



NEWARK POLICE DIVISION GENERAL ORDER



SUBJECT: Early Warning System/Performance Monitoring Program	GENERAL ORDER NO. 18-XX
SUPERSEDES: General Order 10-02 Related Policies & General Orders: <i>General Order 05-02, IAPro & BlueTeam;</i> <i>General Order 17-02, Risk Analysis Review;</i> <i>General Order 18-14, Consensual Citizen Contacts and Investigatory Stops;</i> <i>General Order 18-15, Searches With or Without a Search warrant;</i> <i>General Order 18-16, Arrests With or Without an Arrest Warrant;</i> <i>General Order 18-20, Use of Force;</i> <i>General Order 18-21, Use of Force Reporting, Investigation and Review;</i> <i>General Order 18-25, Complaint Intake & Investigations Process;</i> <i>General Order 18-26, Disciplinary Process & Matrix;</i> <i>General Order</i>	DATED: October 5, 2018

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I. Purpose

An Early Warning System, (EWS) and Performance Monitoring program are important management tools designed to detect problematic patterns and trends in police conduct before that conduct escalates. An effective EW System can assist the Newark Police Division in identifying and remediating problematic officer conduct that poses a potential risk to the public, to the agency and to the officer. The EWS will serve to not only increase public safety and public confidence in the Police Division, but also will assist officers through early intervention.

The IAPro computer database program is designed to provide a systematic review of select activities, incidents, or allegations received or generated by an internal or external source. The intent of the EW System and Performance Monitoring program is to ensure that the Division is not faced with serious cases of misconduct which may be revealed from an escalating pattern of behavior that could have been abated through earlier intervention. The EW System will also identify supervisors whose subordinates have collectively exceeded certain threshold levels. These levels are set to ensure that supervisors are properly managing and guiding the personnel assigned to them. The EW System and Performance Monitoring program will apply to all Newark Police Division employees.

II. Policy

It is the Policy of the Newark Police Division to have the EW System/Performance Monitoring program administered by Office of Professional Standards, (OPS) and is designed to highlight patterns, practices or trends in performance, complaints, supervision, and other activities. An alert requiring supervisory review will be generated by the EW System when a Division employee or supervisor meets or exceeds established thresholds.

Professional Standards will be responsible for processing and monitoring all data pertinent to alerts from the EW System. Professional Standards will ensure that all alerts are processed in a timely manner and will monitor the process to ensure that all provisions of the General Order are followed.

It is the Commanding Officer's responsibility to ensure that members in the monitoring programs are adequately supervised and that all behavior is documented. However, it is the responsibility of all supervisory personnel to ensure members of the Division adhere to established and recognized standards of conduct and duty. Failure of supervisory personnel to ensure that the appropriate measures are followed can undermine the overall effectiveness of the monitoring program as well as the overall mission of the Police Division.



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III. Performance Monitoring

- A. The Performance Monitoring program shall consist of three (3) levels. The criteria for placement within the three levels of the program differ, however the ultimate goal is to correct substandard performance and inappropriate behavior before negative behavior escalates. In order to accomplish this goal, the monitored members' Command has a vital role in carefully preparing performance evaluations and proactively performing the supervision required under the Performance Monitoring program.

Commanders shall be responsible for ensuring that the disciplinary histories of all personnel transferred to their respective Commands are promptly reviewed. In addition, Commanders shall ensure periodic reviews of disciplinary histories are conducted for all officers and units under their Command to identify potential problematic patterns and trends. The program will be administered utilizing the IAPro and BlueTeam databases. All Commanders and supervisory personnel involved in a Performance Monitoring program shall utilize the BlueTeam database for all required actions and reporting.

Through a clear understanding of the program, supervisory personnel will:

- Recognize the options available to them when addressing member's substandard performance or behavior;
 - Recognize the criteria for a member's entry into the monitoring program; and
 - Recognize their responsibilities when a member being monitored is assigned to their scope of supervision.
- B. A specific set of criteria has been developed for each level of monitoring to ensure consistency. The criteria for each level of monitoring shall encompass misconduct all elements of misconduct, including Discipline and Performance Evaluation.

