


LINDEN POLICE DEPARTMENT STANDARD OPERATING PROCEDURES		
SUBJECT: ADULT SCHOOL CROSSING GUARDS		
EFFECTIVE DATE: 8/16/2017	NUMBER OF PAGES:	
ACCREDITATION STANDARDS: N/A	BY THE ORDER OF: Chief of Police Jonathan Parham	

PURPOSE The purpose of this standard operating procedure is to codify this agency’s policy and procedures concerning crossing guards.

POLICY It is the policy of the Linden Police Department to employ crossing guards in positions not requiring sworn personnel to safely and effectively direct adults and children in crossing streets and intersections.

PROCEDURES

I. GENERAL

- A. Adult school crossing guards are regulated by the State of New Jersey through NJSA 40A: 9-154.1, et seq.
- B. An adult crossing guard is any adult civilian employee, who is selected, trained, and supervised by agency personnel and who is assigned to supervise the safe crossing of pedestrians. The New Jersey Civil Service Commission considers adult school crossing guards as unclassified part-time employees.
- C. Guards are generally appointed one week prior to the first day of school for a 180- day school calendar.
- D. The very presence of crossing guards helps to deter unlawful and unsafe acts by pedestrians and motorists. By employing safety procedures and by exercising due caution, crossing guards can help to reinforce desirable practices that can become habits.
- E. In the course of their regular assignments, crossing guards may provide other valuable assistance to the community such as reporting criminal and quasi-criminal activity, providing information to the public, or calling the police in some emergency.
- F. The Chief of Police shall designate a Sworn Linden Police Department **Supervisor** within the Traffic Bureau to serve as the **School Guard Coordinator**. The School Guard Coordinator will be responsible for the establishing, facilitation and daily operation of the Adult School Crossing Guard program directly or via designee. The objectives of the School Guard Coordinator shall include:
 - 1. Organize and explain the basic responsibilities and tasks required of crossing guards;
 - 2. Aid the agency in the selection of qualified persons for crossing guard positions;
 - 3. Establish training programs for guards to comply with law and agency directives;
 - 4. Provide guidelines for crossing guards in their duties, responsibilities and tasks;
 - 5. Ensure that crossing guards are properly equipped with necessary safety devices;
 - 6. Periodically inspect crossing guards to ensure compliance with applicable directives, appearance guidelines, and document findings;
 - 7. Proactively address any conditions or deficiencies;

8. Ensure discipline for crossing guards; and
 9. Investigate personnel complaints against crossing guards.
- G. The mission of adult school crossing guards is to oversee the safe crossing of school children and adults at designated crosswalks that are established by law. This mission is best accomplished by:
1. Encouraging patterns of proper crossing behavior;
 2. Deterring pedestrians from committing unsafe and unlawful acts;
 3. Informing motorists by the appropriate signals that pedestrians are using, or about to use, a crossing;
 4. Observing and reporting incidents and/or conditions that present a potential hazard to pedestrian or guard safety to a supervisor.

II. SELECTION AND TRAINING

- A. Applicants for the position of crossing guard must complete a standard application for employment.
- B. The School Guard Coordinator will be directly involved in the selection and pre-employment interview of prospective candidates.
- C. The School Guard Coordinator shall ensure that a thorough criminal background investigation including fingerprints is conducted. This may be performed under supervision of the Linden Police Department, Bureau of Internal Affairs, as directed by the Chief of Police
- D. Applicants must take a basic medical examination after being given a conditional offer of employment. The medical examination must determine whether the applicant meets the minimum physical requirements for the position. Incumbent adult school crossing guards may be required to submit to periodic physical examinations to ensure that the minimum physical requirements are still met.
- E. All adult school crossing guards must successfully complete a basic training course to develop the necessary skills they need to perform their job before being assigned to actual duty. Training shall minimally consist of:
1. A minimum of four (4) hours of classroom instruction;
 2. Twenty (20) hours of instruction in the field at an intersection under the direct supervision of a senior adult school crossing guard, parking enforcement officer or sworn Linden Police Department officer;
 3. Guards must pass all phases of an evaluation test before leaving the in-the-field training portion of the training course;
 4. If there are areas that need remedial training after the evaluation test, training should be continued for an additional twenty (20) hours. If

the second test is not passed, the guard should be terminated for incompetence.

