

WRITTEN DIRECTIVE



SUBJECT:	Internal Affairs
ORDER TYPE:	Standard Operating Procedure
ISSUED DATE:	June 18, 2021
EFFECTIVE DATE:	June 18, 2021
DISTRIBUTION:	All Bureaus-Sworn and Civilian
CALEA STANDARDS:	4.2.3, 52.1.1, 52.1.2, 52.1.3, 52.2.1, 52.2.3

PURPOSE: The purpose of this written directive is to maintain a high quality of law enforcement services. Improving the relationship between employees and the public facilitates cooperation vital to the department's ability to achieve its goals. This department is committed to providing law enforcement services that are fair, effective, and impartially delivered. Employees are held to the highest standards of conduct and are expected to respect the rights of all citizens. This department must be responsive to the community by providing formal procedures for the processing of complaints regarding individual employee performance. An effective disciplinary framework permits department personnel to monitor employee compliance with department written directives, assist employees in meeting department objectives, enhance performance, and permit managers to identify problem areas which require increased training or direction. Finally, this written directive shall ensure fundamental fairness and due process protection to citizens and employees alike.

POLICY: It is the policy of the Camden County Police Department to accept and investigate all complaints of agency and employee's alleged misconduct or wrongdoing from all persons who wish to file a complaint, regardless of the hour or day of the week. This includes reports from anonymous sources, juveniles, undocumented immigrants, and persons under arrest or in custody. Following a thorough and objective examination of the available factual information, a conclusion will be determined and the employee shall be either exonerated or held responsible for the alleged misconduct. Discipline shall be administered according to the degree of misconduct. Officers and employees, regardless of rank, shall be subject to disciplinary action for violating their oath and trust. Committing an offense punishable under the laws of the United States, the State of New Jersey, or Municipality constitutes a violation of that oath and trust. Employees are also subject to disciplinary action for the willful or negligent failure to perform the duties of their rank or assignment. In addition, employees may be disciplined for violation of any rule or regulation of the department or for failure to obey any lawful instruction, order, or command of a superior officer or supervisor. Disciplinary action in all matters will be determined based upon the merits of each case. Officers conducting the investigation of any allegation of misconduct shall strive

to conduct a thorough and objective investigation respecting the rights of the principal, any other law enforcement officer, and all members of the public. Accordingly, any supervisor and any officer who may be called upon to conduct an internal investigation must be thoroughly familiar with the department's Internal Affairs policy. *This written directive has been developed in accordance with the revised New Jersey Attorney General Directive on Internal Affairs.*

PROCEDURE:

I. DEFINITION OF TERMS

A. The following forms/reports shall be used in accordance with this written directive:

1. **Request for Extension of Investigation - (IA-1):** This form shall be used to seek approval from the Chief of Police when additional time, beyond the thirty-day period, is needed to complete the internal affairs investigations.
2. **Investigation Plan - (IA-2):** This form shall be used to develop an investigative plan prior to conducting internal affairs investigations.
3. **Investigation Report - (IA-3):** This report shall be used to memorialize the investigation of any internal affairs matter or performance deficiency.
4. **Continuation Page of Investigation Report - (IA-4):** This report shall be used if additional pages are needed to memorialize the investigation of any internal affairs matter or performance deficiency.
5. **Supplemental Internal Investigation Report - (IA-5):** This report shall be used to supplement the initial investigation report.
6. **RESERVED - (IA-6).**
7. **RESERVED - (IA-7).**
8. **RESERVED - (IA-8).**
9. **New Principal/Allegation Identification Form - (IA-9):** This form shall be used when an employee shifts from a witness to a principal. This form shall also be used to document perceived violations of policy and procedure not relevant to the complaint or the alleged misconduct being investigated.

10. **Administrative Advisement Form - (IA-10):** This form shall be used during internal affairs investigation interviews when interviewing the principal in an internal affairs investigation.
11. **Miranda and Waiver Form - (IA-11):** This form shall be used in an internal affairs investigation when interviewing an employee accused of committing a crime after consultation with the Camden County Prosecutor's Office.
12. **Witness Acknowledgment Form - (IA-12):** The form shall be used during internal affairs investigation interviews when interviewing a witness in an internal affairs investigation.
13. **Weingarten Representative Acknowledgement Form - (IA-13):** This form shall be provided to the Weingarten representative present during an internal affairs interview.
14. **State Standardized Internal Affairs Complaint Form - (IA-8):** This form shall be utilized by department employees to document a reportable incident by all complainants.
15. **Notice of Immediate Suspension - (IA-15):** This form shall be used upon the immediate suspension of an employee.
16. **Complaint Notification Form - (IA-16):** This form, when appropriate, shall be served to an employee who is the principal of an internal affairs investigation.
17. **Performance Notice - (IA-17):** This form shall be completed by a supervisor to memorialize any corrective action (not discipline) taken either as a result of a reported performance deficiency incident or internal affairs investigation. This form shall also be used to commend an employee for positive performance.
18. **Summary Report - (IA-18):** This report shall be submitted to the Camden County Prosecutor's Office as directed, detailing all internal affairs investigations investigated by the department during the specific period.
19. **Internal Affairs Information Sheet - (IA-19):** This form, which explains the department's internal affairs procedures, shall be provided to all citizen complainants.

20. **Notice of Disciplinary Action Form: (DPF 31A-B and DPF 379)**
These forms shall be used to notify formally, the principal of charges approved by the Chief of Police in connection with the completed internal affairs investigation. These disciplinary forms shall only be used for charges that exceed a written reprimand. The DPF-379 disciplinary form (minor discipline) shall only be used for charges that exceed a written reprimand and does not exceed a 5-day suspension.
21. **Reprimand Notice - (IA-21):** This form shall be used to notify formally, the principal of discipline approved by the Chief of Police in connection with the completed internal affairs investigation. This disciplinary form shall only be used for discipline that does not exceed a written reprimand.

B. **Reportable Incident:** is any behavior, performance, or non-performance that may violate department rules, regulations, procedures, applicable criminal and civil laws, and the United States or New Jersey Constitutions. All reportable incidents shall be carefully and thoroughly reviewed by the Chief of Police/Internal Affairs Commander to determine the manner of response that best serves the public, the department, and the employee. Reportable Incidents classified as misconduct will result in an internal investigation conducted in accordance with the New Jersey Attorney General's Internal Affairs Directive and this written directive. Reportable incidents include, but are not limited to the following:

1. A complaint that an employee has engaged in any form of misconduct, as defined in this written directive, whether on or off-duty;
2. An alleged violation of any of the Department Rules and Regulations;
3. An alleged violation of any written directive issued by this department or appropriate authority as defined by ordinance;
4. A refusal to or a failure to comply with a lawful written or verbal order, written directive, or instruction;
5. The filing of a civil suit by a civilian alleging any misconduct by an employee while on duty or acting in an official capacity;

6. The filing of a civil suit against an employee for off-duty conduct while not acting in an official capacity that alleges racial bias, physical violence, or threat of physical violence;
7. Criminal arrest of or filing of a criminal charge against an employee;
8. Allegation(s) that an employee is either an alleged perpetrator or victim of a domestic violence incident.

C. **Classification:** There are three classifications of a reportable incident. All reportable incidents shall be forwarded to the Chief of Police/Internal Affairs Commander to screen, record and classify the incident as one of the following **(See Figure #1):**

NOTE: All allegations of **misconduct**, whether criminal or administrative, regardless of the source of the allegation shall result in an internal investigation.

1. Criminal Misconduct - Reportable Incidents where a preliminary investigation indicates the possibility of a criminal act on the part of the principal, the county prosecutor must be notified immediately. No further action should be taken, including the filing of charges against the principal, until directed by the prosecutor.
 - a. Criminal Misconduct is defined as a reportable incident where there is an allegation of a crime or an offense.
2. Administrative Misconduct - An incident may be classified as administrative misconduct in which case an investigation shall be conducted in accordance with this written directive.
 - a. Administrative Misconduct is defined as a reportable incident where there is a serious violation of department rules and regulations, written directive; or, conduct which adversely reflects upon the employee or the department.
 - b. Repeat performance deficiencies shall be classified as administrative misconduct.
3. Performance Deficiency - An incident that is classified as a performance deficiency shall be referred to the supervisor for addressing through non-disciplinary corrective actions, (corrective action shall be training or counseling only).

- a. A performance deficiency is defined as a reportable incident of any minor rule infraction that can be addressed at the supervisory level of an employee. This department recognizes that not all reportable incidents constitute misconduct and certain reportable incidents are more effectively handled outside of the disciplinary process. Performance deficiency incidents **are not** internal affairs investigations.

