplinary action is warranted (remedial training, counseling, etc.).

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b. Informing employees when substandard performance is observed and giving them opportunities to improve.

c. Maintaining a record of discipline.

3. The GTS is not designed to manage active internal affairs investigations (IA) but will support the process. In order to properly evaluate and manage employee performance; supervisors will be made aware of these investigations pertaining to the specific outcomes in the identified categories established in the system pertaining to the IA dispositions. All factual information and other details surrounding the investigations will not become part of the GTS and will remain "confidential.

4. The EIS is designed to identify critical performance indicators, patterns or trends and to evaluate the data in a manner that is constructive to the employee and the agency. This system should be used to assist supervisors and commanders in highlighting behaviors that may be otherwise overlooked. As previously stated, the purpose of the EIS is to facilitate the early identification of potential problems and to follow up, in a timely manner, with appropriate intervention.



Gregory K. Ciambrone  
CHIEF OF POLICE

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## EARLY WARNING SYSTEM NOTIFICATION FORM

State v. \_\_\_\_\_ Court No. \_\_\_\_\_

Date \_\_\_\_\_

Police Officer(s): \_\_\_\_\_

Internal Affairs Commander:

Pursuant to New Jersey Attorney General's Law Enforcement Directive NO. 2018-03, the above named police officer(s) have been identified as follows:

\_\_\_ Disorderly Persons complaints or Traffic citations determined by the Municipal Court to be \_\_\_ excessive, \_\_\_ unjustified, or \_\_\_ unreasonable.

\_\_\_ An investigation, case, or arrest rejected or dismissed by a court.<sup>1</sup>

\_\_\_ A case where evidence obtained by a police officer was suppressed by a court.<sup>2</sup>

In the event you need additional facts or circumstances associated with the case, or you wish to discuss this matter, please contact me.

Very truly yours,

Municipal Prosecutor / Judge  
Court Administrator

<sup>1</sup> & <sup>2</sup> - For clarification, the intent of the directive is to "flag" those cases where an officer's lack of candor, or misleading testimony results in a court's suppression of evidence or rejection of the case.