

**DELAWARE RIVER PORT AUTHORITY
POLICE DEPARTMENT
GENERAL ORDER**



EFFECTIVE DATE:
August 11, 2023

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SUBJECT: Blueteam, IAPro and Early Intervention

BY THE ORDER OF:

Police Chief Edward W. Cobbs, Jr.

The written directives developed by the police department are for internal use only and do not enlarge an officer's civil or criminal liability in any way. They should not be construed as the creation of a higher standard of safety or care in an evidentiary sense, with respect to third party claims. Violations of written directives can only be the basis of a complaint by this department, and then only in an administrative disciplinary setting.

PURPOSE: To establish guidelines for the use of Blueteam software system and the identification of patterns of employee behavior or performance that may eventually prove to be detrimental to the department's values and mission and to provide for a process of early intervention.

POLICY: The policy of the Delaware River Port Authority Police Department (department) is to implement and utilize a Personnel Early Intervention System for tracking and reviewing incidents of risk and provide timely intervention where appropriate. The department is committed to providing assistance to employees exhibiting below standard, unusual, or less than professional job performance. In no way, does this policy excuse a supervisor or any other employee from following the procedures mandated in this department's Internal Affairs General Order.

PROCEDURE:

I. DEFINITIONS

- A. Personnel Early Intervention System - The Personnel Early Intervention System is designed to detect patterns and trends before the conduct escalates into more serious problems. As such, employees must understand that the personnel early intervention system is not identical to the disciplinary process. Although it is possible that disciplinary action may be taken as the result of evidence that the code of conduct was violated, this is not the sole or even primary intent of the system. The primary intent of the personnel early intervention system is to address potential problems through the use of appropriate management and supervisory strategies before formal discipline is warranted.
- B. Intervention - A non-disciplinary interaction between a supervisor and an employee to enable or encourage the employee to undertake a modification of their conduct. Intended to be a mechanism to promote best practices. It is not intended and should not be interpreted to be any form of disciplinary action.
- C. Early Intervention Report - A report completed by a supervisor using a Special Report Form that thoroughly identifies an employee in need of intervention based on the criteria established herein. Subsequent reports shall be used to document intervention actions, plans, and post-intervention monitoring evaluations as necessary.

- D. Blueteam – Web based software system used by all employees of the department to monitor employee performance and sensitive issues.
- E. IAPro – Software program utilized by department administrators, internal affairs investigators and division commanders to monitor sensitive issues within the police department.

II. IDENTIFICATION

- A. All employees shall be alert to recognize and report any employee's conduct that may be construed as detrimental to safety or to the values and mission of the department. Department employees are responsible for their own conduct and therefore shall be cognizant that although early intervention is preventative in nature, the system is not a substitute or alternative for official disciplinary action.
- B. Many different measures of employee performance (actions or behaviors) can be regularly examined for patterns or practices that may indicate potential problems. The following incidents will trigger a mandatory entry into the Blueteam System by the involved employee in addition to other required reports related to the incident as prescribed by other policies.
 - 1. **Administrative-Internal Complaints** – Utilized when a member of the department is filing a complaint against another member of the department. This includes internal discipline for policy violations. The following are examples and are not limited to:
 - a. Memos/Orders – Non-Compliance
 - b. Written Directive – Non-Compliance
 - c. Rules & Regulations – Non-Compliance
 - d. Operation/Care of Authority Equipment
 - e. Quality Work Performance – Needs Improvement
 - f. Sick Time Standards
 - g. Tardiness
 - 2. **Citizen-External Complaints** – Utilized when a complaint is being made by a person who is not a member of the department.
 - 3. **Anonymous Complaints** – Utilized when a complaint against a member of the department is made by an unknown person.
 - 4. **Firearm Discharge** – Utilized when a member of the department fires their duty weapon purposefully or accidentally outside of a training environment.
 - 5. **K9 Utilization** – Utilized when a K9 handler deploys the dog to conduct a body search, bomb search, cadaver search, narcotics search, non-suspect person search, suspect apprehension or suspect search and apprehension
 - 6. **Use of Force** – Utilized whenever an incident within the Use of Force General Order Section VII(C) requires.

7. **Show of Force** – Utilized whenever an incident occurs, regarding deployment of a firearm (including patrol rifles, shotguns and duty weapons) within the Use of Force General Order Section VII(D), Patrol Rifles/Rifle Authorized Officers General Order Section IX or Authorized Weapons General Order Section IX(C)7(a).
8. **Vehicle Accident** – Utilized whenever a member of the department is involved in a motor vehicle accident while operating an Authority Vehicle or on-duty in any vehicle.
9. **Vehicle Pursuit** – Utilized when a member of the department has been involved in a pursuit as defined in General Order Pursuit of Violators. Reporting shall occur in accordance with section XIII of the Pursuit of Violators General Order. The initiating member will complete a Blueteam Entry, subsequent members involved in the pursuit will complete special reports regarding their involvement in the pursuit which will be turned into the supervisor. The duty supervisor shall then attach the special reports into Blueteam Report and offer comments concerning the pursuit and make appropriate recommendations. Watch Commanders will perform the administrative review and comments will be passed along to the appropriate captain of police who will forward the reports into IAPro. The Watch Commander will complete an initial notification via e-mail to internal affairs upon learning of incidents.
10. **Early Intervention Notifications**
 - a. Per Attorney General Directive 2018-3 the DRPA has established an Early Intervention System. The directive requires tracking a variety of performance measures and establishing a method for intervention. Per this directive each performance indicator below shall represent one point. If an employee accrues three points within a rolling calendar year it shall trigger the Early Intervention System. In cases where one incident falls into multiple categories it shall only be counted as one point in the Early Intervention System. The DRPA Police Department has established that the early warning system will be representative of the following indicators:
 - i. Internal Affairs complaints against the employee, whether initiated by another employee or member of the public
 - ii. Civil actions filed against the employee in their official capacity
 - iii. Criminal investigations of or criminal complaints against the employee
 - iv. Any use of force by an officer that is formally determined or adjudicated to have been excessive, unjustified or unreasonable
 - v. Domestic violence investigations in which the employee is an alleged subject
 - vi. An arrest of the employee, including on a driving under the influence charge
 - vii. Sexual harassment claims against the employee

- viii. Vehicular collisions involving the employee
- ix. A positive drug test by the employee
- x. Cases or arrests by the employee that are rejected or dismissed by a court for untruthfulness
- xi. Cases in which evidence obtained by an employee is suppressed by a court for untruthfulness
- xii. Insubordination by the employee
- xiii. Neglect of duty by the employee
- xiv. Unexcused absences by the employee
- xv. Employee is the subject of a Terry Stop (i.e. pedestrian stop)
- xvi. Employee receives a summons or citation for any offense other than parking offenses.

- b. Many of these indicators will be tracked internally by internal affairs officers. However, police department employees shall, within 24 hours of the incident, report any of the above incidents in which they are the subject of to the DRPA Police Department. Initial notification shall be made by speaking directly with the watch commander in person (if working) or by calling (856) 968-3333 (if off duty). Voice messages will not suffice as notification – employees must speak directly with the watch commander in person or by phone. The Watch Commander will complete an initial notification via e-mail to internal affairs upon learning of an incident. Upon returning to work the employee will enter the notification into the Blueteam System (except in cases where the employee is not returning to work within three days in which case the notification will be made by the Watch Commander taking the call).

- 11. **Commendations/Recognition:** Positive information (notable arrest, exceptional duty i.e. CPR save, successful resolution of a complex investigation).
- 12. **Supervisor Note:** Any other personnel issue that employees and/or supervisors feel it is important to document.

- C. Before the end of their tour (if working) or upon returning to work (if off-duty), a Blueteam entry will be made by the involved employee and all pertinent information will be included (summonses, crash reports, etc.) In cases where the employee is unavailable the supervisor will make the initial entries.

D. Entering information into Blueteam

- a. All fields shall be completed where information is known or can reasonably be found.
- b. A CAD Number shall be associated with each Blueteam entry. In cases where a CAD number is associated with the incident, that number should be used. If no CAD number exists for the incident one shall be created under the most appropriate classification within the CAD System.
- c. Addresses will be entered when off property utilizing the best possible data known. However, efforts must be made to stay consistent. As conflicted addresses arise in the system additional direction will be given and the general order amended accordingly. In instances where it is a station or bridge they should be entered as follows:

i. Walt Whitman Bridge

Street Number:	Blank
Direction:	E or W
Street Name:	Walt Whitman
Street Type:	Bridge
Suite/Apt:	Blank
City:	Philadelphia or Gloucester City
State:	NJ/PA
Postal Code:	19148 or 08030
Location of Occurrence:	Walt Whitman

ii. Woodcrest Station

Street Number:	Blank
Direction:	Blank
Street Name:	Woodcrest
Street Type:	Station
Suite/Apt:	Blank
City:	Cherry Hill
State:	NJ
Postal Code:	19148 or 08030
Location of Occurrence:	Woodcrest

iii. 123 South Main Street; Apartment B1; Camden, NJ 08101

Street Number:	123
Direction:	S
Street Name:	Main
Street Type:	Street
Suite/Apt:	B1
City:	Camden
State:	NJ
Postal Code:	08101
Location of Occurrence:	Select Most Appropriate

- d. When completing the summary of incident it should not be a copy and paste of the entire operations report. Instead, employees will complete a detailed summary of what occurred with regard to the incident in question. For example, for a Use of Force Report include what led up to the use of force and a detailed description of the force used up until the time the force concluded.

- e. When completing sections of Blueteam entries regarding injuries, types of force used, type of resistance offered by citizen or any other section where more than one selection applies, all choices that apply must be selected. Selecting only one will not suffice if other conditions exist.
- f. When adding a citizen into Blueteam a check must be conducted to determine if the individual has been involved in a prior incident within the department. Updated information should be sought. When adding a new citizen, an attempt should be made to identify all items accurately within the system to include e-mail address, home phone, cell phone and current address where they receive mail or live.
- g. When completing employee and citizen involved roles, all citizens shall be entered that are known. All fields shall be completed for both employees and citizen's involved in incidents. Also, any citizen witnesses or officer witnesses to the incident shall be noted.
- h. Attachments that are relevant to the case should be added if available by the employee entering the information. In the instance where the reports are not yet complete the employee should submit the Blueteam report and the appropriate supervisors or internal affairs officer will add them into the case file.

F. Report Submission and Review

- a. Upon completion of the report by the employee they shall forward the report to their supervisor. In the event both a sergeant and corporal are available on that shift the report shall be sent to the sergeant for approval with a carbon copy (CC) to the corporal. In the event they are working for another supervisor who they are not permanently assigned to that supervisor should be copied as well.
- b. Upon receipt by the sergeant or corporal the report will be reviewed for completeness and content. Comments may be added where the supervisor feels appropriate. If approved, the report shall be forwarded to the Watch Commander or Division Commander (Transit) for review. If the report is not approved, comments will be made indicating existing problems and any necessary corrections
- c. Watch Commanders will review and follow the same procedure as the supervisors with respect to report approval. Upon completion of review they will forward with comments, if applicable, to their Division Commander.
- d. Division Commanders will review reports and upon completion forward completed reports to internal affairs for appropriate action if warranted.

III. EARLY INTERVENTION SYSTEM PHASES

- A. There are three phases to the system:
 - 1. Assessment -- Ongoing review of the employees within the agency.
 - 2. Intervention -- Non-punitive action aimed at preventing future negative outcomes.
 - 3. Monitoring – Identifying employees in need of additional supervision, training and review.

IV. EARLY INTERVENTION ASSESSMENTS

A. Responsibilities

1. The success of this program relies heavily on all supervisor's participation and involvement. An employee's supervisor is usually the first person to encounter and document specific incidents that affect the employee. It is essential for the supervisor to monitor performance and behavior, conduct periodic assessments, and take appropriate action when necessary.
2. Supervisors shall continually monitor each subordinate's conduct for indications of behavior or performance which necessitates immediate intervention within the system.
3. Supervisors who identify deficiencies of personnel outside of their chain of command will submit a supervisor note and should Carbon Copy (CC) that subordinate's supervisor. In instances where a clear policy violation has occurred and discipline is desired an administrative-internal should be entered.

B. Watch Commanders

1. The Watch Commander, along with the supervisor, will monitor employees and supervisors to identify potential problems.

V. EARLY INTERVENTION PROCESS

- A. The early identification of a potential problems provides the department with an opportunity to increase accountability and reinforce the department's core organizational values.
- B. Internal Affairs shall be responsible for identifying employees that have triggered the early intervention System and for ensuring that the Early Intervention Process is handled properly.
- C. Upon an employee triggering the Early Intervention System:
 - a. The employee will be notified in writing.
 - b. A conference will be held with the subject employee and the appropriate supervisory personnel.
 - c. A remedial program will be developed and administered which may include the following:
 - i. Training or re-training
 - ii. Counseling
 - iii. Intensive supervision
 - iv. Fitness-for-duty- examination.
 - v. DRPA Employee Assistance Program (EAP) referral
 - vi. Any other appropriate remedial or corrective action

- D. Internal disciplinary action, remedial/corrective intervention, and fitness for duty examinations are not mutually exclusive and should be jointly pursued if and when appropriate.
- E. The Early Intervention Reports and records shall be considered confidential records and shall be maintained as such.
- F. Upon initiation of the Early Intervention review process a confidential written notification will be made to the County Prosecutor's office which will outline the nature of the triggering performance indicators and the planned remedial program. Upon completion of the Early Intervention Review, another notification will be made to the County Prosecutor outlining the outcome of the review to include remedial measures taken on behalf of the subject employee.

VI. EARLY INTERVENTION MONITORING

- A. The Chief of Police shall establish the length of the post-intervention monitoring period on a case-by-case basis, where applicable.
- B. Documented monitoring reports shall be submitted as required by the immediate supervisor after completion of the intervention phase.

VII. SUPERVISORS

- A. Supervisors will have access to make entries and view all employees under their chain of command.
- B. Supervisors will not document routine performance in any other format. All performance documentation will be entered into the Blueteam software system.
- C. It is the responsibility of all supervisors to ensure all incidents listed above are entered by or for each of their subordinates.
- D. Supervisors who fail to document incidents as required by this directive are in violation of policy.
- E. Supervisors are encouraged to document as much detail as possible throughout the year. Positive documentation is highly encouraged within the Commendation or Supervisor Note sections.
- F. Supervisors shall check their inbox daily.

XI. PERSONNEL

- A. All employees should log into and review their inboxes daily.
- B. All personnel will ensure that all documentation within the Blueteam software system and IAPro system will remain confidential. Unauthorized sharing of information may result in disciplinary action.
- C. Negative actions, behavior, violations of directives, rules and regulations, orders or memos will always be first documented within Blueteam or IAPro. Even if such action is of the level of an internal affairs investigation or warrants immediate disciplinary measures. The first step is a Blueteam Entry.

X. TRAINING

- A. All personnel will be trained in the use of the Blueteam Software.

XI. FILING OF DOCUMENTATION

- A. No entry should be made in the employee's formal personnel file, unless the action results in a sustained investigation and discipline. If remedial intervention is a training program, attendance and completion of that program should be noted in the employee's training record. Documentation is the key to a successful outcome.

No one other than the police chief may rescind or supersede this order.