

ELIZABETH POLICE DEPARTMENT GENERAL ORDERS



VOLUME: 1	CHAPTER: 1	# OF PAGES: 11
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SUBJECT: WRITTEN DIRECTIVE SYSTEM

EFFECTIVE DATE: July 10, 2020	ACCREDITATION STANDARDS: 1.1.1
BY THE ORDER OF: Deputy Chief Giacomo Sacca	
BY AUTHORITY OF: Police Director Earl J. Graves	

SUPERSEDES ORDER #: G.O. #179, G.O. V1, C1 of April 2020.

PURPOSE: The purpose of this general order is to formally establish this department’s written directive system and establish the format for all written directives. Additionally, this general order is intended to explain the importance of the system and employees’ participation in the process. A further purpose is to govern the utilization of the directive management system (D.M.S.). The objective is to move all departmental paper forms of communication and training to the D.M.S. web-based system.

POLICY: All employees, sworn and civilian, must know exactly what is expected of them. They have a right to know these expectations and supervisory personnel have a responsibility to clearly communicate departmental standards of performance. These standards should be clearly stated as written directives. The importance of written directives as a tool for conveying management expectations and performance standards cannot be overestimated. Directives establish a specific code of acceptable behavior as well as guide the employee in decision-making by narrowing the range of acceptable discretionary action. The Chief of Police shall use this medium to disseminate his/her official position on specific issues. With a properly established directive system, confusion about official department policy on critical and sensitive issues is minimized. When policies are transformed into written procedures, a foundation for standardized action is created.

It is the policy of the Elizabeth Police Department to utilize D.M.S. to replace the traditional, paper-based method of distributing policies, subpoenas, training, and other information. It is the policy of the Elizabeth Police Department that all personnel, including civilian telecommunicators, shall utilize the D.M.S. portal as directed in this general order. As PowerDMS® is the official medium for the transfer of information throughout the police department, this General Order supersedes all other General Orders regarding the acceptance, distribution, and receipt of official documentation.

PROCEDURES

I. GENERAL

- A. Training division personnel shall be the administrators of the PowerDMS® system. Employees will be provided with login credentials and shall be trained accordingly.
- B. All employees with login credentials shall access the system via the link below daily when scheduled to be working.
 - 1. Employees must check their PowerDMS inbox every day when at work and sign for new documents upon receipt.
 - 2. Employees shall sign up for courses, complete surveys, and complete training before the deadline listed in PowerDMS for each item.
 - 3. Employees, who for operational reasons cannot access D.M.S. for any time period more than one shift, shall notify their supervisor. Their supervisor will, thereafter, ensure that the employee accesses D.M.S. at the next operationally feasible time.
 - 4. The Lieutenant in charge of a shift (Shift Commander) is directly responsible for their subordinate's compliance with section I. B. 1. and 2.
 - 5. Division Commanders shall run reports every week and ensure employee compliance with section I. B. 1. – 4.

<https://powerdms.com/ui/Login.aspx?SiteID=ELIZABETH>

- 6. An instructional video on the use of the system can be located by clicking on HELP and then 'Search Help Resources' located on the top of the D.M.S. homepage. After accessing the list of videos, please click on 'Power D.M.S. Suite – A Users Perspective.'
- 7. Upon the first login, employees are required to change their password. Passwords will be safeguarded and not shared. No employee may access D.M.S. using another employee's user I.D. or password.
- 8. If any employee encounters difficulty accessing the system, they shall first contact their supervisor. If the problem persists, it should be reported to the training division.
- 9. For the purposes of retrieving D.M.S. data only, employees shall be granted Internet access via the computers located at the front desk, roll call room, and training office.
- 10. Each employee with login credentials is required to electronically sign and acknowledge all general orders, special orders, personnel orders, directives, memoranda, rules and regulations, subpoenas, and training materials posted with the D.M.S. system, upon access, as if hard copies had been issued. (See section V.)
- 11. All general orders, special orders, personnel orders, directives, memoranda, rules and regulations, subpoenas, and training materials posted with the D.M.S. system are fully effective and failure to comply with them shall result in disciplinary action.