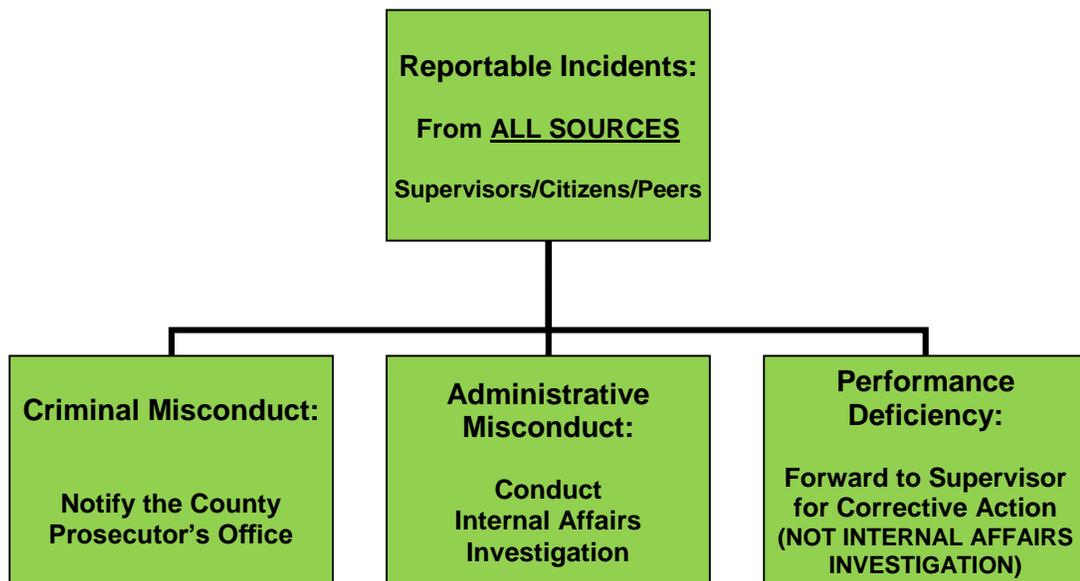


Figure #1 (Classification Process)

II. GUIDING PRINCIPLES

- A. The investigative process should seek to locate and identify all evidence available to either prove or disprove allegations made against an employee.
- B. With the exception of internal investigations that are part of an ongoing or potential criminal investigation, the majority of internal investigations are administrative in nature. Unlike criminal investigations where the burden of proof is beyond a reasonable doubt, the standard for administrative cases is a preponderance of the evidence.
- C. Also important is that strict rules of evidence and certain constitutional protections that apply in criminal cases do not attach to these investigations. In accordance with established case law, the investigator, reviewing authority

and the Chief of Police can rely on types of evidence that would be inadmissible in a criminal proceeding providing, there is some indication of reliability.

- D. Furthermore, unlike criminal investigations, certain specific legal protections that arise in employment & labor matters and in police discipline matters apply to employees subject to an internal investigation. These include rights and practices commonly referred to as Weingarten, Loudermill, and Garrity rights, as well as contractual rights or those based on state or federal statutes.
- E. Investigators and reviewers shall scrupulously adhere to the principles that all employees shall be afforded all rights to which they are entitled. At the same time, investigative and review personnel will also be aware of their obligations to determine the facts of each case utilizing investigative methods, which are consistent with acceptable practices in employee discipline cases.
- F. Internal Affairs investigations shall not rely solely on the outcome of related criminal matters or traffic matters. The conviction of a citizen complainant shall not be dispositive as to the citizen's complaint regarding the employee's conduct related to the incident. However, the court proceedings will be relevant and should be reviewed. Unless otherwise determined by the investigative plan, most cases involving a court action will require the collection and analysis of court records and transcripts of court appearances by the principal, complainant, or critical witnesses. The investigator should make every attempt to attend court proceedings, to monitor the progress/outcome of the case. As a monitor, the investigator need not notify the prosecutor, judge, or other court personnel of his/her presence and should not have any input in the proceedings.
- G. If a civilian signs criminal or traffic complaints, in addition to making an internal affairs complaint against an employee, a not guilty disposition of the court shall not automatically determine the outcome of the internal complaint. However, it will be relevant and part of the investigation.
- H. The investigator and reviewing authority shall consider that administrative charges have a different threshold of proof as well as less restrictive rules of evidence.
- I. As internal affairs investigators, a tendency to automatically grant more credibility to statements given by employees of the department and other law enforcement officials than to statements given by civilian complainants and witnesses must be carefully avoided. In certain situations, where the credibility and motive of the complainant is reasonably suspected, a credibility

determination may be made as provided for in this order below. However, investigators, unless otherwise authorized, will investigate the relevant facts of the allegations and not the background or motive of the complainant, unless relevant to the investigation.

- J. It is the policy of this department that personnel conducting internal investigations deal with complainants, witnesses, and principals in a professional manner. This includes being prepared for interviews, promptly responding to phone calls, and handling all related contacts during an investigation to leave citizens and employees alike with the impression that a thorough, fair, and impartial investigation of the allegation(s) will be conducted.

- K. Discovery of additional allegations and identification of additional principals:
 - 1. In conducting investigations, the propriety of all conduct by the employee relating to the subject matter of the investigation shall be reviewed.

 - 2. If during the course of an investigation, the investigator has reason to believe that misconduct occurred, other than that alleged, the investigator shall:
 - a. Document the information on a New Principal/Allegation Identification Form and forward it to the Internal Affairs Commander and/or Chief of Police to determine the appropriate response. Upon completion of the review, the form, which shall include all appropriate endorsements, will be returned to the investigator, and maintained as an attachment to the investigation.

 - b. Unless otherwise directed, the investigator shall investigate the additional allegation to its logical conclusion.

 - 3. If during the course of an investigation, the investigator has reason to believe that another employee may have been involved in alleged misconduct and should be interviewed as a principal, the investigator shall:
 - a. Report the information on a New Principal/Allegation Form to the Internal Affairs Commander/Chief of Police, and await further instructions. Other aspects of the investigation should continue.

L. The New Jersey Resiliency Program for Law Enforcement

1. Under no circumstances, shall an officer face any type of discrimination or adverse internal affairs consequences for the sole reason that the officer decided to seek medical or psychological treatment for a mental health concern, including depression, anxiety, post-traumatic stress disorder, or substance use disorder.
2. All officers are encouraged to take advantage of the resources provided by the New Jersey Resiliency Program for Law Enforcement, as well as the other resources identified in Attorney General Directive 2019-1.

III. INTERNAL AFFAIRS UNIT

A. The Internal Affairs Unit is herein established. Personnel assigned to the Internal Affairs Unit shall serve at the pleasure of and be directly responsible to the Chief of Police. The Internal Affairs Unit Commander has the authority to report directly to the Chief of Police on all matters involving internal affairs. The Chief of Police shall not assign to the internal affairs function any person responsible for representing members of a collective bargaining unit. The conflict of interest arising from such an assignment would be detrimental to the internal affairs function, the subject officer, the person so assigned, the bargaining unit and the agency as a whole. Also, a bargaining unit representative shall not be permitted to represent more than one witness or subject in a single investigation, in part to avoid potential conflicts of interest. Although a witness/subject is entitled to a representative, he/she is not necessarily entitled to a particular representative.

1. Investigators must recuse from cases where they have a conflict of interest that may prevent them from being impartial in the investigation of a subject employee.
2. Officers assigned to the Internal Affairs Unit shall complete training as mandated by the Division of Criminal Justice.
 - a. Officers may attend additional training on internal affairs provided by the Camden County Prosecutor's Office and other sources.

- B. The goal of Internal Affairs Unit is to ensure that the integrity of the department is maintained through a system of internal discipline where fairness and justice are assured by objective, impartial investigation and review.

- C. Under no circumstances may the Camden County Police Department's Internal Affairs Unit be contracted or delegated to a private entity.
 - 1. Instead, when necessary, the Camden County Police Department may request that an internal affairs complaint be investigated directly by the Camden County Prosecutor, who shall determine whether to investigate the matter, refer the matter to the Internal Affairs function of another law enforcement entity, or return the matter to the Camden County Police Department, if the Camden County Prosecutor determines that the department can appropriately investigate the matter.

 - 2. Nothing in this written directive shall prevent the Camden County Police Department from retaining a qualified private individual to serve as a hearing officer or an expert witness.

- D. Internal Affairs Unit Commander shall be responsible for:
 - 1. The management of the Internal Affairs Unit;

 - 2. The coordination and review of all internal affairs investigations;

 - 3. The review of all allegations of misconduct by employees of this department;

 - 4. The immediate notification of the Chief of Police of any allegation of wrongdoing on the part of an employee that would constitute a criminal offense or has the potential to have a significant negative impact on the operation or reputation of the department.
 - a. All other notifications shall be made on the next business day.