IV. Performance Indicators & Factors:

- A. **Performance Indicators:** Categories of officer conduct which indicate potentially escalating risk of harm to the public, the agency and/or the officer.
1. Professional Standards (Internal Affairs) complaints against the officer, whether initiated by another officer or by a member of the public, including:
 - a. all allegations of unlawful arrest;
 - b. all allegation of unlawful search & seizure;
 - c. all allegations of theft, missing property or planted evidence;
 - d. all allegations of excessive or unnecessary force;
 2. Civil actions filed against the officer;
 3. Criminal investigations and/or criminal complaints against the officer;
 4. Any Use of Force by an officer that is formally determined or adjudicated to have been excessive, unjustified or unreasonable. The formal findings may be either criminally or administratively;
 5. Domestic violence investigations in which the officer is an alleged subject;
 6. An arrest of an officer, including driving under the influence;



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7. Sexual Harassment claims against an officer;
8. Vehicular collisions involving an officer that are formally determined to have been the fault of the officer;
9. A positive drug test by the officer;
10. Arrests/Investigations by an officer that are rejected or dismissed by a court;
11. Cases in which evidence obtained by an officer is suppressed by a court;
12. Insubordination by the officer;
13. Neglect of duty by the officer;
14. Unexcused absences by the officer;
15. all injuries occurring to individuals while in the custody or control of an NPD employee or injured as a result of officer's actions; and
16. Any other indicators, as determined by an officer's Commanding Officer, Chief of Police or Public Safety Director.

B. Supplemental Performance Indicators: Performance Indicators in addition to Section A. The supplemental performance indicators have alternative time frames and/or additional particular conditions for review process triggering purposes.

1. 2 or more 'criminal law allegations' in a 60-month period;
2. 2 or more Demeanor complaints in a 12-month period;
3. 2 or more Domestic Violence complaints, (where officer is subject officer) in a 60-month period;
4. 3 or more Excessive Force complaints in a 12-month period;
5. 3 or more Firearms Discharges in a 60-month period;
6. 3 or more police involved motor vehicle collisions in a 60-month period;
7. 2 or more threats against personnel in a 60-month period;
8. 4 or more documented Use of Force incidents in a 12-month period;
9. 6 or more Vehicle Pursuit incidents in a 12-month period;
10. 2 or more "disobedience to orders" – body worn camera violations in a 12-month period;
11. 2 or more "disobedience to orders" – mobile digital camera violations in a 12-month period.



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C. **Performance Factors:** Measurable characteristics in addition to Performance Indicators and Supplemental Performance Indicators. Performance Factors shall be tracked and monitored in conjunction with Performance Indicators.

1. all arrests for disorderly conduct, resisting arrest and assaulting a police officers;
2. all disciplinary action taken;
3. all non-disciplinary or corrective action, including actions taken pursuant to the operation of the EWS; and
4. officer rank, assignment and training history.

D. **Stop, Search and Arrest Data Collection & Review:** Data shall be collected on ALL investigatory stops and searches, whether or not they result in an arrest or issuance of a summons or citation. The following data shall be captured on all investigatory stops and detentions, and this information shall be entered into the EWS for tracking, reporting and review.

1. officer's name and badge number;
2. date and time of the stop;
3. location of the stop;
4. duration of the stop;
5. subject's apparent gender, race, ethnicity or national origin and age;
6. number of individuals stopped, including apparent gender, race, ethnicity, national origin and age of each pedestrian;
7. disposition of the stop, including whether a summons or arrest was made.
8. Vehicle Stops:
 - a. presence and number of passengers including apparent gender, race, ethnicity, national origin and age of each passenger. This will include stops of non-motor vehicles, (e.g. bicycles).
 - b. reason for the stop, including a description of the facts creating reasonable suspicion and whether it was a pretext stop;
 - c. whether the drivers or passengers were required to exit the vehicle, and the reason for doing so;
 - d. whether any individual was asked to consent to a search and whether such consent was granted, whether a pat-down, frisk or other search was performed on any stopped individuals, including a description of the facts justifying the action;
 - e. a full description of any contraband or evidence seized from any individual;



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- f. whether a probable cause search was performed on any individual, including a brief description of the facts creating probable cause; and
- g. disposition of the stop, including whether a summons or arrest was made.

V. Initiation of Early Warning System/Performance Monitoring:

The Early Warning System review process will be triggered when an officer acquires three (3) separate instances of Performance Indicators as outlined in Section IV, (sub section A) in any 12-month period. If one incident captures multiple performance indicators, the incident shall only count as one total performance indicator. In addition, criteria met in Section IV, (sub section B), Supplemental Performance Factors shall cause triggering of EWS.

A. **EW System Alert Management:** Once the EW System initiation has been triggered the following IAPro Alerts must then be processed as follows:

1. All alerts shall be assigned an “Alert Tracking Number” by the executive officer.
2. The “access level” for all alerts shall be Level 5.
3. Comments shall be entered in the “Actions Taken” box for every alert process to reflect the outcome of the alert (e.g. Reviewed by Supervisor - No action required, placed on Level I Monitoring, etc.).
4. Once the alert process is completed, the “Completed” box shall be checked to close the alert. The date will automatically be entered by IAPro or it can be edited to the correct date.
5. All memos and subsequent reports related to the alert shall be linked into IAPro to become a permanent record of the actions taken to abate the alert.
6. Alerts that are forwarded to a command for action shall be forwarded through Blueteam to the commander of the personnel who is the subject of the alert. The alert shall then be handled in accordance with the stipulations in this General Order.
7. Reports from commands that are in response to Alerts forwarded by Professional Standards shall be forwarded up the chain of command for review and approval through Blueteam. All documents associated with the alert shall be linked into Blueteam to accompany any reports related to the alert.

B. **Remedial/Corrective Action:** Once an officer has displayed the requisite number of performance indicators necessary to trigger the EW System process, assigned supervisory personnel shall initiate remedial action consistent with the Performance Monitoring program to address the officer’s behavior.

The Office of Professional Standards shall notify an affected officer’s Command in writing when the review process is initiated via IAPro or any other means.

1. Commanders and Supervisors assigned to oversee an officer’s EW System shall:



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- i. Formally notify the officer in writing;
- ii. Conference with the subject officer and appropriate supervisory personnel;
- iii. Develop and administer a remedial program which shall include the appropriate remedial/corrective actions listed below;
- iv. Continue to monitor the subject officer for 6 months minimum, or until the supervisor and Commander conclude that the officer's behavior has been remediated;
- v. Document and report the findings to the officer's Commander;
- vi. The results shall be forwarded to the Office of Professional Standards for IAPro entry;

C. Remedial/Corrective action may include but is not limited to the following:

1. Training or Re Training, Command or Training Unit;
2. Counseling;
 - a. Command/supervisory
 - b. Domestic/Family
 - c. Bereavement
 - d. Medical Concerns
 - e. Stress Management
 - f. Police Chaplain
 - g. Cop-2-Cop
3. Intensive Supervision, evaluation & documentation by supervisor;
4. Fitness for Duty Examination;
5. Employee Assistance Program (EAP);
6. Consider a change of tour, squad, unit, supervisor, partner or posts within the Command if any underlying work conditions may be contributing to the substandard performance or inappropriate behavior.
7. Any other appropriate remedial or corrective action;
 - i. Any disciplinary action/s that may be warranted against an officer for a given incident will be in conjunction with this EW System as per existing Division protocols.
 - ii. Any statement made by a subject officer in connection with the EW System review process may not be used against them in any disciplinary or other proceeding.

VI. Level I Monitoring Level:

Level I Monitoring is the least intrusive of the monitoring program. This level augments the Commanding Officer's ability to correct negative behavior. Upon placement in Level I Monitoring, the Commanding Officer in conjunction with the member's immediate supervisor, shall interview the program member and develop a plan that will correct the behavior.



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A. Criteria for inclusion into Level I Monitoring shall include:

1. Three (3) separate instances of Performance Indicators in any 12-month period as outlined in Section IV, sub section A.
2. When criteria from Section IV, sub section B are met;
3. Two (2) negative annual performance evaluations within a three (3) year period. (the final average for all performance indicators is “unacceptable” below 3.0 as delineated in General Order 69-3, Annual Evaluations of Sworn Personnel;
4. Referral by a competent authority such as a Commanding Officer, Integrity Control Officer or Supervisor
5. Suspension Modified Assignment Administrative Transfer (As delineated in General Order 07-06, Suspension Policy.
6. Inclusion by recommendation from the Risk Analysis Review Board.

