

**COUNTY OF GLOUCESTER
OFFICE OF THE SHERIFF
STANDARD OPERATING PROCEDURES**



SECTION: 300-- OPERATIONS

**NUMBER:
330**

**# OF PAGES:
8**

SUBJECT : GUARDIAN TRACKING—EARLY INTERVENTION SOFTWARE

**EFFECTIVE DATE:
JANUARY 11, 2019**

**ACCREDITATION
STANDARDS:
N/A.**

**REVISION DATES:
March 22, 2019**

**BY THE ORDER OF:
SHERIFF CARMEL M. MORINA**

SUPERSEDES: N/A.

Purpose:

The purpose of this directive is to establish the Gloucester County Sheriff's Office's policy and procedures for administering a personnel early intervention system.

Scope:

This policy, and the procedures described herein, shall apply to all sworn law enforcement personnel in the Gloucester County Sheriff's Office, Gloucester County, New Jersey (hereinafter the "GCSO"). The GCSO includes the Gloucester County Department of Correctional Services (hereinafter the "GCDOC"); and so, this policy, and the procedures set forth herein, shall apply to all sworn law enforcement personnel in the GCDOC. Any and all references to "GCSO" or "office" herein includes the GCDOC.

Policy:

It is the policy of the GCSO to implement and utilize Guardian Tracking Software as an early intervention system for tracking and reviewing incidents of risk, and provide timely intervention consistent with Attorney General Guidelines.

Procedures:

I. GENERAL INFORMATION

- a. The Early Intervention Policy 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 is to address potential problems through the use of appropriate management intervention strategies before negative discipline becomes necessary.
- b. 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

COUNTY OF GLOUCESTER, OFFICE OF THE SHERIFF

STANDARD OPERATING PROCEDURES



SECTION: 300 - OPERATIONS

NUMBER: 330

SUBJECT: GUARDIAN TRACKING – EARLY INTERVENTION SOFTWARE

and fair manner. Emphasis should be placed on anticipating employee problems before they result in improper performance or conduct.

- c. 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:
 - i. Internal complaints, regardless of outcome;
 - ii. Use of force incidents;
 - iii. Claims of duty-related injury;
 - iv. Criminal investigations or complaints made against the employee;
 - v. Incidents of arrested persons being injured;
 - vi. Vehicular pursuits;
 - vii. Vehicular collisions.
- d. The Early Intervention Policy is primarily the responsibility of the Sheriff, but any supervisor must initiate the early intervention process based upon his or her own observations.
- e. The Sheriff, or his designee, shall conduct an annual evaluation of the Early Intervention Policy to assess its effectiveness. The Sheriff, or his designee, shall prepare a written report by February 1st of the prevailing year noting the previous year's participants and results. Modifications to this process should be implemented at the earliest opportunity.
- f. An employee's first line supervisor is usually the first member of the office 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 the unit supervisor, and Undersheriffs.
- g. Supervisors shall forward all documentation required by the Early Intervention Policy pursuant to written directives already established, including, but not limited to, Use of Force, Internal Affairs, Domestic Violence, Personnel Policies and Procedures, Vehicle Pursuit Actions, Sick Leave and Tardiness.
- h. Supervisors will have input on recommendations affecting their employees, such as required remedial training, counseling services through the Employee Assistance Program, and disciplinary action.
- i. Referrals to the Employee Assistance Program shall be made in accordance with the County of Gloucester's Employee Assistance Program protocols. Personal problems may adversely affect an employee's personal and professional well-being and job performance. The most effective means of handling these problems may be through this program.

II. GUARDIAN TRACKING SOFTWARE

- a. The GCSO 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

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COUNTY OF GLOUCESTER, OFFICE OF THE SHERIFF

STANDARD OPERATING PROCEDURES



SECTION: 300 - OPERATIONS

NUMBER: 330

SUBJECT: GUARDIAN TRACKING – EARLY INTERVENTION SOFTWARE

and early intervention system. In no way does it excuse a supervisor, or any other employee, from following the procedures mandated in the office's Internal Affairs SOP.

- b. All supervisors shall have access to the Guardian Tracking system via an assigned login and personal password. 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 below for each of their subordinates. Supervisors who fail to document incidents as required by this directive will be subject to disciplinary action.
- d. The following shall serve as a guide to the incident categories contained within Guardian Tracking®:
 - i. Accepts Supervision – To be used with regard to an employee's ability or inability to accept supervision or constructive criticism;
 - ii. Appearance – To be used when an employee's appearance is not in compliance with GCSO policy;
 - iii. Application of Leadership Skills – To be used when an employee demonstrates or exhibits commendable actions that indicate his/her knowledge of job responsibilities;
 - iv. At Fault Vehicle Crash- Vehicular collisions involving the officer that are formally determined to have been the fault of the officer;
 - v. Attitude/Officer Bearing – To be used whenever a supervisor observes, or a citizen initiates, a formal or informal complaint regarding an employee's demeanor;
 - vi. Award(s)/Commendations – To be used when an employee's actions on or off duty warrant recognition;
 - vii. Cases or Arrests Dismissed- Cases or arrests by the officer that are rejected or dismissed by a court;
 - viii. Citizen's Complaint – To be used when a citizen makes a complaint either formal or informal about an employee other than demeanor complaints;
 - ix. Civil Action Filed – Civil actions filed against the officer;
 - x. Commitment to Office Goals – To be used when an employee exemplifies or fails to commit to GCSO goals;
 - xi. Computer Deficiencies – To be used when an employee fails to possess the ability to navigate computer software to complete daily assignments, and knowledge of simple word processing skills;
 - xii. Counseling – To be used when an employee receives counseling as the result of job performance;
 - xiii. Crime Scene Protection – To be used when an employee does an outstanding job in protecting a crime scene or fails to protect a crime scene;
 - xiv. Criminal Investigation- Criminal investigations of or criminal complaints against the officer;

COUNTY OF GLOUCESTER, OFFICE OF THE SHERIFF

STANDARD OPERATING PROCEDURES



SECTION: 300 - OPERATIONS

NUMBER: 330

SUBJECT: GUARDIAN TRACKING – EARLY INTERVENTION SOFTWARE

- xv. Domestic Violence Investigation- Domestic violence investigations in which the officer is an alleged subject;
- xvi. Initiative and Growth – To be used when an employee demonstrates a willingness to initiate and complete projects and progress within their assignments;
- xvii. Interviewing Skills – To be used when an employee has the ability or inability to elicit required information from suspects, victims, witnesses and associates;
- xviii. Insubordination – To be used when an employee is insubordinate as defined by the Rules and Regulations;
- xix. Internal Affairs Complaint- Internal affairs complaints against the officer, whether initiated by another officer or by a member of the public;
- xx. Investigative Skills – To be used when an employee has the ability or inability to conduct proper investigation;
- xxi. Job Knowledge – To be used to indicate an employee’s level of knowledge relative to their length of service to perform satisfactorily in their assigned duties;
- xxii. Meeting Deadlines – To be used to indicate the employee’s ability or inability to complete an assignment or project in a designated time period;
- xxiii. Member Arrested- An arrest of the officer, including on a driving under the influence charge;
- xxiv. Neglect of Duty – Neglect of duty by the officer;
- xxv. Officer Safety – To be used to indicate the employee’s ability or inability to use basic officer safety concepts;
- xxvi. Policy Violation – To be used when an employee violates office policy, and other categories do not apply;
- xxvii. Positive Drug Test – Positive drug test by the officer;
- xxviii. Problem Solving and Judgment – To be used to indicate the employee’s ability or inability to arrive at sound conclusions, and make proper decisions based upon training and experience;
- xxix. Pursuits – To be used any time a pursuit report is filed. The entry must include the incident/ case number;
- xxx. Quality of Work/Report Writing – To be used to indicate the employee’s ability or inability to utilize office forms to accomplish the task and accurately prepare reports that reflect the situation in a detailed and organized manner;
- xxxi. Radio Procedure – To be used whenever an employee utilizes radio procedure that is contrary to office policy or FCC regulations;
- xxxii. Sexual Harassment- Sexual harassment claims against the officer;
- xxxiii. Suppressed Evidence- Cases in which evidence obtained by the officer that are rejected or dismissed by a court;

COUNTY OF GLOUCESTER, OFFICE OF THE SHERIFF

STANDARD OPERATING PROCEDURES



SECTION: 300 - OPERATIONS

NUMBER: 330

SUBJECT: GUARDIAN TRACKING – EARLY INTERVENTION SOFTWARE

- xxxiv. Tardiness – To be used whenever an employee reports for work after the time set forth by his/her schedule in accordance with office policy;
- xxxv. Unexcused absences- Unexcused/Unauthorized absence by the officer;
- xxxvi. Unscheduled Sick Time- Sick time used by the officer not scheduled in advance;
- xxxvii. Use and Care of Equipment – To be used when an employee fails to properly care for or damages office equipment;
- xxxviii. Use of Force – To be used whenever an employee utilizes physical, mechanical or deadly force. An entry in this category does not presuppose that the employee acted improperly or contrary to policy or procedure;
- xxxix. Use of Force Deemed Excessive- 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;
- xl. Written Reprimand – To be used when an employee receives disciplinary action constituting a written reprimand.

NOTE: Three categories that directly address absences are TARDINESS, UNEXCUSED ABSENCES AND UNSCHEDULED SICK TIME.

TARDINESS- Self-explanatory (see above). Immediate supervisor will be notified with an EARLY INTERVENTION FLAG.

UNEXCUSED ABSENCES- Absence without competent authority, absence without medical documentation, unauthorized absence, and absence without leave. IMMEDIATE ACTION MUST BE TAKEN.

UNSCHEDULED SICK TIME- (see above). Immediate supervisor will be notified with an EARLY INTERVENTION FLAG. * FMLA WILL NOT BE FLAGGED.

1. Immediate supervisor shall personally interview subject and ascertain whether a doctor’s note has/will be provided. DOCUMENT IN GUARDIAN TRACKING SYSTEM.
2. Immediate supervisor shall remind subject that unscheduled sick leave puts a burden on supervisors and interferes with the proper function of the entire office. DOCUMENT IN GUARDIAN TRACKING SYSTEM.

NOTE: Guardian Tracking System does not supersede or replace current SOP/s dealing with sick leave. The entry does not replace the “Problem Solving Interview” covered in current SOP/s.

THE GUARDIAN TRACKING SYSTEM DOES NOT REPLACE DISCIPLINE/PERFORMANCE NOTICES.

ITEMS ENTERED INTO THE GUARDIAN TRACKING SYSTEM MAY OR MAY NOT CONSTITUTE AS A DISCIPLINE MATTER.

COUNTY OF GLOUCESTER, OFFICE OF THE SHERIFF

STANDARD OPERATING PROCEDURES



SECTION: 300 - OPERATIONS

NUMBER: 330

SUBJECT: GUARDIAN TRACKING – EARLY INTERVENTION SOFTWARE

e. Guardian Tracking Training Video

- i. All supervisors shall access, and review annually, the forty-three (43) minute training video on the use of the Guardian Tracking Software. The training video is available on the office's DMS software system. Each supervisor shall upon completion of their annual review of the training video sign off in the DMS system so as to verify the completion of said review.

III. 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 unit supervisor, and the Undersheriff's, 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 unit supervisor, and the Undersheriffs, will implement a review of the data, along with more detailed information available from office records. If this review indicates that the Early Intervention Policy flag is unwarranted, then an Undersheriff 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 office directives, then an Undersheriff may proceed to initiate 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 Undersheriffs, after consultation with the employee's unit supervisor, 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:
 - i. Training;
 - ii. Retraining;
 - iii. Counseling;
 - iv. Intensive supervision;
 - v. Fitness for duty examination;
 - vi. Employee Assistance Program.
- 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 unit 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 Undersheriffs and the employee's unit supervisor shall cause a review of any individual employee's history anytime a new complaint is made. Using this information, an Undersheriff and the employee's

COUNTY OF GLOUCESTER, OFFICE OF THE SHERIFF

STANDARD OPERATING PROCEDURES



SECTION: 300 - OPERATIONS

NUMBER: 330

SUBJECT: GUARDIAN TRACKING – EARLY INTERVENTION SOFTWARE

unit supervisor 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. In general, the following indicators will prompt early intervention:

i. Early Intervention Flag (3 in 365 days, unless otherwise noted)

1. Tardiness, Unscheduled Sick Time;
2. Attitude/ Officer Bearing;
3. Insubordination;
4. Citizens Complaint (2 in 365 days)
5. Internal Affairs Investigation (regardless of outcome);
6. Motor Vehicle Crashes (2 in 365 days)
7. Policy Violation;
8. Pursuit (2 in 365 days);
9. Use of Force (2 in 365 days);
10. Written Reprimand.

i. Generally, employees should expect to remain under intensive monitoring and supervision for six (6) months, or longer, as may be determined by the Undersheriffs, or the Sheriff.

j. When under early intervention system monitoring, the employee's unit supervisor, and an Undersheriff, shall meet with the employee to discuss the situation in depth to:

- i. Identify problems or potential problems;
- ii. Determine short and long-term goals for improvement;
- iii. Come to consensus commitment on a plan for long-term improved performance; or
- iv. Advise of the monitoring process and the repercussions of future sustained transgressions.

k. All employee-unit supervisor/Undersheriff meetings shall be thoroughly documented in the Guardian Tracking® software, which will automatically be forwarded to the Sheriff. The affected employee and unit 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 by the unit supervisor via the Guardian Tracking® software.

m. All reports shall be forwarded to the Sheriff, and Undersheriffs, 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.

IV. References:

COUNTY OF GLOUCESTER, OFFICE OF THE SHERIFF

STANDARD OPERATING PROCEDURES



SECTION: 300 - OPERATIONS

NUMBER: 330

SUBJECT: GUARDIAN TRACKING – EARLY INTERVENTION SOFTWARE

- a. Attorney General Law Enforcement Directive 2018-3 Directive. **Statewide Mandatory Early Warning System** (March 30, 2018).

Approved: Carmel M. Morina, Sheriff //s