 - 5. The maintenance of a comprehensive central file and recordkeeping system on all complaints received by this department, whether investigated by Internal Affairs Unit personnel or assigned to an employee's supervisor for investigation and disposition. A quarterly report on the status of all pending Internal Affairs investigations will be provided to the Chief of Police.

6. The preparing and mailing of a Complaint Acknowledgement Letter to all civilian complainants.
- E. Internal Affairs Unit shall be responsible for:
1. The investigation and review of all allegations of misconduct by employees of this department.
 2. In addition to investigations concerning allegations of misconduct, the Internal Affairs Unit shall receive notice of:
 - a. Any firearm discharge by department personnel, whether on-duty or off-duty, unless the discharge occurred during the course of a law enforcement training exercise; routine target practice at a firing range; a lawful animal hunt; or the humane killing of an injured animal;
 - b. Any discharge of an agency-owned firearm by anyone other than agency personnel;
 - c. Any use of force by agency personnel that results in injury to any person,
 - d. Any vehicular pursuit involving agency personnel; and
 - e. Any collision involving agency-owned vehicle
 3. Once notification has been received, internal affairs will determine whether additional investigation is necessary.
 4. Internal Affairs shall conduct a manual or computerized audit of its records to determine if an employee has the emergence of a pattern, practices or trend of inappropriate behavior or misconduct.
 5. Internal affairs shall be responsible for any other investigation as directed by the Chief of Police.
 6. The Internal Affairs Unit may conduct an internal affairs investigation on their own initiative, upon approval of the Chief of Police.

7. The Internal Affairs Unit may refer reportable incidents classified as a performance deficiency to an employee's supervisor for investigation and corrective action.
8. The Internal Affairs Unit investigators or personnel temporarily assigned to that function shall have the authority to interview any employee of the department and to review any record or report of the department relative to their assignment. Requests from the Internal Affairs Unit personnel, in furtherance of their duties and responsibilities, shall be given full cooperation and compliance as though the requests came directly from the Chief of Police. Employees assigned to the Internal Affairs Unit come under the direct authority of the Chief of Police.
9. Notification to the Camden County Prosecutor's Office
 - a. The Chief of Police or designee shall notify the Camden County Prosecutor's Office immediately where a preliminary investigation indicates the possibility of a criminal act on the part of the principal.
 - b. The Chief of Police or designee shall notify the Camden County Prosecutor's Office immediately of any use of force by an officer that results in death or serious bodily injury.
 - c. No further action should be taken, including the filing of charges against the principal, until directed by the prosecutor.
10. The Camden County Police Department shall complete the Internal Affairs Summary Report form and submit it to the Camden County Prosecutor's Office on a quarterly basis, summarizing the allegations received and the investigations concluded for that period.
11. The Camden County Police Department shall annually release reports to the public summarizing the allegations received and the investigations concluded for that period. These reports shall not contain the identities of employees or complainants.
12. The Camden County Police Department shall periodically release a brief synopsis of all complaints where a fine or suspension of ten days or more was assessed to a member of the agency. The synopsis shall not contain the identities of the employees or complainants.

13. The Camden County Police Department shall report to the Camden County Prosecutor's Office.
 - a. A finding that a police officer has filed a false report or submitted a false certification in any criminal, administrative, employment, financial or insurance matter in his or her professional or personal life.
 - b. Any pending court complaint or conviction for any criminal, disorderly persons, petty disorderly persons, municipal ordinance or driving while intoxicated matter.
 - c. A finding that undermines or contradicts a police officer's educational achievements or qualifications as an expert witness.
 - d. A finding of fact by a judicial authority or administrative tribunal that is known to the officer's employing agency which concludes that a police officer intentionally did not tell the truth in a matter.
 - e. A sustained finding that a police officer intentionally mishandled or destroyed evidence.
 - f. A sustained finding that a police officer is biased against a particular group enumerated in the *Department's Bias Based Profiling* written directive.
 - g. A sustained finding that the officer was untruthful or demonstrated a lack of candor.
 - h. Any other information or documentation in your agency's files, which may in good faith potentially be deemed to reflect negatively upon the officer's credibility as a witness.
14. In accordance with Brady and Giglio, as cases are scheduled for motions needing testimony or are given a trial date, the Camden County Prosecutor's Office will send a **Brady Request for Documentation Letter and Questionnaire** to the Internal Affairs Units. This letter will require your Internal Affairs officers to complete to complete a questionnaire each month for any newly obtained exculpatory information on any member within your department by the 5th of the following month.

- a. The Special Prosecutions Unit will be requesting an updated confirmation for any newly obtained information via the attached letter by your Internal Affairs officer **EVERY MONTH.**

IV. ACCEPTING COMPLAINTS

A. Duty of Employees to Self-Report

1. All employees shall immediately self-report using the State Standardized Internal Affairs Complaint Form, within four hours following the incident, to the Internal Affairs Unit and the Chief of Police through the chain of command:
 - a. Whenever the employee is arrested or criminally charged for any conduct.
 - 1) The report must be made immediately, and in all cases prior to release or leaving the law enforcement agency. In the case of service of criminal charges, the notification must be made immediately upon the receipt of the charges.
 - b. Whenever the employee is named as a party in any civil suit involving their conduct while on duty or otherwise while acting in an official capacity.
 - c. Whenever the employee is named as a party in any civil suit regarding off-duty conduct while not acting in an official capacity that alleges racial bias, physical violence, or threats of physical violence by the employee.
 - d. Whenever the employee is either an alleged perpetrator or victim of a domestic violence incident.
2. When employees report this information to a supervisor, the supervisor shall directly and immediately report the information to the Internal Affairs Unit. The Chief of Police shall notify the Camden County Prosecutor's Office of the receipt of this information.

B. Duty of Employees to File a State Standardized Internal Affairs Complaint Form for Actions of Other Employees

1. An employee who receives or holds information defined as a reportable incident shall report such information to the Internal Affairs Commander/Chief of Police through the chain of command without delay.
2. All employees must report immediately and directly to the Internal Affairs Unit, or the Chief of Police through the chain of command any conduct by another employee that reasonably appears to constitute any of the following:
 - a. Prohibited discrimination;
 - b. An unreasonable use of force or a threat of force;
 - c. A constitutional violation;
 - d. Failure to follow any of the documentation requirements, including documentation of civilian complaint filing procedures;
 - e. Providing false information in an investigation of an employee for misconduct or in any report, log, or transmittal of information to department communication center.
 - f. Any violations discovered during a supervisory review (staff inspection) of personnel. Supervisors conducting the review shall be held accountable for their referral decisions.
3. Retaliation against any employee for reporting misconduct shall constitute a serious disciplinary offense and may lead to a severe penalty up to and including termination.

C. Complaints from the Public

1. All department personnel are directed to accept reports of agency or employee misconduct from all persons who wish to file a complaint regardless of the hour or day of the week. Complainants are to be encouraged to submit their complaints in person as soon after the incident as possible. If the complainant cannot file the report in person, a representative from the Internal Affairs Unit shall visit the

individual at their home, place of business, or at another location in order to complete the report, if possible. Telephone, e-mail, and facsimile complaints shall also be accepted.

2. If a member of the Internal Affairs Unit is immediately available, they shall take the complaint.
3. If a member of the Internal Affairs Unit is not immediately available, the complainant will be referred to the duty supervisor. In the absence of the duty supervisor, any department employee shall accept the report of employee misconduct.
4. The department shall make available to complainants versions of the standardized form in all of those languages in our community and, post on the department's public website.
5. Department personnel receiving the complaint shall:
 - a. Provide the person making the complaint with the Internal Affairs Information Sheet, which explains the department's Internal Affairs procedures. Explain the department's disciplinary procedures to the person making the complaint.
 - b. Advise the complainant that he or she will be kept informed of the status of the complaint, if requested and its ultimate disposition.
 - c. Complete as much of the State Standardized Internal Affairs Complaint Form as possible before forwarding it to the Internal Affairs Unit Commander.
 - d. The State Standardized Internal Affairs Complaint Form shall be completed by the employee taking the complaint and shall be forwarded to the Internal Affairs Unit for recording in the master Internal Affairs recordkeeping system and classification by the Chief of Police/Internal Affairs Commander.
5. All department personnel are directed to accept reports of agency or employee misconduct from anonymous sources. If the anonymous complainant is talking to an employee, the employee should encourage them to submit their complaint in person. In any case, the complaint will be accepted.