B. Intervention Measures:

Below is a list of appropriate intervention measures which may be considered by the Commanding Officer:

1. Training to be conducted by the Command or Training Division;
2. An increase in the level of supervision with evaluation and documentation by the officer's immediate supervisor;
3. Consider a change of tour, squad, unit, supervisor, partner, sector, or posts within the command if any underlying work conditions may be contributing to the substandard performance or inappropriate behavior;
4. Assistance in providing appropriate levels of counseling from agency sources or outside venues concerning such topics as:
 - a. Procedures/Policy/Tactics
 - b. Domestic/Marital Issues
 - c. Parenting Issues
 - d. Bereavement
 - e. Medical Issues
 - f. Stress Management
 - g. Police Chaplain
 - h. Cop-2-Cop

VII. Level II Monitoring

Level II Monitoring is designed to closely scrutinize and supervise performance and behavior of members who have had an excessive number of force complaints, serious disciplinary problems or three consecutive negative performance evaluations. Upon placement in Level II Monitoring, the Commanding Officer, in conjunction with the member's immediate supervisor, interviews the program member and develops an action plan that will correct the behavior.



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A. Criteria for inclusion into Level II Monitoring shall include:

1. Guilty of One (1) Excessive/Unnecessary Force charge (Trial Board determination);
2. Two (2) or more sustained: Excessive Force, Demeanor, Insubordination or Conduct -within a three (3) year period;
3. Two (2) consecutive negative annual performance evaluations, the final average for all performance indicators are “unacceptable”, below 3.0, as delineated in General Order 69-3, Annual Evaluations of Sworn Personnel;
4. Continued substandard performance and/or inappropriate behavior after Level I monitoring;
5. At the direction of the OPS, or as a result of a complaint of Violation of Criminal Law;
6. An IAPRO alert trigger (in excess of the parameters indicated in Level I Monitoring), or at the recommendation of a commander, supervisor or OPS Investigator; or
7. Inclusion based on recommendation of Risk Analysis Review Board.

B. Intervention Measures:

Below is a list of appropriate intervention measures, which may be considered by the Commanding Officer:

1. Training to be conducted by the Command or Training Division;
2. An increase in the level of supervision, as determined by the Commander, with evaluation and documentation by the officer’s immediate supervisor;
3. Consider a change of tour, squad, unit, supervisor, partner, sector, or posts within the command if any underlying work conditions may be contributing to the substandard performance or inappropriate behavior;
4. Consider recommending a transfer out of the command, division or bureau if any underlying work conditions may be contributing to the substandard performance or inappropriate behavior;
5. Review all operational reports submitted by the program member;
6. Periodic command conferences/interviews between the program member and the immediate supervisor;
7. Assistance in providing appropriate levels of counseling from agency sources or outside venues such as:
 - a. Procedures/Policy/Tactics
 - b. Domestic/Marital Issues
 - c. Parenting Issues
 - d. Bereavement
 - e. Medical Issues
 - f. Stress Management
 - g. Police Chaplain.
 - h. Cop-2-Cop



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VIII. Level III Monitoring

Level III Monitoring is the most intense form of monitoring. It is designed to closely scrutinize and supervise the performance and behavior of members who have no discernible response to positive intervention. Members of this level of monitoring are subject to strict supervision and all behavior is documented. When a member is placed in Level III monitoring, they have entered into the final phase of the Monitoring Program after all other opportunities to improve their behavior have been exhausted. Final intervention measures may entail the commencement of the disciplinary process.

A. Criteria for inclusion into Level III Monitoring shall include:

1. Misconduct resulting in Major discipline of thirty (30) days or more;
2. Member has failed to respond to positive reinforcement, which was administered as a result of an identified substandard incident within Level II monitoring;
3. At the direction of the OPS, or as a result of a complaint of Violation of Criminal Law or at the recommendation of a Division supervisor or OPS Investigator; or
4. Inclusion per recommendation of Risk Analysis Review Board.

C. Intervention Measures

Below is a list of appropriate intervention measures, which shall be considered by the Commanding Officer:

1. Training to be conducted by the Training Division or outside venue;
2. An increase in the level of supervision with evaluation and documentation by the officer's immediate supervisor (appropriate measures to be developed by the Commanding Officer);
3. Consider a change of tour, squad, unit, supervisor partner, sector, or posts within the command;
4. Consider a transfer out of the command, division or bureau;
5. Shall review operational reports submitted by the program member (to include Patrol Log Sheets, Incident Reports, Arrest Reports, Property Receipts etc.);
6. Shall convene bi-weekly command conferences/interviews between the program member and the immediate supervisor. (Mandatory);
7. If necessary, referral to Medical Services in order to initiate Fitness for Duty evaluation;
8. If the member's behavior has not shown improvement during the process, the Commanding Officer may request the program member be subject to the Division's Disciplinary Matrix;
9. Assistance in providing appropriate levels of counseling from agency sources or outside venues such as:



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- a. Procedures/Policy/Tactics;
- b. Domestic/Marital Issues
- c. Parenting Issues
- d. Bereavement
- e. Medical Issues
- f. Stress Management
- g. Police Chaplain
- h. Cop-2-Cop

IX. Responsibilities of Personnel:

A. Office of Professional Standards:

1. Be responsible for the overall maintenance, operations and review of the EW System and Performance Monitoring program. The OPS will accomplish this through identifying patterns of negative behavior through consultation with Command's supervisory personnel, self-initiated investigation or through notification, (IAPRO alert system);
2. Shall forward a list of personnel and their identified IAPRO alert to respective Commands. OPS shall forward all necessary documentation for review;
3. Maintain a list of all Division members in Performance Monitoring;
4. Forward to the respective Command, the names of personnel subject to an allegation of Violation of Criminal Law, (excludes matters of confidentiality);
5. Review all forwarded BlueTeam entries and determine if any noted deficiencies should recommend non-disciplinary corrective action for the involved officer/s or refer the matter for formal investigation and determination.
6. The Office of Professional Standards Commander or designee shall review all disciplinary histories of involved Division members once investigations are completed to ascertain if there may be indications of potentially improper patterns, practices or trends in regards to the conduct of Division members;

These reviews shall incorporate previous internal investigations with similar civilian complaint fact patterns and/or BlueTeam entries for patterns and practices of force, vehicular pursuits, stops and searches, improper conduct or demeanor, etc. Established methods and characteristics of police operations, (*e.g.* officer/unit modus operandi) should be considered in the reviews. The aim of these comprehensive reviews is to determine if officers or individual units of officers may be engaging in improper actions or tactics that otherwise went undetected during individual investigations.

If a review identifies improper patterns, tactics or actions on behalf of an officer or individual unit of officers, the Commander of OPS or designee shall immediately notify the Public Safety Director. OPS shall take the appropriate remedial action/s as necessary;

6. Ensure all relevant documentation and materials are provided to the Risk Analysis Review Board.



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B. Bureau Commander:

1. Ensure Commanders appropriately identify and monitor personnel for Performance Monitoring;
2. Personally review the performance of personnel who have failed to improve after participation in Level II & III Monitoring;
3. Assist Commanders in formulating measures when and where appropriate;
4. Make necessary notifications to the Chief of Police accordingly.

C. Commanders:

1. Conduct a review of the factors and circumstances that led to Performance Monitoring;
2. Ensure the Command's Integrity Control Officer (ICO) participates in the program member's Performance Monitoring;
3. Ensure supervisory involvement and intervention, including increased supervision, meaningful/relevant "bookings", counseling, officer/supervisor ride-alongs, after action debriefings of significant, program related events/arrests, and identifying positive or negative behaviors. Each level of monitoring shall require increased and more intensive supervision;
4. Confer with the Training Division to assess any appropriate training needs for the involved employee, and may order program members, who require strengthening in specific, identified areas to attend remedial training courses;
5. Consider alternative (outside the Police Division) intervention measures, and refer the program member accordingly;
6. Review the current assignment and tour of program members under their Command in an effort to identify any underlying work conditions that may be contributing to substandard performance or inappropriate behavior;
7. Conduct performance conferences/interviews with program members with their immediate supervisor;
8. At a minimum, conduct monthly consultations with supervisors to ensure supervisors are fulfilling their supervisory obligations with respect to all facets of performance monitoring. Ensure supervisors submit bi-weekly status reports detailing the progress of the program;
9. At a minimum, conduct monthly evaluations and reassessment of the performance of the program member and the program itself to ensure the performance monitoring is being carried out in the most effective and efficient manner;
10. Ensure the program member is evaluated for a minimum of six (6) months, Level III monitoring shall remain for one (1) year.