II. COMPOSITION OF WRITTEN DIRECTIVE SYSTEM

- A. Rules and Regulations – Rules and Regulations direct the specific actions of employees. The essence of a rule and/or regulation is its inflexibility and it permits no deviations or exceptions and therefore is only justified when there is an unchanging feature in a situation. Violations of rules and/or regulations, by any employee, sworn or civilian, are grounds for disciplinary action and all other written directives must be consistent with them.
- B. General Order – General Orders announce the adoption or revision of policy and/or procedure applicable generally throughout the police department for the indefinite future. General orders incorporate the following components and will only be issued by order of the Chief of Police.
1. Purpose statement – A component of a general order that states the objective or goal of the general order.
 2. Policy statement – A component of a general order that summarizes the police department's position on direction or limitations of authority in specific matters. Policy statements guide the organization toward achieving its goal and reflect an overall plan for the police department. It is based on the views of police administration, police ethics and experience, the desires of the community and its leaders, the results of research, and the mandate of law. Policy statements inform the public as well as the employees about principles to be upheld in the performance of the police function.
 3. Procedures – A component of a general order that describes expected methods of operation. Procedures differ from policy statements in that they direct attention to the performance of a specific task within the guidelines of the policy statement. Procedures are methods of performing specific operations or a manner of proceeding on a course of action.
- C. Special order – A written directive announcing instruction and/or directing procedures, which are short term or temporary in nature, regarding a specific circumstance, task or event. The Chief of Police or his/her designee shall approve all special orders prior to issuance.
- D. Special memorandum – A written directive that is advisory in nature and is used to inform personnel such as official alerts and official notices including information from other agencies. The Chief of Police or his/her designee shall approve all special memoranda prior to issuance.
- E. Personnel order – A written directive that is issued, which announces personnel assignments.
- F. Inter-office memorandum – Inter-office memoranda are simple 'to-from' memos, which are used to communicate information up or down the chain of command. This type of memorandum can be in paper or electronic format.

III. AUTHORITY TO ISSUE WRITTEN DIRECTIVES

- A. The Chief of Police has the sole authority to issue, modify, repeal and approve written directives for the department. Others in the organization can research and/or write written directives; however, they must be approved by the Chief of Police, or in the absence of the Chief of Police, a designee, to be in force.
- B. The Police Director, as the designated appropriate authority, as defined in N.J.S.A. 40A: 14-118, has the sole authority to promulgate policy, rules and regulations for the governing of the police department.

IV. WRITTEN DIRECTIVE FORMAT

- A. All written directives will be issued in the format reflected on each appendix, as approved by the Chief of Police:
 - 1. Appendix #1 – General Order template;
 - 2. Appendix #2 – Special Order template;
 - 3. Appendix #3 – Special Memorandum template;
 - 4. Appendix #4 – Personnel Order template.
- B. Numbering system:
 - 1. All special orders, special memoranda and personnel orders shall be numbered consecutively with a prefix consisting of the department generated prefix (Special Order 2015-001, Special Memorandum 2015-001, Personnel Order 2015-001, etc.).
 - 2. Authorized employees who are preparing an order for publication shall use the next available sequential number for the type of order they are preparing.
 - 3. A designee of the Chief of Police shall maintain the numbering system. Written directive numbers will be issued from the secretary to the chief.
- C. An inter-office memorandum format shall consist of the following format, if typed or written:
 - 1. 'To' the recipient;
 - 2. 'From; the author;
 - 3. Date;
 - 4. Subject;
 - 5. The writer shall initial next to his/her name.
 - 6. If the inter-office memorandum is prepared by e-mail format no special formatting is required.

V. DISTRIBUTION

- A. Distribution of written directives and associated materials will be accomplished by way of D.M.S. D.M.S. enables the department to electronically distribute documents and retain a permanent record for each employee documenting receipt of the distributed materials.
 - 1. Written directives will be maintained in accordance with New Jersey Division of Revenue and Enterprise Services, Bureau of Records Management (B.R.M.) records retention schedules. Each employee is personally responsible to log into D.M.S. on a daily basis during their scheduled shift to review the material that has been posted to the site.
 - 2. All employees must digitally sign for each document posted to D.M.S. as they are received. Questions regarding written directives shall be immediately addressed to a supervisor.
 - 3. Employees shall not make copies, distribute copies or release any written directive to anyone who is not a member of the Elizabeth Police Department without the prior written approval of the Chief of Police. Copies for personal reference are permissible.
- B. Every employee of the department will be electronically issued a copy of the agency rules and regulations. Each employee will be required to electronically sign for and acknowledge a receipt of the rules and regulations. Employees will be responsible for understanding and keeping current on any changes to the rules and regulations and shall seek guidance from their supervisor for clarification on any rule or regulation not understood. All employees who are affected will be made known of any changes or purging of rules as directed by order of the Chief of the Police.
- C. It is the responsibility of bureau and unit commanders at the appropriate level of command to orally advise all employees affected by a written directive of the purpose, scope and intent of the written directive. Supervisors of the affected personnel should conduct a review and discussion of each written directive.