- a. An employee of the department who interferes with or delays the reporting or investigation of such complaints may be subjected to disciplinary action.
6. If a complainant wants to make a complaint against an employee of another law enforcement agency, he/she will be referred to that agency. If the complainant expresses fears or concerns about making the report directly, he/she will be referred to the respective county prosecutor's office.
 7. If a complaint is received from another law enforcement agency, the complaint will be forwarded to the Chief of Police/Internal Affairs Commander for classification.
 8. Complaints against the Chief of Police and command staff may originate from a member of the public or from an employee of the agency. All such complaints shall be documented and referred to the Camden County Prosecutor.
 9. In accordance with the Attorney General's Directive No. 2018-6, on immigration issues, no state, county or local law enforcement officer shall inquire about or investigate the immigration status of any victim, witness, potential witness or person requesting or receiving police assistance.
- D. Complaints shall be handled as follows:
1. All complaints will be forwarded to the Chief of Police/Internal Affairs Commander for classification and entry into the record keeping system.
 2. Following the principle that the primary goal of internal affairs and discipline is to correct problems and improve performance, management in the subject officer's chain of command should handle relatively minor complaints. Unless otherwise directed by the Chief of Police, complaints of demeanor and minor rule infractions should be forwarded to the bureau commander of the subject officer's unit because it is often difficult for an immediate supervisor to objectively investigate a subordinate. In addition, that arrangement might obscure the possibility that part of the inappropriate conduct was the result of poor supervision by the immediate supervisor. Minor complaints shall be assigned to and handled by a commanding officer

at least one step removed from the officer's immediate supervisor. This includes complaints from within the department.

3. All other complaints classified as misconduct shall be retained by the Internal Affairs Unit.
4. Once a complaint has been received, the subject officer shall be notified in writing that a report has been made and that an investigation will commence. Such notification shall not include the name of the complainant. This notification is not necessary if doing so would impede the investigation.

V. IMMEDIATE SUSPENSIONS

A. Suspension Pending Disposition or Investigation

1. The Chief of Police may immediately suspend an employee from duty if it is determined that one of the following conditions exists:
 - a. The employee is unfit for duty; or
 - b. The employee is a hazard to any person if permitted to remain on the job; or
 - c. An immediate suspension is necessary to maintain safety, health, order or effective direction of public services; or
 - d. The employee has been formally charged with a first, second or third degree crime; or
 - e. The employee has been formally charged with a first, second, third or fourth degree crime or a disorderly persons offense while on-duty, or the act touches upon his or her employment.
2. When imposing an immediate suspension, the Chief of Police must:
 - a. Advise the employee in writing of why an immediate suspension is sought and the charges and general evidence in support of the charges.

- 1) If the employee refuses to accept the written notification of immediate suspension, it shall be given to a representative of the employee's collective bargaining unit.
 - b. Provide the employee with a sufficient opportunity to review the charges and the evidence and to respond to either orally or in writing.
 - c. Advise his immediate supervisor in writing of the suspension and the facts and circumstances requiring the suspension.
3. Administrative Review

1. Any employee whose action(s) or use of force in an official capacity results in death or serious bodily injury to any person shall be promptly removed from line-duty assignment(s) pending an administrative review.
 - a. The administrative review shall be conducted by the internal affairs unit and shall determine whether policy, training, equipment or disciplinary issues should be addressed.
 - b. Any administrative review resulting from the application of deadly force must occur regardless of the outcome of the prosecutor or attorney general's investigation.
 - c. Employees should be afforded the appropriate level of critical incident stress debriefing or counseling consistent with department directives.
 - d. The officer/employee may be assigned to administrative duties or placed on administrative leave as soon as practicable following the incident pending a complete investigation and review of the incident. This reassignment is not considered a disciplinary action.

4. Filing formal charges

- a. Within five days of the immediate suspension, the department must complete and file a Notice of Disciplinary Action against the suspended employee or return the employee to work. The filing of charges shall be suspended if the employee's suspension is due to a potential criminal matter under review by the Camden County Prosecutor's Office.

VI. INVESTIGATION

- A. All allegations of officer misconduct shall be thoroughly, objectively, and promptly investigated to their logical conclusion in conformance with this directive, regardless of whether the officer resigns or otherwise separates from the agency.
- B. Criminal Misconduct Complaints
 - 1. Where preliminary investigative data indicates the possibility of a criminal act on the part of the employee, or the investigation involves an allegation of the excessive use of force, the Chief of Police shall be notified immediately who will then notify the Camden County Prosecutor's Office within seven days. No further action shall be taken, including the filing of charges against the employee, until directed by the Chief of Police and the Camden County Prosecutor's Office.
 - a. The Chief of Police shall be immediately notified when an employee is accused of a crime, domestic violence violations, any incident that attracts media attention, and any incident that would affect the efficient and effective operation of the department. In addition, the duty supervisor shall take any immediate action necessary to preserve the integrity of the department until directed otherwise by the Chief of Police or his/her designee.
 - b. All other notifications shall be no later than the next business day.
 - 2. The Internal Affairs Unit shall interview the complainant, all witnesses as well as review relevant reports and records, and obtain other relevant information and materials.

- a. A principal shall not be compelled to answer any questions in the absence of a grant of use immunity as conferred by the Camden County Prosecutor's Office.
- b. The Internal Affairs Unit investigator shall consult with the Camden County Prosecutor regarding the advisability of giving a Miranda Warning Form to the principal.

C. Administrative Misconduct Complaints

- 1. When preliminary investigative data indicates an administrative misconduct offense, which may result in disciplinary action:
 - a. A supervisor must notify the Internal Affairs Unit, who will conduct a full investigation of the matter to include interviewing the complainant, all witnesses, and principal as well as review relevant reports and records, and obtain other relevant information and materials; and
 - b. The Internal Affairs Unit will notify the Chief of Police of the offense; and
 - c. The Internal Affairs Unit will forward copies of the appropriate disciplinary documents and investigation reports to the Chief of Police for review; and
 - d. The Internal Affairs Unit will be responsible for the final case disposition and implementation of discipline, as determined by the Chief of Police.

D. Performance Deficiency Complaints

- 1. When a complaint has been classified as a performance deficiency, the complaint shall be forwarded to the employee's commander for investigation. The commander shall interview the complainant, all witnesses and the principal, as well as review relevant reports. The supervisor shall then prepare a report summarizing the matter, recommending the appropriate corrective action.
- 2. The complainant shall forward the completed investigation report to the Internal Affairs Unit for review, and entry of the disposition in the Internal Affairs record keeping system.

E. Interview Procedures

1. Preparation

- a. All complainants, principals and witnesses shall be interviewed after careful preparation, including the review of the investigative file and all documents, evidence, and interviews conducted up until the interview. The investigator, in consideration of the investigative plan, should have pre-formulated goals to be accomplished with each interview.

2. Memorializing of the Interview

- a. The interview of the complainant, principal, and any other witness with critical information shall be documented or memorialized in one of the following ways:
 - 1) An audio-recorded statement is the preferred method of documenting and memorializing information obtained through an interview. A synopsis of the recorded statement will be included in the narrative of the Internal Investigation Report. All statements of department personnel will be audio recorded. (When directed by the Internal Affairs Commander or Chief of Police, the pertinent portions of this statement will be transcribed.)
 - 2) Video recorded.
 - 3) Handwritten statements taken by investigator shall be reduced to writing and signed on each page by the person making the statement.
 - 4) A summary of the substance of the interview will be incorporated in the body of the appropriate internal investigation report.
- b. Investigators must at all times remain cognizant that civilian witnesses who are not employees of the department cannot be compelled to provide a statement in any manner. However, all reasonable efforts should be made to obtain a statement when warranted from non-police personnel in the order of priority as is listed above.

- c. Audio, video or written statements shall be made attachments within the investigative file, unless the matter is criminal in nature. In that case, evidence shall be handled in accordance with department policy regarding the handling of evidence in a criminal matter.
- d. All recorded statements will be summarized in the body of the appropriate internal investigation report. (When directed by the Internal Affairs Commander or Chief of Police, the pertinent portions of the statement will be transcribed and the transcript itself also included as an attachment to the case.)
- e. The interview of any non-department person shall document the following identifiers:
 - 1) Full name;
 - 2) Address;
 - 3) Home Phone;
 - 4) Race;
 - 5) Sex;
 - 6) DOB;
 - 7) Place of Employment;
 - 8) Work Phone;
 - 9) Names of all persons present during interview; and
 - 10) Date, time, and location of interview.
 - 11) Further identifiers such as social security number or SBI or FBI numbers shall not be requested or utilized unless directly relevant to the investigation.
- f. Upon obtaining an audio or video recorded statement, investigators will then label the medium, protect against re-

record loss, and include it as a case attachment to the report. The statement, if transcribed, will also be included as a case attachment regarding administrative investigations. In cases where the interview concerns a criminal matter, the recorded medium will be secured and handled as evidence.

3. Secondary Investigator as a Witness

- a. The utilization of a second investigator as a witness to any interview or written statement is not required; however, it may be authorized in certain circumstances.