5. When a guard is moved to a new post, on-site familiarization for a minimum of six hours should be given at the new post. An experienced adult school crossing guard or parking enforcement officer who is familiar with the particular post, or a police officer should conduct the familiarization, unless impracticable.

III. DUTIES

- A. Guards shall maintain familiarization with local traffic regulations especially those pertaining to motorist, bicyclist and pedestrian responsibilities in relation to school crossings, parking, and yielding the right-of-way.
- B. Guards shall understand the principles behind the use of traffic control devices, i.e., stop signs, signalization for motor vehicles and pedestrians, channelization and street markings.
- C. Guards should not be expected to become experts on signal timing or traffic engineering. However, their understanding of how these aids are used will enable them to recognize patterns and irregularities in the devices that could result in poor conditions for crossing the students. Guards shall specifically know the meaning of the WALK, FLASHING DON'T WALK, and SOLID DON'T WALK phases of the pedestrian crossing signal.
- D. Obstructions and unusual circumstances can lead to high-risk vehicle/pedestrian conflicts. Guards should be instructed on what to observe and how to report potential problems. These circumstances include, but are not limited to:
 - i. Inoperative or missing traffic control devices;
 - ii. Roadway or sidewalk construction hazards;
 - iii. Sight obstructions;
 - iv. Recurring standing water;
 - v. Poor street markings;
 - vi. Snow and ice conditions at crosswalks.
- E. It is sometimes necessary for crossing guards to be able to adequately describe and identify vehicles that are endangering the safety of pedestrians. The guard's first concern is the safety of the pedestrians under his/her supervision. Guards shall be instructed on how to identify vehicles by:
 - i. Make, model, body style, color of vehicle;
 - ii. License plate number;
 - iii. Physical descriptors of driver or passengers;
 - iv. Date and time of incident.

IV. RESPONSIBILITIES

- A. Guards must reinforce safe street-crossing techniques. A guard's primary responsibility is to use gaps and, where necessary, create gaps in traffic to help pedestrians across the street safely. Their duty is not to expedite the flow of vehicle traffic.

- B. Guards are responsible for projecting a positive public image and serving as a positive role model for children.
- C. Guards are responsible for arriving promptly at their assigned post each day and remaining at their post throughout their shift.
- D. Any injury sustained by a guard while on duty must be reported immediately to the Linden Police Department Traffic Bureau.
- E. Guards shall not sit in their cars, do personal business, or use tobacco in any form while on duty. They shall not engage in any actions that would reflect badly on the professional image of the school crossing guard while on duty.
- F. Personal vehicles shall be legally parked.
- G. Guards shall not sit down while pedestrians are present. Sitting down will block the guard's peripheral view and give the public a poor impression of the guard. The guard also needs to be ready to act quickly in case of any unexpected event.
- H. Guards shall not use foul language or conduct activities inappropriate to their position while on duty.
- I. Guards shall not use radios or headphones (other than agency two-way communication radios) nor read books, magazines, newspapers, or any other material while on post.
- J. Guards shall not respond to requests or directives by school personnel either to change or add to their duties. All requests should be directed to the Traffic Bureau.
- K. The Traffic Bureau will inform guards of any school schedule changes and/or special school functions that could affect their work schedule.
- L. Guards shall report to the Traffic Bureau any unusual situations, which are brought to their attention. Examples are: irresponsible motorists, adults harassing students or students harassing other students.
- M. In an emergency, guards will first contact 9-1-1 before informing the Traffic Bureau.
- N. Guards shall not attempt to do anything they are not trained or equipped to do.
- O. Guards should take care not to come in contact with any blood or body fluids. Guards should not attempt to provide first-aid unless trained.
- P. Inclement or extreme weather conditions have a direct effect on safe street crossing. Vehicle traction, stopping distance and motorists' ability to see are adversely affected by bad weather. Increased alertness and caution are necessary. Guards shall not use umbrellas or other devices that would impede their ability to use their hands or impede their hearing or vision.