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11. Remove the program member from monitoring after six (6) months. If the program member has not shown improvement, the Commander may request an extension to the program, or request the next level of monitoring. All recommendations shall be thoroughly documented.
 - a. Employees in Level III monitoring shall be removed after one (1) year. After unsuccessful attempts to improve the employee's behavior at Level III, the Commander may recommend disciplinary action, including a Fitness for Duty evaluation.
12. Ensure the OPS is notified when program members enter into and are removed from Performance Monitoring.
13. Notify the Bureau Commander when program members enter into and are removed from Performance Monitoring; While programs are active, Commanders shall submit status reports to their respective Bureau Commanders: Level I & II shall require monthly reports, Level III shall require bi-weekly reports.
14. Level I monitoring shall require no personnel file entries; Level II and III monitoring will require a notation in Personnel files of Performance Monitoring.

D. Supervisors:

1. Assigned supervisors shall review all relevant documentation and BlueTeam data related to the triggering incident/s. The goal of this review is to establish an understanding of the factors and circumstances which led to an employee being placed in Performance Monitoring. Additionally, the review shall seek to reveal any improper patterns, practices or trends of individual officers or units of officers.
 - a. Documentation and data for review should include disciplinary history reports, Use of Force reports, Stop reports, collision reports, relevant RMS reports, related General Orders and memoranda, and any other relevant documentation.
 - b. The supervisor should also be made aware of any previous or concurrent administrative reviews such as Risk Analysis Review Board or Professional Standards; and
 - c. Ensure the program member has completed any required training.
2. Shall promptly notify an affected employee who has been entered into Performance Monitoring;
3. Conference with the subject officer and explain the circumstances of entry into Performance Monitoring;
 - a. If an employee believes at any time that the EWS data is incorrect or inaccurate, he or she should immediately notify their immediate supervisor or Commander. This shall be accomplished via the standard Administrative report.
 - b. Any proposed corrections to the data shall be subject to review by the Office of Professional Standards, Risk Analysis Review Board, the employee's chain of command and relevant Bureau Chief;



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- c. The Commander of OPS, in consultation with the Public Safety Director, will make the final decision for confirmation to modify the EWS data.
4. Assigned supervisors shall carry out strategies to correct and modify the behaviors identified by the EWS. Performance Monitoring of employees may include, without limitations:
 - a. Regular and consistent conversations/conferences with affected employees about issues and incidents that may affect behavior and performance;
 - b. Supervisor ride-along with employees;
 - c. Relevant and specific “bookings” on traffic stops/citizen contacts/calls for service, etc.
 - d. After action debriefings/reporting of significant events, arrests or other incidents that are consistent with indicator criteria for the EWS;
 - e. Review the employee’s training history and make recommendations for additional training where appropriate;
 - f. Identify and support positive behaviors.

NOTE: Assigned supervisors shall avoid discussing matters and/or details pertaining to OPS investigations/dispositions or civil matters. Conferences should be tailored to general topics on procedures, policies and tactics.

5. Assigned supervisors shall submit bi-weekly reports to their Commander which shall detail all facets of a program member’s Performance Monitoring. The reports shall include at a minimum, all relevant interactions and conferences with the program member, all supervisory actions related to the program, all positive and negative behaviors exhibited by the program member, significant incidents, events or arrests related to the program, and any other relevant information.

At the conclusion of a Performance Monitoring program, the supervisor shall submit a final report summarizing the entire program, and make a final recommendation to the Commander indicating whether the program member should be removed from monitoring, if the program should be extended, or if the member should be moved up to the next level of monitoring.

6. Supervisors will take appropriate action to address all apparent violations or deficiencies with regards to investigatory stops, detentions, searches and arrests. Any violations or deficiencies that come to the attention of a supervisor shall be noted in BlueTeam and forwarded via the chain of command for EWS tracking purposes.

E. Advocate Section:

1. Forward lists of personnel with disciplinary measures consistent with this General Order for proper levels of monitoring.

F. Legal Affairs:

1. Notify OPS and affected Commands of any civil actions filed against Division personnel.



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XI. Effect of this Order

All Division Orders, memoranda, and sections of Rules and Regulations that are inconsistent with this policy are hereby rescinded and repealed.

BY ORDER OF:

**ANTHONY F. AMBROSE
PUBLIC SAFETY DIRECTOR**

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Appendix A

Fraternal Order of Police	(973) 642-0390
Superior Officers Association	(973) 733-6087
Police Chaplain	(973) 733-4766
Medical Services	(973) 733-6068
Police Academy	(973) 733-6030
Cop to Cop	1(866) COP2COP or 1(866) 267-2267

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