4. No Right to Legal Representation in Administrative Internal Investigations

- a. During the course of the administrative interview, an employee may be represented by a union representative of their choosing to include an attorney, so long as the availability of the attorney does not in any way hamper or impede the on-going investigation. There is not a Sixth Amendment right in Administrative Internal Affairs Investigations for principals and witnesses. If it appears that the employee's union representative may become a witness or principal in the investigation, the union representative shall be prohibited from attending the interview.
- b. Complainants and witnesses who are not employees of the agency cannot be precluded from having a legal representative present while being interviewed by investigators.

5. Interview of Complainant

- a. After the preparation detailed above, all efforts must be made to interview a complainant in person. Complainant interviews shall be conducted formally resulting in a statement secured in accordance with the provisions enumerated under Interview Procedures.
- b. The investigator shall arrange a convenient time and place, including by telephone (or TDD), to interview civilians for misconduct investigations. The investigator shall reasonably

accommodate a civilian's circumstances to facilitate the progress of an investigation. This may include holding an interview at a location other than the department or at a time other than regular business hours.

- c. Interviews of civilian complainants, which take place over the telephone, must be recorded, unless the witness objects to the recording.
- d. Investigators must treat the person being interviewed with dignity and respect, and demonstrate interest and concern in dealing with the complainant. Employees shall not attempt to dissuade any person from making a complaint. Employees shall conduct themselves as to facilitate the citizen's confidence in the internal investigative process.
- e. Complainants and witnesses shall not be questioned about any matters that are not directly relevant to the allegations of the investigation. Any questioning intended to challenge the credibility of a complainant or witness must be approved beforehand by the Internal Affairs Commander and/or Chief of Police. Investigators shall make every effort not to ask questions that may demean, ridicule, or cause embarrassment to the complainant.
- f. Questions must be carefully thought out and absolutely relevant to the investigation. Any questionable issues should be discussed with and approved by the Internal Affairs Commander and/or Chief of Police before conducting the interview.
- g. Group interviews shall not be conducted.
- h. Complainants should be interviewed outside the presence of other complainants and witnesses. A parent, or adult relative or guardian in the absence of a parent, shall be present during the interview of a minor. In the event, a parent cannot be located; the investigator must document the efforts taken to contact same. If a civilian insists that another potential witness be present during an interview, the interview must continue with the potential witness present and the report must note the circumstances.

i. Structure of Interview

- 1) Complainants should be initially asked to explain in their own words, in detail, the facts forming the basis of the complaint. The investigator should then clarify any questions or issues regarding the complainant's statement.
- 2) After the complainant has provided a statement, the narrative of the State Standardized Internal Affairs Complaint Form, recorded phone complaint, or correspondence from the complainant should be reviewed with the complainant.
- 3) The investigator shall seek to rectify or identify any discrepancies as well as identify any further investigative requirements.
- 4) The complainant should be asked to identify any witnesses and state what they believe the witness may have knowledge of; turn over any evidence in their possession; and identify what other types of evidence they know.
- 5) Every relevant fact known to the complainant should be identified and explored thoroughly.
- 6) Issues identified in the Investigation Plan, should be addressed.
- 7) In addressing the allegations, questions utilized in the basic investigative process, namely: **who, what, when, where, why, and how,** should be precisely addressed.
- 8) The complainant and or witnesses have no automatic right to view any department video recordings. It shall be up to the discretion of the investigator, whether utilizing any department video recordings during an interview will enhance or clarify the investigative process.

- 9) If a complainant refuses to be interviewed, or cannot be located or contacted, a letter should be immediately forwarded on department letterhead, via certified mail, authorized and signed by the Internal Affairs Commander and/or Chief of Police, advising that he/she should respond within ten (10) days or the investigation will proceed without his/her input.

6. Interview of Witness

- a. Every effort should be made to interview all witnesses. The full identity of the witness should be obtained. If the witness refuses to be interviewed, or cannot be contacted after a reasonable attempt to locate, a certified letter should be sent on department letterhead advising that witness should respond within ten calendar (10) days.
- b. Specific and detailed questions should be asked including: **who, what, when, where, why, and how** the incident or event occurred. The investigator should have a clear purpose in identifying relevant witnesses and selecting what questions to ask them. These issues should be established in the Investigative Plan.
- c. The aforementioned techniques outlined in the complainant interview should be applied to the interview of witnesses.
- d. Witness interviews shall be conducted formally resulting in a statement secured in accordance with the provisions enumerated under Interview Procedures.

7. Interview of Employees

- a. Generally, the interview of an employee is accomplished after the complainant and all witnesses are interviewed. However, this is determined by the character of the inquiry and remains a choice of the investigator. Such interviews are a critical step in the investigation and should be carefully planned. Investigators shall not accept a written statement from any employee in lieu of an interview.

- b. Employee interviews shall be conducted formally resulting in a statement secured in accordance with the provisions enumerated under Interview Procedures.
- c. Employee as: **WITNESSES**
 - 1) It is required that a formal audio or video recorded statement be taken from each an employee considered a witness. Statements need not be transcribed, but must be summarized in the appropriate internal investigation report. The key elements of the statement may be transcribed if necessary. A sworn member who is considered a witness is entitled to union representation if he/she reasonably believes that he/she may be subject to disciplinary action as a result of the investigation.
 - 2) Advise the employee that he/she is a witness, explaining the difference between a witness and principal.
 - a) A witness is a person reasonably believed to have information concerning the event under investigation, but whose own conduct is not the focus of the investigation.
 - b) A Principal is a person whose conduct is the focus of the investigation.
 - 3) Before any questioning takes place, the employee shall be apprised of the identity of the investigator conducting the interview, including his/her rank, name, and assignment. This notice shall also include the identity of all persons present during the interview.
 - 4) The investigator may require the employee to submit a report detailing relevant facts in the investigation. If a report is required, the investigator will provide the employee with the background information regarding the nature and timeframe of the complaint. The employee should be encouraged to

review any of his or her own reports. **(NOTE) Not to be used in lieu of an audio recorded statement.**

- 5) A formal statement will be obtained from the witness after he/she has been given their Witness Acknowledgment Form. The investigator shall further verbally confirm the employee's obligation for candor throughout an internal investigation, pointing out the specific provision of the acknowledgment form denoting such.
- 6) If, during the interview, the status of an employee shifts from a witness to a principal, the employee shall be advised accordingly. The investigator shall contact the Internal Affairs Commander and/or Chief of Police to secure permission to proceed. If approval is granted to proceed, the investigator will execute a Principal Acknowledgment Form. Upon completion of the interview, the investigating officer will complete a New Principal/Allegation Identification Form, and forward same to the Internal Affairs Commander and/or Chief of Police for the purpose of updating the case. A copy of the completed form, incorporating all required endorsements must be secured and submitted as an attachment to the investigation.

d. Employee as: **PRINCIPAL**

- 1) No employee shall be designated a principal without the approval of the Internal Affairs Commander and/or Chief of Police.
- 2) Each employee of the department is required to answer pertinent questions regarding the matter, which is the subject of investigation. All employees of the department are obligated to answer questions and provide full and complete information to the investigator(s) during internal investigations. Less than complete candor during any statement may lead to serious disciplinary sanctions, which may include suspension or termination.

- 3) The investigator shall not automatically provide the principal with the State Standardized Internal Affairs Complaint Form. Principals shall be advised of the specific nature of the complaint, the time period involved, any allegation(s) or violation(s) of rules, regulations, and orders involved, and if applicable, the name or names of the complainant(s) and/or witnesses, in writing. The addresses of the witnesses or complainants need not be disclosed.
- 4) In cases where these documents are shown to the Principal, the investigator shall redact from the letter of complaint or State Standardized Internal Affairs Complaint Form, or any other relevant document provided to the principal during the interview, any information that may compromise the investigative process by providing same to the Principal. Redacted documents utilized during the investigation for any purpose shall be properly referenced in any interview and included as an attachment to the Investigation Report.
- 5) As an employee of the department, the Weingarten Representative shall be advised of the obligation of confidentiality and the requirement not to discuss any information obtained during an interview with any other person. (Weingarten Rights)
- 6) The Principal may produce records of his/her own or suggest names of witnesses he/she requests to be interviewed.
- 7) A formal electronically recorded statement will be obtained from the Principal after he/she has been advised of their Administrative Advisement. The investigator shall further verbally confirm the employee's obligation for candor throughout an internal investigation.
- 8) The following guidelines will be followed when union representation is requested.

- a) Any employee designated as a principal or witness, who reasonably believes that the investigation may result in disciplinary action against him/her, is entitled, upon request of the interviewee, to have a union representative accompany the interviewee to the interview.
- b) Any employee who is a potential principal or witness in the investigation may not act as a Weingarten representative.
- c) The exercise of the interviewee's right to union representation may not interfere with the investigation. However, a reasonable period of time should be allowed for the representative to appear for the interview.
- d) Although an interviewee is entitled to the representative of his/her choosing, however, a bargaining unit representative shall not be permitted to represent more than one witness or subject in a single investigation. Any bargaining unit representative or other person designated by the union will satisfy the representation requirement.
- e) The Principal and his/her representative shall be informed of the subject matter of the investigation and given a reasonable period of time to confer prior to the interview. The union representative may be present during the interview, and once the interview has begun, they may not leave the room for purposes of further consultation. If the Principal refuses to make a statement or answer any questions, he/she will be informed that such refusal may result in discipline/dismissal and the interview shall be terminated.
- f) The investigator shall not negotiate with the representative. The representative may be

permitted to clarify facts or make suggestions (e.g., other potential witnesses) after the investigator's questioning of the Principal. The investigator is free to insist that he/she is only interested in hearing the interviewee's own account of the matter under investigation. In other words, the representative shall not be permitted to answer for the Principal or conduct their own interview.

- 9) The interview shall be conducted at a reasonable hour in a non-coercive manner, without threat or promise of reward, and preferably when the employee is on duty. No "off the record" questions will be asked and no "off the record" statements will be permitted. If the urgency of the investigation requires that the employee is questioned while off duty, such time will be recorded and treated as hours worked in accordance with contractual union agreements, where applicable.
- 10) The interview shall be conducted at a location designated by the investigator, usually at headquarters.
- 11) The questioning shall be of a reasonable duration and rest periods allowed. Time shall be provided for personal necessities, meals, and telephone calls as are reasonably needed.
- 12) If at any time during the questioning session the employee becomes a suspect in a criminal act, the employee shall be so informed and the questioning shall end. Promptly refer the case to the Camden County Prosecutor. Should the Prosecutor afford the employee a grant of use immunity, the Internal Affairs Unit investigator shall schedule an interview with the employee.

F. Investigative Avenues

1. Physical Evidence

- a. Investigators should obtain all relevant physical evidence. All evidence, such as clothing, hair or fabric fibers, stains and weapons should be handled according to established evidence procedures.
- b. With respect to an audio or video file, they should be secured at the outset of the investigation. Transcripts or copies of the original recordings can be used as investigative leads. Audio or video files should be monitored to reveal the totality of the circumstances.
- c. Statements from all parties.

2. Photographs

- a. In the event of a complaint involving excessive force, the following photographic documentation shall be obtained when appropriate. Whenever possible, color photography shall be used.
 - 1) Photographs of the complainant at the time of arrest or following the alleged incident of excessive force.
 - 2) Photographs of the Principal in the event that employee was a victim.
 - 3) A recent photo of the employee in the event a sequential photo display will be used for identification purposes. The photo display must be conducted in accordance with the New Jersey Attorney General's guidelines and retained for possible evidentiary purposes.
 - 4) Photographs of the scene of the alleged incident, if necessary.

3. Physical Tests

- a. Principals may be compelled to submit to various physical tests or procedures to gather evidence. Such evidence may be used against them in a disciplinary proceeding.

b. No person has a constitutional right or privilege to refuse to submit to an examination to obtain a record of their physical features and other identifying characteristics of their physical or mental condition. Evid. R. 503(a). Evidence that may be obtained or procedures that may be used to obtain evidence under this rule include:

- 1) Breath sample
- 2) Blood sample
- 3) Buccal Swabs
- 4) Requiring employee to speak
- 5) Voice recordings
- 6) Participation in a suspect lineup
- 7) Handwriting samples
- 8) Hair and saliva samples
- 9) Urine analysis
- 10) Video recordings
- 11) Field sobriety tests

c. Generally, a person cannot be physically forced to produce this or other evidence or submit to such tests, although a court order may be obtained to legally compel them to do so. Refusal to comply with the order can result in additional criminal, civil, and/or administrative sanctions.

4. Polygraphs

a. While an employee who is the subject of an Internal Affairs investigation may request a polygraph examination, an employer shall not influence, request or require an employee to take or submit to a polygraph examination as a condition of employment or continued employment (N.J.S.A. 2C:40A-1).

- b. An employee cannot be required to submit to a polygraph test on pain of dismissal. Engel v Township of Woodbridge, 124 N.J. Super. 307 (App. Div. 1973).
- c. If a polygraph is used, the test must be administered by a qualified police polygraph operator.

5. Search and Seizure

- a. As a general rule, the Fourth Amendment applies to any action taken by government. Law enforcement officers have the right, under the Fourth Amendment, to be free from unreasonable searches and seizures. Fourth Amendment warrant requirements apply to any search of an office, employee's personal property including clothing, car, home or other belongings to include any computer or digital recordings.
- b. A voluntary consent to a search may preclude some Fourth Amendment problems from developing. A consent search eliminates the need to determine what threshold standard must be met before conducting the search or seizure, either for an administrative or criminal investigation. Under New Jersey law, for consent to be legally valid, a person must be informed that he/she has the right to refuse to permit a search. State v. Johnson, 68 NJ 349 (1975). If a consent search is utilized, the investigating officer shall follow standard police procedures and have the principal sign a consent to search form after being advised of the right to refuse such a search and to be present during the search, unless they waive this right.
- c. In a criminal investigation, the standard to obtain a search warrant is probable cause. Generally, a search warrant should be sought to search an area belonging to the Principal when the employee maintains an objective expectation of privacy in that area. Areas and objects in this category include but are not limited to the employee's home, personal car, safe deposit boxes and personal computers. Agency supplied equipment and property is never considered personal property of the employee.

- d. Generally, during either administrative investigations or criminal investigations, work place areas may be searched without a search warrant. The critical question is whether the public employee has a reasonable expectation of privacy in the area of property the Internal Affairs investigator wants to search. The determination of a reasonable expectation of privacy must be decided on a case-by-case basis. There are some areas in the person's workplace where this privacy expectation can exist just as there are some areas where no such expectation exists. Areas where supervisors or other employees may share or go to utilize files or equipment would present no expectation of privacy or a diminished expectation of privacy. Included here would be government provided vehicles, filing cabinets, agency computers, etc.
- e. All department assigned storage space, offices, lockers, desks, vehicles, computers, briefcases, and electronic devices are subject to a search/inspection without notice.
- f. Personal brief cases shall not be searched without a warrant.

VII. REPORTING

- A. Upon completion of all possible avenues of inquiry, the Internal Affairs Unit investigator shall complete the following reports:
 - 1. The internal investigation will be memorialized on the reports as are hereinafter identified. The reports will be submitted to the Internal Affairs Commander and/or Chief of Police for approval on a regular basis so as to keep the case current at all times.
 - 2. All approved original reports will be maintained by the investigator until the investigation is concluded at which time the complete case file will be submitted to the Chief of Police through the Internal Affairs Commander.
 - 3. The completed report will be submitted in a report folder/envelope. The investigator will include the State Standardized Internal Affairs Complaint Form, the Investigation Report, and the remaining attachments, numbered sequentially. Supplemental Internal Investigation Reports will be placed in the folder as numbered attachments, in the correct chronological order.

5. All attachments will be marked, unless marking the document in that area would damage or interfere with the content of the attachment.

B. Report Flow

1. The investigation should be completed and all reports prepared within **forty-five (45) calendar days** of being assigned. Authorization for additional time to complete investigations must be received from the Internal Affairs Commander and/or Chief of Police, in accordance with the investigation extension procedure.
2. The investigator, upon completion of the report, shall forward it directly to the Internal Affairs Commander, who will forward it to the Chief of Police.
3. The Internal Affairs Commander will review the case and make recommendations to the Chief of Police regarding discipline.
4. The Chief of Police, upon receipt of the recommendation, will review the matter and make the final determination or return the case for further investigation.
5. Once the Chief of Police is provided with "sufficient information" to file a charge, the Chief of Police has forty-five (45) days to do so. **(NJSA 40A:14-147).**
6. In all cases, a letter shall be sent to the complainant explaining the outcome of the investigation. If the allegation was unfounded or the employee was exonerated, this conclusion shall be stated and defined for the civilian complainant. If the allegation was not sustained, the letter shall provide the complainant with a brief explanation why the complaint was not sustained (e.g., insufficient proof, lack of witnesses, etc.). If the allegation was sustained and discipline was imposed, the letter shall simply state that the allegation was sustained and that the employee has been disciplined according to department procedures. It is not necessary to specify the discipline imposed.
 - a. Whenever a final determination is reached in an internal investigation, the employee(s) involved as a principal(s) shall be notified in writing by the Chief of Police of that determination.

7. If discipline is imposed, a record of such discipline, not including the investigation report or attachments, shall be placed in the employee's personnel file.

C. Internal Investigation Plan

1. The case investigator shall meet with the Internal Affairs Commander and/or Chief of Police within five (5) business days of being assigned to conduct the internal investigation, to discuss and formulate an investigative plan.
2. Thereafter the case investigator will complete an Internal Investigative Plan, and submit same for approval prior to the conclusion of the meeting. When approved by the Internal Affairs Commander and/or Chief of Police, the plan will be maintained as case notes and secured in the case jacket dedicated to that investigation at Headquarters.

D. Internal Investigation Report

1. Within fifteen (15) calendar days of being assigned to conduct an internal investigation, the case investigator must complete an Internal Investigation Report and submit same for approval to the appropriate Internal Affairs Commander and/or Chief of Police. The report must include:
 - a. Documentation that the complainant has been contacted by the investigator to advise them of their assignment as the case investigator and to arrange a meeting to conduct an interview. If the investigator is unable to contact the complainant, the report must reflect that the appropriate certified ten (10) day letter, endorsed by the Internal Affairs Commander or Chief of Police, has been mailed to the complainant.
 - b. Documentation that the case investigator has contacted the principal(s) and informed them of the nature of the complaint against them.
 - c. An analysis of the allegations to be addressed by the investigation, linked to specific provisions of the Rules and Regulations, and/or any guidelines that govern the behavior of employees of the department.

E. Supplemental Internal Investigation Report

1. A Supplemental Internal Investigation Report will be submitted on a regular basis to document the investigative process on all internal investigations wherein investigative activity took place during that period. For the purposes of this written directive, the term regular basis shall be interpreted to mean at least every ten (10) calendar days, unless this requirement is waived by the Internal Affairs Commander and/or Chief of Police or his/her designee.

F. Internal Investigation Allegations and Conclusion

1. At the conclusion of the investigation, the investigator will in the narrative list the alleged misconduct and be linked to the specific provision of the Rules and Regulations and/or written directive purportedly violated.
2. The conclusion reached by the investigator, based upon the facts developed in his/her investigation, will fall into one of the following four (4) dispositions.
 - a. Sustained - A preponderance of the evidence shows an officer violated any law; regulation; directive, guideline, policy, or procedure issued by the Attorney General or County Prosecutor; agency protocol; standard operating procedure; rule; or training.
 - b. Unfounded - A preponderance of the evidence shows that the alleged conduct did not occur;
 - c. Exonerated - A preponderance of the evidence shows the alleged conduct did occur, but did not violate any law; regulation; directive, guideline, policy, or procedure issued by the Attorney General or County Prosecutor; agency protocol; standard operating procedure; rule; or training. (For example, at the conclusion of an investigation into an excessive force allegation, the agency finds that the officer used force (alleged conduct) but that the force was not excessive (alleged violation).)
 - d. Not Sustained - The investigation failed to disclose sufficient evidence to clearly prove or disprove the allegation.

3. The conclusions should be written in paragraph form wherein each piece of evidence that is relied upon in order to reach the conclusion found is individually numbered.
4. These individual paragraphs should be in sufficient detail that standing alone they provide a concise synopsis of the investigation and its findings.
5. These individual paragraphs should be footnoted to the source attachment used in formulating the paragraph.
6. The final paragraph should encompass verbiage that reads, in effect; "that based upon the preponderance of evidence accumulated in the investigation it is concluded that:
 - a. There is insufficient evidence that <Officer/Employee> did <alleged behavior>.
 - b. The allegation that <Officer/Employee> did <alleged behavior> is unfounded.
 - c. The allegation that <Officer/Employee> did <alleged behavior> is substantiated.
 - d. The investigation exonerates <Officer/Employee> of the allegation of <alleged behavior>.

G. New Principal/Allegation Identification Form

1. During the interview, if the status of an employee shifts from a witness to a principal, the employee shall be advised accordingly. The investigator shall contact the Internal Affairs Commander and/or the Chief of Police to secure permission to proceed.
2. If approval is granted to proceed, the investigator will complete a New Principal Identification Form and forward same to the Internal Affairs Commander and/or Chief of Police, for the purposes of updating the case. A copy of the completed New Principal/Allegation Identification Form, incorporating all required endorsements, must be secured and submitted as an attachment to the investigation.

3. This form will also be used to document perceived violations of policy and procedure not relevant to the complaint or the alleged misconduct being investigated.

H. Request for Extension of Investigation

1. Exceptions to the forty-five (45) calendar day requirement to complete all internal investigations may be granted only in the following cases:
 - a. The investigation is pending criminal prosecution.
 - b. The investigation is undergoing a prosecutorial review to determine if the matter will be prosecuted criminally.
2. This form must be submitted to the Internal Affairs Commander or Chief of Police for approval as soon as any of the foregoing criteria is met.
3. The completed form, including all required endorsements, must be submitted as an attachment to the investigation.
4. If investigators are unable to complete an internal affairs investigation within thirty (30) calendar day of receiving a complaint, they must notify the Chief of Police on or about the 30th day. In such situations, the Chief of Police should seek to identify the reasons for the extended investigation and whether the Internal Affairs Unit requires additional resources or oversight to complete the inquiry in a prompt manner.
 - a. In addition, the Chief of Police should ensure compliance with the "45-day rule" established by N.J.S.A. 40A:14-147.
5. Investigators are required to provide further notice to the Chief of Police every additional 45 days that the internal affairs investigation remains open (*i.e.*, on or about the 90th, 135th, and 180th days from the receipt of the complaint), and the Chief of Police should exercise increasing scrutiny of the investigators' work the longer the case remains open.
6. In the rare cases where the department has not filed disciplinary charges (or decided not to do so) within 180 days of receipt of the

complaint, the department must notify the Camden County Prosecutor.

- a. The Camden County Prosecutor, or their designee, shall investigate the reasons for the extended investigation and shall also examine whether the department's Internal Affairs Unit faces any systemic issues that require additional resources or oversight.
 - b. The Camden County Prosecutor may take any steps necessary to ensure prompt resolution of the pending matter, including supersession of the department's investigation.
 - c. The Camden County Police Department shall provide further notice to the Camden County Prosecutor every additional 90 days that the investigation remains open (*i.e.*, on or about the 270th and 360th days from the receipt of the complaint).
- I. Performance Notice: is the form that must be completed by a supervisor to address the corrective action taken as a result of the performance deficiency.
1. A Performance Notice shall be used when the performance deficiency warrants a corrective action of training or counseling.
 2. The supervisor recommending the issuance of a Performance Notice form (counseling, or training) shall complete and forward the unsigned copy along with the completed investigation report to the Internal Affairs Unit Commander for review and approval.
 3. Upon approval, the Performance Notice will be returned to the Principal's supervisor for signature and service.
 4. The employee shall be advised of the corrective action by the issuing supervisor. The employee shall sign the Performance Notice and be given a copy of the document. The original document shall be forwarded to the Internal Affairs Commander for filing.
- J. Reprimand Notice (verbal/written reprimand): is the form that must be completed by a supervisor to address the disciplinary action initiated as a result of repeated performance deficiencies or administrative misconduct.

1. A Reprimand Notice shall be used when the performance deficiency or misconduct warrants a disciplinary action of a verbal or written reprimand.
2. The supervisor recommending the issuance of a Reprimand Notice form (verbal or written) shall complete and forward the unsigned copy to the approved by the Chief of Police for review and approval.
3. Upon approval, the Reprimand Notice will be returned to the Principal's supervisor for signature and service.
4. The employee shall be advised of the disciplinary action by the issuing supervisor. The employee shall sign the Reprimand Notice and be given a copy of the document. The original document shall be forwarded to the Internal Affairs Commander for filing.

K. Formal Charge:

1. If the complaint is sustained, and it is determined that formal charges should be preferred, the Chief of Police or designee shall direct the Internal Affairs Unit Commander or designee to prepare shall prepare the appropriate Notice of Disciplinary Action Form, sign, and serve charges upon the principal.
 - a. A Notice of Minor Disciplinary Action Form (DPF-379) shall be used for requested discipline that could result in discipline exceeding a written reprimand, but less than a six-day suspension.
 - b. A Preliminary Notice of Disciplinary Action Form (DPF-31A) shall be used for requested discipline that could result in discipline exceeding a 5-day suspension.
2. The Notice of Disciplinary Action Form shall direct that the employee charged must enter a plea of guilty or not guilty, in writing, on or before the date set forth in the notice for entry of a plea. The date will be listed on the notice and must provide a reasonable time, at least 5 days after the date of service of the charges to enter a plea and request a hearing, if applicable.
 - a. If the employee charged waives a hearing and enters a plea of guilty, the Chief of Police shall permit the employee to present factors in mitigation prior to assessing a penalty.