V. EMPLOYMENT CONDITIONS AND EQUIPMENT

A. Schedule

1. School crossing guards shall work one hundred eighty (180) guaranteed days during the ten (10) month period commencing September 1 of each year, and ending June 30 of the following year, as outlined by the Linden Board of Education or parochial school calendar.
2. School crossing guards shall be paid at their regular daily rate of pay as set forth by the Governing Body. The school crossing guards shall be enrolled in the Public Employees' Retirement System of the State of New Jersey. Upon the hiring of the school guards by the City of Linden, they agree to observe the requirements of employees for eligibility in the Public Employees' Retirement System of the State of New Jersey.
3. School crossing guards are to receive salary increments on their first anniversary. Thereafter, they shall receive salary increments effective September 1st.
4. Acts of God: all guards shall be paid in full for any Acts of God or nature, that fall upon us, leaving guards unable to fulfill their duties up to a maximum of five (5) working days.

B. Sick Leave

1. Sick leave shall be defined as paid leave granted to a school crossing guard, who through illness or injury becomes incapacitated to a degree that makes it impossible to perform the duties of his or her assigned job.
2. All school crossing guards shall be entitled to twelve (12) hours paid sick leave at their regular daily rate of pay during the ten (10) month period of employment, commencing September 1 of each year, and ending June 30 of the following year.
3. Sick time will be charged at one and one-half hour (1.5) for AM or PM sick absence. Entire day sick, school guard will be charged three (3) hour of sick time.
4. If a school crossing guard is on sick leave more than two (2) consecutive scheduled days of work, a medical doctor's certificate evidencing the need for sick leave must be submitted to the City to qualify for sick leave pay. A medical doctor's certificate must be presented to receive pay for hospital confinement.
5. Paid sick leave not used during the ten (10) month period of employment September to June inclusive shall be paid to school crossing guards so entitled following the end of the period, but not later than July 15th of said following year.
6. In cases where extended illness and paid sick leave days have been exhausted, school crossing guard absence due to illness will be granted without pay. Excessive absence in this case, the guard will need to be medically rescreened to determine fitness for duty before returning to work. Extended unexcused absences may result in discipline.

C. Holidays

Holidays shall be paid for in the payroll period in which they fall. Paid holidays are as follows: New Year's Day, Martin Luther King's Birthday, Presidents Day, Good Friday, Memorial Day, Election Day, Thanksgiving Day, Day after Thanksgiving and Christmas Day.

D. Bereavement Leave

In the case of a death in the immediate family, a school crossing guard is entitled to three (3) days. Leave with pay shall be granted if the employee attends the funeral and it is consecutive workdays only. It will terminate the day following the funeral. For the purposes of death leave, immediate family is defined as spouse, child, parents, mother-in-law and father-in-law, brother or sister.

E. Uniform and Equipment

School crossing guards shall wear the prescribed and issued uniform and equipment at all times when on duty.

Guards will be issued, **at minimum:**

- *ANSI 107-2004 standard Class II reflective safety vest*
- *A hat*
- *A STOP paddle that is at least 18" in diameter and*
- *A City of Linden photographic identification badge bearing a unique 4 digit alphanumeric.*

Additionally, other uniform items and equipment *may* be issued and these shall be kept in serviceable condition and will be part of the required uniform. Uniforms will be replaced annually as necessary and are expected to last several school years.

F. Employee Performance Review

School guard observations will be performed periodically and properly documented. In the evaluation, positive as well as negative observations will be documented. The outcome of which will be shared with the guard and any performance issues will be addressed by the School Guard Coordinator at an appropriate time.

VI. CROSSING LOCATIONS

- A. Requests for crossing posts should be directed to the Traffic Bureau. The School Guard Coordinator shall evaluate the request and report any findings and recommendations to the Chief of Police, as the City Council must approve funding for each new position.
- B. Criteria for determining the crossing guard location includes an analysis

of the following:

1. Number of children present for crossing;
 2. Relative age of children;
 3. Design of intersection;
 4. Type of traffic control already present;
 5. Volume of traffic;
 6. Crash history;
 7. Possibility of alternative route through presently protected area.
- C. Beginning each September, the Traffic Bureau shall conduct a survey of all school crossing guard locations and all schools within the city. This survey will help to determine if pedestrian patterns have changed significantly enough to warrant the creation, elimination or modification of existing posts.
- D. The Traffic Bureau shall notify and ensure that the Department of Public Works repaints the crosswalks under its jurisdiction when required.
- E. Posts existing at Union County Routes or State of New Jersey Highways shall be continually monitored to ensure that the crosswalks are clearly visible. The Traffic Bureau shall ensure that the State Department of Transportation or the Union County Department of Public Works is notified of any restriping needs.

VII. Corrective Action and Discipline

- A. **Corrective Action** - School guards will be subject to disciplinary action for a violation of any part of this policy. Formal discipline may not be necessary and in certain situations will occur only following a comprehensive investigation to be handled by the School Guard Coordinator directly. Instead, corrective action may be sufficient to address the deficiency. In such cases, the following steps will be considered:
- a. **Training** - will be encouraged as a means of improving employee effectiveness and performance through positive and constructive methods. Training includes:
 - Verbal Instruction - The School Guard Coordinator may, depending on the circumstances, provide individual, on the spot training where such would be effective.
 - Peer Training - The School Guard Coordinator may assign the school guard with another experienced guard.
 - In-Service Training – The School Guard Coordinator may refer the school guard to an in-service training program.
 - b. **Counseling** – The School Guard Coordinator will handle minor infractions and certain first offenses with a counseling session, to be completely documented as such and placed in the school guard's file.
 - c. **Enhanced Supervision** - The School Guard Coordinator will provide for more direct or indirect supervision by members of the Traffic Bureau, Parking Enforcement or any Linden Police Personnel to ensure that the

corrective action was adequate in addressing the problem.

- d. **Changing of Post** – The School guard Coordinator will identify cases where a change in the school guard’s post would serve to remedy the issue. This should be explained to the school guard that it is not being used as punishment, but would rather be the best course of action if the post was above the school guard’s ability.
 - e. **All** training, counseling, and enhanced supervision resulting from a performance issue will be documented by the School Guard Coordinator directly and forwarded through the appropriate chain of command to Chief of Police.
- B. **Discipline** – In cases where corrective action has been offered and has proven ineffective, or the violation is of a more serious nature, disciplinary action will need to be considered. This discipline will be undertaken by the School Guard Coordinator directly following an investigation and in some cases, a hearing. All disciplinary matters will be decided fairly and impartially on the merits of the case.
- a. **Minor Discipline**
Repeat performance based issues or minor misconduct issues may be corrected through formal discipline via the following actions:
 - i. **Oral Reprimand** – A timely verbal correction from the School Guard Coordinator of the issue or infraction. This course of action will be considered more serious than a counselling and will be documented as such and placed in school guard’s file.
 - ii. **Written Reprimand** – A well documented formal report of the incident will be prepared by the School Guard Coordinator and delivered to the school guard with a copy placed in the school guard’s file.
 - b. **Major Discipline**
Serious misconduct or repeated minor misconduct may be corrected by formal discipline which will be considered following an investigation by the School Guard Coordinator and hearing held with the school guard, the School Guard Coordinator, the Chief of Police, City Attorney and/or Mayor.
 - 1. **Suspension** – The school guard will be removed from post for a determined period of time as penalty.
 - 2. **Removal from Service** – The school guard will be separated from employment with the City of Linden and the Linden Police Department.