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STATE OF NEW JERSEY

In the Matter of Raymond Harris
Mountainview Youth Correctional
Facility
Department of Corrections

**FINAL ADMINISTRATIVE ACTION
OF THE
CIVIL SERVICE COMMISSION**

CSC DKT. NO. 2014-2861
OAL DKT. NO. CSR 06275-14

ISSUED: November 6, 2014 PM

The appeal of Raymond Harris, a Senior Correction Officer with Mountainview Youth Correctional Facility, Department of Corrections, removal effective May 12, 2014, on charges, was heard by Administrative Law Judge Laura Sanders, who rendered her initial decision on October 3, 2014. Exceptions were filed on behalf of the appellant.

Having considered the record and the Administrative Law Judge's initial decision, and having made an independent evaluation of the record, the Civil Service Commission, at its meeting on November 6, 2014, accepted and adopted the Findings of Fact and Conclusion as contained in the attached Administrative Law Judge's initial decision.

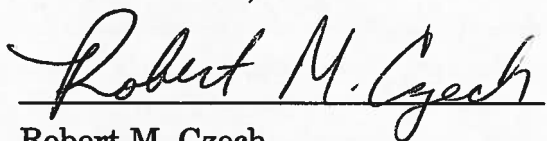
ORDER

The Civil Service Commission finds that the action of the appointing authority in removing the appellant was justified. The Commission therefore affirms that action and dismisses the appeal of Raymond Harris.

Re: Raymond Harris

This is the final administrative determination in this matter. Any further review should be pursued in a judicial forum.

DECISION RENDERED BY THE
CIVIL SERVICE COMMISSION ON
NOVEMBER 6, 2014

A handwritten signature in black ink, reading "Robert M. Czech", written over a horizontal line.

Robert M. Czech
Chairperson
Civil Service Commission

Inquiries
and
Correspondence

Henry Maurer
Director
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attachment



State of New Jersey
OFFICE OF ADMINISTRATIVE LAW

INITIAL DECISION

OAL DKT. NO. CSR 06275-14

AGENCY DKT. NO. N/A 2014-2861

**IN THE MATTER OF RAYMOND HARRIS,
MOUNTAINVIEW YOUTH CORRECTIONAL FACILITY.**

Jeffrey D. Catrambone, Esq., for appellant (Sciarra & Catrambone, LLC,
attorneys)

Adam Verone, Deputy Attorney General, for respondent (John J. Hoffman,
Attorney General of New Jersey, attorney)

Record Closed: September 19, 2014

Decided: October 3, 2014

BEFORE LAURA SANDERS, Acting Director and Chief ALJ:

STATEMENT OF THE CASE AND PROCEDURAL HISTORY

Senior correction officer (SCO) Raymond Harris appeals the action by the Mountainview Youth Correctional Facility within the New Jersey Department of Corrections (the Department) terminating his employment on grounds of conduct unbecoming, and violation of various rules and procedures. Specifically, he is charged with abusing an inmate and then failing to be completely accurate in his written report on the incident. He contends he was assaulted by the inmate, who then created an additional dangerous situation; that his report reflected no deliberate attempt to

fabricate; and that looking at the totality of the circumstances, discipline is not warranted.

SCO Harris was provided with an initial Preliminary Notice of Disciplinary Action (PNDA) on April 2, 2014, and an amended PNDA on May 7, 2014. He waived the departmental hearing, and the Department released a Notice of Final Disciplinary Action dated May 12, 2014, terminating him effective May 12, 2014. SCO Harris appealed the termination to the Office of Administrative Law (OAL), where the appeal was filed on May 15, 2014 (N.J.S.A. 40A:14-202(d)). It was heard on September 3 and 12, 2014, and the record was left open to September 19, 2014, for closing summations.

FACTUAL DISCUSSION AND FINDINGS

Although the parties dispute the policy significance of various actions that occurred on the date of the incident, the outlines of the events are clear. On February 3, 2014, in an area not covered by cameras, Inmate H sought permission from SCO Harris, who was working overtime on a unit where he normally did not work, to enter a recreation area at a time not set aside for inmates from that section. After some discussion, in which the inmate explained that as a "trusty," he had a different recreation time, SCO Harris consented. The inmate then went downstairs to the first floor of the unit. Shortly afterward, SCO Harris heard what sounded like a dispute downstairs, so he secured the inmates upstairs and went down to find out what was occurring. SCO Michael Canavan had denied permission to the inmate, who was arguing with him about it. The inmate then asked SCO Harris to intervene, but he declined because this was not his regular unit. Inmate H then grabbed SCO Harris's arm and shirt, trying to move him away from the door leading to the recreation area. The two began to scuffle, SCO Harris trying to free himself. SCO Canavan then pushed the spray button on his canister of oleoresin capsicum, but it malfunctioned, releasing a cloud of the irritant into the air surrounding both SCO Harris and the inmate. H managed to throw SCO Harris to the ground, and then ran down the tier into a first-floor dormitory housing unit, into a hallway covered by cameras. After the incident was over, the inmate was examined by a nurse, who reported no injuries to him. As the above is undisputed, it is **FOUND as FACT.**

The areas of disagreement concern whether SCO Harris used an appropriate level of force on Inmate H and whether he was truthful in his reports on the incident. SCO Harris wrote in a Special Custody Report signed on February 3, 2014, that after Inmate H

grabbed my arm and shirt collar pushing me out the way, . . . SCO Canavan tried to deploy his o/c [oleoresin capsicum] which malfunctioned and called a code 33. I then deployed my o/c and inmate [H] ran down the hall. I then deployed my o/c a second time, at which time Inmate [H] dropped to the ground. I then attempted to restrain inmate [H] on the ground.

[R-3.]

Other officers then handcuffed the inmate. On a Use of Force Report signed the same day by SCO Harris, Harris checked the box for physical force, as well as the box for mechanical force. The accompanying narrative stated, "Deployed o/c on Inmate [H] to comply with orders after Inmate [H] assaulted me. Inmate was in an unauthorized area." (R-4.) All sides agree that the inmate received significant detention penalties for causing the incident.

Although two videos of the hall exist, only one of them is from a close-enough location to be of much use in evaluating the incident. (R-1.) This video shows Inmate H, who is wearing a knit cap, running into the hallway at 12:44:01 p.m. Several other inmates already in the hallway are near the walls, looking back over their shoulders toward whatever had been going on. At 12:44:03, the inmate's hands drop toward his pockets. Whether they actually enter his pockets is not clear on the videotape, but at the speed with which things were happening, SCO Harris may well have thought they did. At 12:44:08 p.m., SCO Harris strides into the hallway heading for Inmate H. While walking, he is reaching to his side, unfastening something on his belt and pulling out a canister. With the officer drawing near, the inmate drops to the floor, and is face down, hands locked behind his head at the moment SCO Harris arrives. SCO Harris leans down and sprays the back of the man's head, arms and hands with the o/c spray, then

at 12:44:12 p.m. kicks him under the armpit. At 12:44:47 p.m., several officers are seen entering the room and coming toward the inmate, who is still face down with his hands on his neck. At 12:45 p.m., seven officers are now present, five of them bending over the inmate. At 12:45:28 p.m., the inmate's hands are finally dropped behind his back, where they are handcuffed.

According to senior investigator Samuel Wise of the Internal Investigations Unit at the New Jersey Department of Corrections, his own experience indicates that o/c spray is not usually re-holstered after using, and the video suggests that SCO Harris used the spray for the first time in the hallway. When Wise interviewed SCO Harris, the officer told Wise that he did use the spray for the first time there.

Wise also said that departmental policy is that o/c spray should not be used at a distance of less than three feet because the strength of the spray by itself can damage an eyeball. He acknowledged that the positioning of the inmate and the inmate's hands blocked the impact of the spray. Wise also stated that none of the thirteen correction officers who provided written statements concerning the incident mentioned SCO Harris kicking the inmate.

With regard to the use of force, Wise stated that in his view, SCO Harris failed to follow the Department's use-of-force continuum, because he sprayed and kicked the inmate at a time when Inmate H was de-escalating the situation by lying flat on the ground, face down, with his hands on his neck.

Lt. Michael Murray is the training lieutenant at Mountainview, which includes responsibility for in-service training at the facility. He said that Mountainview's policy is governed by the Attorney General Guidelines on the Use of Force, which is taught once at the academy and annually in refresher courses. Force moves from the lowest level—constructive authority, which is established by verbal commands—to the second level—physical contact, which involves routine hands-on touching such as handcuffing, patting or frisking someone, placing someone in a vehicle or guiding a person down a hallway. The third level, which is not routine, is physical force in the form of striking with hands or feet, or taking someone down. The final level is mechanical force, which refers to

something held in the hands such as a baton or o/c spray. The appropriate level is determined by individual, case-by-case evaluation. Physical force could be appropriate based on the level of threat, for example, if it works to prevent an attack. Required force can escalate depending on whether a threat is continuing in the face of constructive authority, or de-escalate if the threat from an inmate is diminishing. In Murray's opinion, at 12:44:11 p.m., the inmate appears to be compliant, because he is face down, flat on his belly. To Lieutenant Murray, the inmate does not appear to be presenting a threat. He declined to make a similarly firm statement about the o/c spray, indicating that it is possible it was a reasonable response. He said that in assessing the totality of the circumstances, it would be appropriate to consider the fact that the inmate earlier had shoved SCO Harris, and that his presence among the remaining inmates could have sparked a new threat.

The Department's policy on Use of Force and Security Equipment, revised July 12, 2012, and again, effective November 22, 2013, states in Section III(A):

It is the policy of the NJDOC that on-duty custody staff members will use only that force that is objectively reasonable and necessary. The use of force shall never be considered routine. When custody staff is justified in using both mechanical and physical force, the utmost restraint will be exercised.

[R-9 at DOC 96.]

Section III(B), Use of Non-Deadly Force, states in pertinent part that use of mechanical or physical force is justifiable only under the following circumstances:

- a. To protect self or others against the use of unlawful force;
- b. To protect self or others against death or serious bodily harm; . . .
- d. To prevent escape;
- e. To prevent or quell a riot or disturbance.

[Id. at DOC 97.]

The definitions section of the policy, Section II, states in pertinent part:

Imminent danger means threatened harmful actions or outcomes that may occur during an encounter absent action by a custody staff member. The period of time involved is dependent on the circumstances and facts evident in each situation and is not the same in all situations. The threatened harm does not have to be instantaneous.

[Id. at DOC 94.]

It also defines "reasonable belief" as "an objective assessment based upon an evaluation of how a reasonable staff member with comparable training and experience would react to, or draws inferences from, the facts and circumstances confronted and known by the staff member at the scene." (Id. at DOC 95.) As explained by Lieutenant Murray, determining what the reasonable officer would do includes evaluation of what the officer perceived was going on during the incident. Section IV(F)(2), use of natural agents (pepper spray oleoresin capsicum), states: "The pepper spray should be used at the closest range possible without excessive risk of injury to the user. Do not spray directly into eyes at distance of less than three feet due to potential injury from the force of the spray." (Id. at DOC 104.) Lt. Donald Nywening, the administrative lieutenant at Mountainview, testified that the determination on whether force is excessive or appropriate turns on a reasonable-person standard. The idea is to apply only enough force to convince the inmate to accept and comply with the commands given by law enforcement.

As regards the Administrative Specifications Law Enforcement Code of Ethics, Section IV, Procedures, Article II, Performance of Duties, subsection 4(a), states that "[o]fficers must maintain a high degree of self-control at all times." (R-7 at DOC 112.) This, Lieutenant Nywening said, is because when officers lose control, they may be perceived as doing something wrong, which erodes their credibility and can lead inmates to act out. Section IV, Article II, subsection 8(a), of the policy states that "[n]o officer will make false or misleading reports." (Id. at DOC 113.) This requirement,

Nywening testified, is aimed at making clear that the Department will not tolerate falsification.

SCO Harris testified that as he followed Inmate H into the hall, he saw him put his hands in his pockets, before raising them. SCO Harris was calling to him, commanding him to get on the ground and put his hands behind his back. Although the inmate got on the ground, he was not complying because his hands were not behind his back; they were interlocked behind his neck. SCO Harris said he then deployed his o/c and struck the inmate with his foot. Noting that physical force is allowed, SCO Harris testified that he struck the inmate in the green zone, which is the shoulder. He explained that there are three zones—green zones being the primary goal, yellow zones being the next goal, and red zones being areas to avoid, such as the head, heart, spine, or groin. He was aiming for the bicep. He characterized the foot strike as “a nudge, for him to just know I’m here, to do what I am telling him to do.” The leg he used was not at full strength, because at the time, he was recently returned to work from a torn ACL (anterior cruciate ligament) and meniscus, which had occurred in a prisoner attack, and for which he was still receiving physical therapy. He said he used the force that he did because he deemed it necessary to get the inmate to comply with his orders. The noncompliance was the inmate’s failure to put his hands behind his back. Even when there were approximately seven correction officers bending over him, the inmate was resisting moving his hands from his neck. He continued to resist by wiggling, which was causing the officers to lose their balance. SCO Harris’s safety concerns were the number of inmates in the hallway, the question of whether the inmate had taken something like a small razor blade from his pocket, and the potential for some other inmates to decide to jump up and start fighting in support of the inmate. That is why it was paramount to get the inmate cuffed and out of the area. He said he was not angry with the inmate, and had no intent to cause him pain or injury. Asked why he released the pepper spray from a distance closer than three feet, he said the three-foot prohibition applies to spraying at the face. Since he was not spraying to the face, but to the back of the head, he was not in violation of the policy. Although it took about a minute to get the inmate handcuffed, at the time it felt like it took forever.

With regard to the reports, SCO Harris testified that they were done about twenty to thirty minutes after the incident. He said he felt pressured for time when writing them, and he just forgot. He did not think the foot strike was significant, as it was just "more of a tap with my foot." He said that he had no intent to mislead anyone, and that he was aware that the hallway in which the encounter occurred was under video surveillance. In relation to saying he sprayed the inmate twice, he just had his timelines confused, as SCO Canavan had been the first to release his canister.

Based on the video, I **FIND** that the inmate had reached the floor, and was face down with his hands locked over his neck, when SCO Harris reached him. The officer then released o/c spray on the back of the inmate's head, hands, and neck from a distance less than three feet. I **FIND** that SCO Harris followed this with a quick, forceful kick under the armpit. For a few seconds, two officers appeared to be trying to get the man to release his hands from his neck. Then others join the effort, so that at one point, five people were on top of the inmate. Although SCO Harris testified that the man was resisting by wiggling, causing the officers to become unbalanced, what little is visible of his legs under the five officers appears to be still, and the officers do not look unbalanced.

LEGAL ANALYSIS AND CONCLUSIONS

A civil service employee who commits a wrongful act related to his or her duties, or gives other just cause, may be subject to major discipline. N.J.S.A. 11A:2-6; N.J.S.A. 11A:2-20; N.J.A.C. 4A:2-2.2; N.J.A.C. 4A:2-2.3. In an appeal from such discipline, the appointing authority bears the burden of proving the charges upon which it relied by a preponderance of the competent, relevant and credible evidence. N.J.S.A. 11A:2-21; N.J.A.C. 4A:2-1.4(a); Atkinson v. Parsekian, 37 N.J. 143 (1962); In re Polk, 90 N.J. 550 (1982). Here, as a result of the incident, SCO Harris is charged with conduct unbecoming in relation to abusing an inmate, falsifying reports by failing to mention kicking the inmate and stating that he used pepper spray twice instead of once, and violating rules and policies that proscribe these actions.

With regard to the kick, SCO Harris contends that given the totality of the circumstances, which included the inmate pushing him just prior to the incident, his uses of mechanical and physical force were warranted. Given the testimony by Investigator Wise that use of the spray might have been appropriate, since the inmate had just run into a hallway with several other inmates and could have sought to include them in his resistance, I **CONCLUDE** that the use of the o/c spray administered to the back of his head and hands, as a means of ensuring continuing compliance, was within the Department's guidelines. The Department policy concerning pepper spray says it should be used "at the closest range possible without excessive risk of injury to the user." (R-9 at DOC 104, emphasis added.) "Do not spray directly into eyes at distance of less than three feet" (*Ibid.*) Since SCO Harris did not aim at the eyes, I **CONCLUDE** that spraying from less than three feet was not prohibited by the policy. However, I **CONCLUDE** that the foot strike, which was not a tap or a nudge but a quick, sharp kick, was gratuitous force, as at that point the inmate was face down and immobile. As explained by Lieutenants Murray and Nywening, the Department's policy generally provides for escalation and de-escalation as necessary to achieve compliance with law-enforcement commands. The video clearly shows an inmate who already has de-escalated; therefore, I **CONCLUDE** that the kick constituted use of excessive physical force. As abuse of an inmate is defined under Human Resources Bulletin 84-17 As Amended as "a malicious act directed toward an inmate . . . with the intent to cause pain, injury, suffering or anguish" (R-11 at DOC 272), I also **CONCLUDE** that SCO Harris abused the inmate, because the kick was intended to cause him pain in retaliation for his earlier defiance. As regards the two reports signed by SCO Harris, I **CONCLUDE** that leaving out the kick was a substantial omission that rises to falsification. On the first report, R-3, reporting two uses of pepper spray instead of one (in addition to the misfire by SCO Canavan) was a clear error, not readily explained by confused timelines. On the second report, R-4, the narrative section on page two expressly seeks details, to which SCO Harris responds with three mistakes by the inmate, and one use of pepper spray by him. As excessive use of force contradicts the policies aimed at security, and falsification violates the ethics policy, I also **CONCLUDE** that SCO Harris is subject to penalties for those infractions. Finally, there is the question of whether he exhibited conduct unbecoming a correction officer.

Conduct unbecoming is a term that encompasses actions adversely affecting the morale or efficiency of a governmental unit or having a tendency to destroy public respect in the delivery of governmental services. Karins v. City of Atl. City, 152 N.J. 532, 554 (1998); see also In re Emmons, 63 N.J. Super. 136, 140 (App. Div. 1960). It is sufficient that the complained-of conduct and its attending circumstances “be such as to offend publicly accepted standards of decency.” Karins, supra, 152 N.J. at 555 (quoting In re Zeber, 156 A.2d 821, 825 (1959)). Such misconduct need not necessarily “be predicated upon the violation of any particular rule or regulation, but may be based merely upon the violation of the implicit standard of good behavior which devolves upon one who stands in the public eye as an upholder of that which is morally and legally correct.” Hartmann v. Police Dep’t of Ridgewood, 258 N.J. Super. 32, 40 (App. Div. 1992) (quoting Asbury Park v. Dep’t of Civil Serv., 17 N.J. 419, 429 (1955)). Kicking a prostrate inmate, even when that particular inmate pushed the officer minutes before, suggests an abuse of law enforcement’s authority to force compliance in the corrections setting. Additionally, failing to mention it in a report, if unpunished, tends to lead the public to believe that the Department of Corrections tolerates official reports that gloss over the actual events. Therefore, I **CONCLUDE** that the Department has met its burden with regard to the conduct-unbecoming charge.

As regards penalty, the Department of Corrections Human Resources Bulletin 84-17 As Amended provides only one possible remedy for abusing an inmate, removal. (R-11 at DOC 252.) Falsification involves penalties ranging from an official written reprimand to removal for the first offense, and removal for the second. (Id. at DOC 253.) Conduct unbecoming carries penalties ranging from a three-day suspension to removal for a first offense, and removal for a second (Id. at DOC 254). Penalties for violation of administrative procedures involving security range from a written reprimand to removal (Id. at DOC 258), and penalties for violation of any rule range from a written reprimand to removal. (Id. at DOC 262.)

In general, principles of progressive discipline apply. W. New York v. Bock, 38 N.J. 500, 523 (1962). SCO Harris’s twelve-year record includes only a single, one-day suspension for leaving an alarm clock and a George Foreman grill in his locker.

However, some infractions are so serious that termination is warranted. In re Carter, 191 N.J. 474, 484 (2007) (citing Rawlings v. Police Dep't of Jersey City, 133 N.J. 182, 197–98 (1993) (upholding dismissal of police officer who refused drug screening as “fairly proportionate” to offense)); see also In re Herrmann, 192 N.J. 19, 33 (2007).

The Civil Service Commission has, on some occasions, stopped short of termination where the officer has a clean record and the incident involved significant provocation by an inmate. In In re Mincey, Juvenile Justice Commission, CSR 5641-12, Initial Decision (September 24, 2012), aff'd, CSC (November 8, 2012), <<http://njlaw.rutgers.edu/collections/oal/>>, a Juvenile Justice Commission officer was given a six-month suspension over an incident that began with an inmate throwing an orange peel, which struck the officer in the face, causing a stinging pain. The inmate kept laughing, and the officer threw him to the ground on his back, struck him on his face when he attempted to get up, and demanded an apology. ALJ Joseph F. Martone determined that the officer had been assaulted a few seconds before, and had a reasonable apprehension of danger to himself and others. The fact that the inmate provocation did not involve further escalation beyond the orange peel was the reason the officer was found to have committed conduct unbecoming. Appellant also cites In re Snyder, Camden County Department of Corrections, OAL Dkt. Nos. CSV 15873-12 and CSV 00939-13, Initial Decision (January 2, 2014), aff'd, CSC (February 26, 2014), which involved a six-month suspension where a correction officer controlled the movement of an inmate by placing her left hand on the inmate's throat, and a determination by ALJ Jeff S. Masin that the evidence did not indicate a level of defiance from the inmate warranting the conduct. However, in Snyder, the appointing authority did not seek termination, and under N.J.A.C. 4A:2-2.9(d), “The Commission may reverse or modify the action of the appointing authority, except that removal shall not be substituted for a lesser penalty.” Thus, Snyder explains what the Commission did when faced with a six-month penalty, but gives no guidance on its action had termination been the proposed penalty.

Here, the incident did begin with a significant provocation, but as SCO Harris approached, the inmate dropped to the grounds with his hands behind his head. He was giving no sign of resistance when SCO Harris used his pepper spray. At that point,

SCO Harris already was on the edge of improper behavior because the man was acquiescent and the spray, although to his hands and neck, was delivered from closer than three feet away. But one appointing-authority witness indicated that the spray could have been warranted given the concern that other inmates would begin a new incident. The kick, however, gives the appearance of straightforward retaliation.

Police officers are held to a higher standard of conduct than ordinary public employees. In re Phillips, 117 N.J. 567, 576-77 (1990). Both police officers and correction officers represent "law and order to the citizenry and must present an image of personal integrity and dependability in order to have the respect of the public." Twp. of Moorestown v. Armstrong, 89 N.J. Super. 560, 566 (App. Div. 1965), certif. denied, 47 N.J. 80 (1966). Here, the Department's general disciplinary standards make clear that it views these infractions as being extremely serious, since even for a first offense, removal can be imposed. Given the high standard of conduct required, I **CONCLUDE** that the Department has demonstrated that the removal is warranted.

ORDER

The Department's termination of appellant is hereby **AFFIRMED**, and the appeal **DISMISSED WITH PREJUDICE**.

I hereby **FILE** my initial decision with the **CIVIL SERVICE COMMISSION** for consideration.

This recommended decision may be adopted, modified or rejected by the **CIVIL SERVICE COMMISSION**, which by law is authorized to make a final decision in this matter. If the Civil Service Commission does not adopt, modify or reject this decision within forty-five days and unless such time limit is otherwise extended, this recommended decision shall become a final decision in accordance with N.J.S.A. 40A:14-204.

Within thirteen days from the date on which this recommended decision was mailed to the parties, any party may file written exceptions with the **DIRECTOR, DIVISION OF APPEALS AND REGULATORY AFFAIRS, UNIT H, CIVIL SERVICE COMMISSION, 44 South Clinton Avenue, PO Box 312, Trenton, New Jersey 08625-0312**, marked "Attention: Exceptions." A copy of any exceptions must be sent to the judge and to the other parties.

October 3, 2014

DATE

Laura Sanders

LAURA SANDERS

Acting Director and Chief

Administrative Law Judge

Date Received at Agency:

October 3, 2014

Date Mailed to Parties:

October 3, 2014

/caa

WITNESSES

For appellant, Raymond Harris

Raymond Harris

For respondent, Mountainview Youth Correctional Facility

Jean-Philippe Michel

Michael Murray

Donald Nywening

Samuel Wise

EXHIBITS

For appellant, Raymond Harris

- A-1 NJ Department of Corrections Injury Report Form, dated February 3, 2014
- A-2 NJ Department of Corrections Authorization for Prehearing Detention Placement, dated February 3, 2014
- A-3 In-Service Training for State Corrections Officers, Chemical Agent Devices, Effective: October 2012
- A-4 In-Service Training for Corrections Officers, Use of Force Annual Refresher, May 2007

For respondent, Mountainview Youth Correctional Facility

- R-1 Video
- R-2 Video from other end of the hallway
- R-3 New Jersey Department of Corrections Special Custody Report signed by SCO Harris, dated February 3, 2014
- R-4 New Jersey Department of Corrections Use of Force Report signed by SCO Harris, dated February 3, 2014
- R-5 No exhibit

- R-6 New Jersey Department of Corrections Special Investigations Division Administrative Investigation, dated April 7, 2014
- R-7 Internal Management Procedure, Administrative Specifications Law Enforcement Code of Ethics, effective August 2004, revised March 2009
- R-8 Internal Management Procedure, Use of Force and Security Equipment, effective December 15, 2006, revised July 12, 2012
- R-9 Internal Management Procedure, Use of Force and Security Equipment, effective July 2013, revised November 22, 2013
- R-10 No exhibit
- R-11 Department of Corrections Human Resources Bulletin 84-17 As Amended, effective March 17, 1999