3. At the conclusion of fact and the penalty imposed, the DPF-379/DPF-31B will be placed in the employee's personnel file after he or she has been given an opportunity to read and sign for each disciplinary action. Internal Affairs will cause the penalty to be carried out and complete all required forms. Note: The **Final Notice of Disciplinary Action form 31B** must be filed within 20 days of disposition.

VIII. HEARINGS

- A. Upon written notice of a request for a hearing from the principal, the Appropriate Authority will set the date for the hearing, no sooner than 10 days and no more than 30 days, and arrange for the hearing of the charges. If the municipality hires a special counsel to act as the hearing officer, the special counsel will set the date and time.
- B. Internal Affairs shall be responsible for or assist the assigned supervisor or prosecutor in the preparation of the department's prosecution of the charges. This includes proper notification of all witnesses and preparing all documentary and physical evidence for presentation at the hearing.
- C. In the event of a hearing, the Internal Affairs Commander will be responsible for preparing a discovery package from the Internal Affairs file, and providing it to the principal or his or her representative.
- D. The hearing shall be held before the appropriate authority or the appropriate authority's designee. In accordance with N.J.S.A. 40A:14-148, except as otherwise provided by law, the officer, board or authority empowered to hear and determine the charge or charges made against an employee of the police department, shall have the power to subpoena witnesses and documentary evidence. The Superior Court shall have jurisdiction to enforce any such subpoena.
- E. All disciplinary hearings shall be closed to the public, unless the defendant employee requests an open hearing. The department reserves the right to petition the hearing officer to conduct a closed hearing if a legitimate reason exists for such a request.
- F. The hearing authority will fix corrective/disciplinary actions that are deemed appropriate under the circumstances in accordance with the Rules and

Regulations. (Reference N.J.A.C. 4A:2-2.2, N.J.A.C. 4A:2-2.4, N.J.A.C. 4A:2-3.1, and N.J.S.A. 40A:14-147).

- G. The hearing authority is empowered to enter a finding of guilty or not guilty, or to modify the charges as deemed necessary. The decision of the hearing authority should be in writing and should be accompanied by findings of fact for each issue in the case.
- H. A copy of the decision or order and accompanying findings and conclusions shall be delivered to the employee who was the subject of the hearing and to the Chief of Police or designee if he was not the hearing authority.
- I. Upon completion of the hearing, Internal Affairs will complete all required forms including the entry of the disposition in the Internal Affairs record keeping system.
- J. If the charges were sustained, Internal Affairs will cause the penalty to be carried out.

IX. CONFIDENTIALITY

- A. The progress of Internal Affairs investigations and all supporting materials are considered confidential information. Upon completing a case, the Internal Affairs Unit will enter the disposition in the Internal Affairs record keeping system.
- B. The Camden County Police Department shall protect and maintain the confidentiality of all internal affairs records against the department or employees. These records shall be in a designated secure area accessible only to the Chief of Police or designee, Internal Affairs personnel and others as authorized by the Chief of Police or designee. The files shall be clearly marked as confidential.
- C. The information and records of an internal investigation shall only be released under the following limited circumstances:
 - 1. In the event that administrative charges have been brought against an employee, and a hearing will be held, a copy of those internal investigation reports to be used as evidence in the administrative hearing shall be provided to the employee.

2. If the principal, agency or municipality has been named as a defendant in a lawsuit arising out of the specific incident covered by an internal investigation, a copy of the internal investigation reports may be released to the attorney representing the principal, agency or jurisdiction.
 3. Upon request or at the direction of the Camden County Prosecutor or New Jersey Attorney General.
 4. Upon a court order.
- D. The Chief of Police may authorize access a particular file or record for good cause. The request and the authorization should be in writing, and the written authorization should specify who is being granted access, to which records access is being granted, and for what time period access is permitted. The authorization should also specify any conditions, such as one in which the files may be reviewed only at the internal affairs office and may not be removed.
- E. Agencies may receive subpoenas directing the production of internal affairs investigative records. Before responding to the subpoena, the Chief of Police should consult with the agency's legal counsel or Prosecutor's Office to determine whether the subpoena is valid.
- F. If the release of Internal Affairs documents is appropriate, the agency should inventory the reports they are releasing and obtain a signed receipt.
- G. Subpoenas for Employee's Personnel/Internal Affairs Files
1. In matters that involve criminal and/or civil actions resulting from an internal affairs case, agencies shall **NOT** release any information in response to the subpoena without first contacting the Assistant Prosecutor to whom the matter has been assigned by telephone and in writing. All such contact shall be noted in the internal affairs report.

X. INTERNAL AFFAIRS FILES

- A. A separate Internal Affairs file system shall be maintained in a secured file cabinet. Personnel records are separate and distinct from Internal Affairs records. Internal Affairs investigation reports shall not be placed in an employee's personnel records file.

1. When a complaint has a disposition of exonerated, not sustained, or unfounded, there shall be no indication in the employee's personnel file that a complaint was ever made.
 2. When a complaint has been sustained, only the disciplinary action imposed shall be filed in an employee's personnel file.
- B. The file system shall contain all investigative files resulting from Internal Affairs complaints and the original copy of the following reports:
1. Vehicular Pursuit Reports;
 2. Use of Force Reports;
 3. Firearm's Discharge Reports.
- C. Selection and Hiring
1. In addition to the requirements of the selection process, background investigations must include a review of the prior internal affairs files of any law enforcement candidate.
 2. The Camden County Police Department shall disclose the entire internal affairs file of a law enforcement candidate to prospective law enforcement employers. Candidates with out-of-state law enforcement experience must sign waivers of confidentiality regarding their internal affairs files so that they may be reviewed by the Camden County Police Department, where legally permissible. The hiring agency requesting internal affairs files must provide written acknowledgement to the department, that it will maintain confidentiality of the files.
 3. This disclosure requirement does not apply when the department responsible for sharing internal affairs file is unable to do so because the information is clearly subject to a non-disparagement or non-disclosure agreement. Such agreements must be followed even though they inhibit the ability of law enforcement agencies to fully evaluate candidates applying for positions of public trust, and therefore have the potential to compromise public safety. Given the public safety risks that such agreements pose, county and municipal governing entities and their counsel are strongly discouraged from entering into them.

4. The Chief of Police retains the authority to defer a decision on hiring a particular candidate until all extant internal affairs information has been received and reviewed.
- D. Investigative records created during an Internal Affairs Investigation are included in the "Records Retention and Disposition Schedule for County Police Departments" and shall be maintained as such. Agencies are free to retain documents exceeding the recommended retention schedule.

XI. COUNTY PROSECUTOR

- A. The Camden County Prosecutor is responsible for conducting substantive oversight to ensure that the Internal Affairs Unit of the Camden County Police Department is operating professionally and effectively.

XII. PUBLIC NOTICE

- A. On an annual basis, the department shall provide to the County Prosecutor and publish on its public website a report summarizing the types of complaints received and the dispositions of those complaints. This report should be statistical in nature.
- B. On a periodic basis, no later than January 31 of the following calendar year the department shall provide to the Attorney General and the County Prosecutor, and publish on the department's public website, a brief synopsis of all complaints where a termination, reduction in rank or grade, and/or suspension of more than five days was assessed to a department member. This synopsis shall follow the format provided in Appendix L of AG directive 2021-6 and shall include the identity of each officer subject to final discipline, a brief summary of their transgressions, and a statement of the sanction imposed. This synopsis shall not contain the identities of the complainants or any victims. Where discipline relates to domestic violence, the synopsis shall not disclose the relationship between a victim and an officer. Whenever practicable, notice shall be given to victims of domestic violence in advance of an agency's disclosure. In rare circumstances, further redactions may be necessary to protect the identity of a victim.
- B. The department shall not enter into binding agreements with an officer concerning the precise content of a public report concerning major discipline, nor stipulate to shielding disciplinary records in settlement agreements.

OTHER PROVISIONS

All personnel are responsible for adhering to the requirements of this written directive until rescinded or amended by written order of the Chief of Police. Employees have an ongoing and continuous responsibility to seek guidance and verify their understanding of this and all directives including orders, policies, procedures, and rules. This directive shall take effect immediately and remain in force and effect unless and until it is repealed, amended, or superseded by Order of the Chief of Police. All directives not expressly altered by this order remain in full force and effect.

The provisions of this directive shall be severable. If any phrase, clause, sentence or provision of this directive is declared by a court of competent jurisdiction to be invalid, the remainder of the directive shall not be affected.

Non-enforceability by third parties. This Directive is issued pursuant to the Chief of Police’s authority to ensure the uniform and efficient enforcement of the laws and administration of criminal justice by department members. This Directive imposes limitations that may be more restrictive than the limitations imposed under the United States and New Jersey Constitutions, and federal and state statutes and regulations. Nothing in this Directive shall be construed in any way to create any substantive right that may be enforced by any third party.

By Order of



Gabriel Rodriguez
Chief of Police