VI. TRAINING

- A. Directives are considered formal in the sense that they express the wishes of the Chief of Police. For the directives to become operational, they must be actively understood, supported, and enforced by supervisors. Making certain that individual employees understand and comply with directives is the responsibility of supervisors. All supervisors shall train their subordinates in the implementation of the directives and shall ensure their understanding through the use of feedback.
- B. The training unit or supervisor of employees affected by issued written directives shall conduct training at briefing, squad meetings or other appropriate forum when needed.
- C. All supervisors shall assist employees in developing work habits that conform to directives and organizational expectation. In fulfilling this responsibility, the supervisor is expected to completely understand departmental policies, procedures,

and rules of conduct. The supervisor must clarify specific departmental expectations related to police conduct.

- D. If for some reason employees do not understand a particular directive, the employees should consult with their immediate supervisor for proper clarification.

VII. REVISIONS, UPDATES AND PURGING

- A. The accreditation manager will have overall responsibility for the maintenance and indexing of the written directives. Each directive will be indexed according to the general topic area it addresses. Each general topic area will comprise a volume of the directive system.
- B. Written directives will be reviewed at least once annually in accordance with the matrix maintained by the Chief of Police.
- C. The Chief of Police or designee may assign the review of specific directives to persons in the department responsible for the functional area of the directive.
- D. When a directive has been determined to be outdated or in need of revision, the Chief of Police or his/her designee will assign personnel as necessary to accomplish the task. Revised directives will follow the same procedural steps as new directives.
- E. When the Chief of Police has identified an area or item in the rules and regulations that needs an addition, modification, and replacement or purging, the Director of the Police Department shall be notified.
- F. Directives will be purged only on the order of the Chief of Police, or when replaced by another directive. An archive file of all purged or replaced directives shall be maintained in accordance with New Jersey Division of Revenue and Enterprise Services, Bureau of Records Management (B.R.M.) records retention schedules.
- G. Department employees may request a change in a written directive when an operational need has been identified that would warrant the modification by submitting a written report through the established chain of command.

VIII. PROSECUTOR AND ATTORNEY GENERAL DIRECTIVES

- A. Upon receipt of directives and/or guidelines from the Prosecutor's Office or the Attorney General, the Chief of Police or designee will examine existing rules and regulations and written directives will be examined to determine compliance. If necessary, a timely modification to existing written directives will be accomplished to ensure compliance with the directive/guideline.

VIII. FORMULATION AND REVIEW OF PROPOSED WRITTEN DIRECTIVES

- A. Prior to promulgation of proposed or amended directives, the Chief of Police may direct a staff review of the directive to evaluate the probable effectiveness of the new or amended directive and to ensure the proposed or amended directive does not conflict with existing directives or laws.


- B. Staff review will generally be assigned to command officers and section/unit supervisors who will be directly affected by the proposed directive.


IX. EMPLOYEE ACTION WHERE NO WRITTEN DIRECTIVE EXISTS


- A. Employees are occasionally faced with a situation where no written directives exist and/or supervisory direction or advice is not readily available. As it would be impossible and undesirable to attempt to address all possible situations with written directives, considerable discretion is given to employees.
- B. Faced with the need to make decisions or take action where no written directives exist, employees should rely on the following resources:
 - 1. Training – Prior training may give guidance in situations the department has not specifically addressed with written directives;
 - 2. Judgment – Each employee, as a professional, has developed the ability to judge situations based on experience;
 - 3. Organizational Mission and Values – The department’s mission and values statement is used to guide the direction of the department. These values and mission are basic statements of what is important to the Elizabeth Police Department.
 - 4. If an employee discovers a situation where no written directive exists the employee shall submit a report via the chain of command detailing the circumstances.


X. COMPLIANCE

- A. The written directive system is the operating system of the police department. All employees, including civilian telecommunicators, shall comply with all written orders without exception.
- B. Ensuring compliance with all written directives shall be a primary responsibility of all supervisory officers.
- C. As the issuing authority, the Chief of Police is the only person authorized to order or permit deviations from the provisions of a written directive.

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VOLUME:	CHAPTER:	# OF PAGES:	
SUBJECT:			
EFFECTIVE DATE:	ACCREDITATION STANDARDS:		
BY THE ORDER OF:			
BY AUTHORITY OF:			
SUPERSEDES ORDER #:			

ELIZABETH POLICE DEPARTMENT SPECIAL ORDER		
SUBJECT:	NUMBER:	
EFFECTIVE DATE:	DISTRIBUTION TO:	ISSUED BY:
CANCELLATION DATE:		APPROVED BY:

ELIZABETH POLICE DEPARTMENT SPECIAL MEMORANDUM		
SUBJECT:	NUMBER:	
EFFECTIVE DATE:	DISTRIBUTION TO:	ISSUED BY:
CANCELLATION DATE:		APPROVED BY:

ELIZABETH POLICE DEPARTMENT PERSONNEL ORDER		
SUBJECT:	NUMBER:	
EFFECTIVE DATE:	DISTRIBUTION TO:	ISSUED BY:
CANCELLATION DATE:		APPROVED BY: