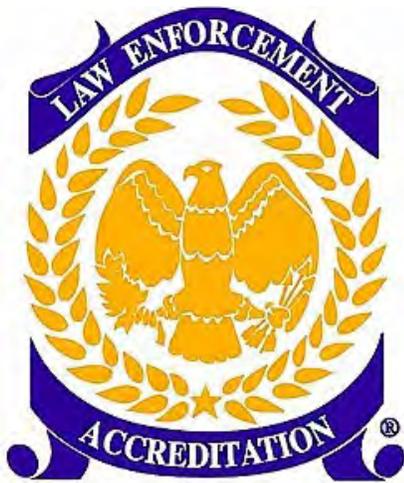


COMMISSION ON ACCREDITATION FOR LAW ENFORCEMENT AGENCIES (CALEA)

LAW ENFORCEMENT STANDARDS: TIER 1



HERMOSA BEACH POLICE DEPARTMENT

A Nationally Accredited Agency

THE COMMISSION

- The Commission on Accreditation for Law Enforcement Agencies, Inc., (CALEA®) was created in 1979 as a credentialing authority through the joint efforts of law enforcement's major executive associations:
 - International Association of Chiefs of Police (IACP);
 - National Organization of Black Law Enforcement Executives (NOBLE);
 - National Sheriffs' Association (NSA); and the
 - Police Executive Research Forum (PERF).
- CALEA's purpose was to establish a body of professional standards and to develop an accreditation process to administer its initial credentialing program, Law Enforcement Accreditation. This was completed by 1983, and the first agency was accredited in 1984.
- The CALEA Accreditation Process is a proven modern management model; once implemented, it presents the Chief Executive Officer (CEO), on a continuing basis, with a blueprint that promotes the efficient use of resources and improves service delivery - regardless of the size, geographic location, or functional responsibilities of the agency.
- This accreditation program provides law enforcement agencies an opportunity to voluntarily demonstrate that they meet an established set of professional standards which:
 - Require an agency to develop a comprehensive, well thought out, uniform set of written directives. This is one of the most successful methods for reaching administrative and operational goals, while also providing direction to personnel.
 - Provide the necessary reports and analyses a CEO needs to make fact-based, informed management decisions.
 - Require a preparedness program be put in place - so an agency is ready to address natural or man-made critical incidents.
 - Are a means for developing or improving upon an agency's relationship with the community.
 - Strengthen an agency's accountability, both within the agency and the community, through a continuum of standards that clearly define authority, performance, and responsibilities.
 - Can limit an agency's liability and risk exposure because it demonstrates that internationally recognized standards for law enforcement have been met, as verified by a team of independent outside CALEA-trained assessors.

- Facilitates an agency's pursuit of professional excellence.

TYPES OF STANDARDS

- The standards are described according to the following types or categories: written directive, bulleted, conditional, linked, observation, and activity required. A brief description with examples follows:
- The most prevalent standard type requires a *written directive*. In addition to requiring a policy, procedure, or other activity, a 'written directive' standard also imposes a responsibility on the agency to describe the activity in writing. The written directive requirement creates documentation, which fixes accountability on the agency, its personnel, and provides for standardization and consistency in application.
- Broadly defined, a written directive is any written documentation that governs or directs the agency or its employees. Written directives may exist internally, e.g., general orders, standard operating procedures, memoranda, and labor contracts; or externally, e.g., laws, judicial decrees, mutual aid agreements, and city-wide rules and procedures. The presence of written directives involves the added responsibilities of dissemination, training, and supervision of affected personnel. 1.3.1 is an example of a written directive standard.
- Included under written directive standards are ones that present multiple requirements or *bulleted* subcomponents. An alphanumeric designator identifies each item or bullet. Compliance is required of each applicable bullet; bullets that do not apply are treated individually as N/A. For example, see standard 12.1.2.
- **Conditional standards**, as illustrated below, frequently use the word "if" to identify a condition. The presence of the condition makes the standard applicable; its absence renders the standard N/A. Another identifier is the phrase "in the absence of controlling legislation." For example, see standard 41.3.8.
- **Linked** standards relate one standard to another standard in the chapter. For example, see sample 1.3.7.
- **Observation** standards are identified by the phrase "Compliance may be OBSERVED" following the level of compliance designation, and may generally be verified visually. For example, see standard 70.4.2. Some of these standards may also require additional documentation
- **Activity required** standards require that a specific activity occurs, such as a report, review, analysis, inspection, test, survey, audit and/or inventory. The activity may or may not require a written directive and many are time sensitive standards that require the activity to be accomplished at specific periods. For example, see standard 35.1.2. This standard has the following conditions; a written directive, the activity to be performed, and a time line

HERMOSA BEACH POLICE DEPARTMENT

- The Hermosa Beach Police Department received its first Commission on Accreditation for Law Enforcement Agencies (CALEA) award on November 2010. Each accreditation cycle is for a period of three years with reaccreditation required by the end of the third year. After successfully showing compliance with applicable standards from the CALEA Law Enforcement Accreditation (Tier 1) program, the Hermosa Beach obtained their second award on March 2014. The agency is currently in progress to be reaccredited for a second time with an onsite assessment scheduled for November 7-8th, 2016.

PLEASE NOTE THAT THE FOLLOWING STANDARDS ARE NOT APPLICABLE TO THE HERMOSA BEACH POLICE DEPARTMENT:

- CHAPTER 3
 - 3.1.1 Written Agreement for Services Provided
- CHAPTER 71
 - 71.1.1 Authorization
 - 71.2.1 Training User Personnel
 - 71.3.1 Detainee Processing and Control
 - 71.3.3 Procedures, Security
 - 71.4.1 Minimum Physical Conditions
 - 71.4.2 Fire Protection Plan
 - 71.4.3 Inspections
 - 71.5.1 Security Concerns in Designated Processing or Testing Rooms/Areas
- CHAPTER 73
 - 73.1.1 Role, Authority, Policies
 - 73.3.1 Weapon Lockboxes
 - 73.4.2 External Communication
 - 73.5.12 Securing Firearms
 - 73.5.18 Designated Control Point
- CHAPTER 91
 - 91.1.1 Risk Assessment and Analysis
 - 91.1.3 Campus Background Investigation
 - 91.1.4 Campus Security Escort Service
 - 91.1.5 Emergency Notification System
 - 91.1.7 Behavioral Threat Assessment
 - 91.1.8 Security Camera Responsibilities
 - 91.1.9 Emergency Only Phones and Devices
 - 91.1.10 Administrative Investigation Procedures
 - 91.2.1 Agency Role and Responsibilities
 - 91.3.1 Agency Role and Responsibilities
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Appendix

Chapter 1 Introduction

Standards in this chapter relate to the basic role and authority of law enforcement agencies. Subtopics address the development of policy concerning the law enforcement function, the limits of authority, and the use of force.

When an agency defines its role, two broad purposes are served. First, sworn and civilian personnel are made aware of the actions and attitudes expected of them and can, therefore, act without hesitation in consonance with the agency's values and policies. Second, members of the public are provided with a general standard by which they can measure the performance of the agency. Written policy defining the functional role should set forth the agency's values, mission, goals, basic programs, and priorities. The policy statement should also specify that the agency intends to be responsive to, and protect the constitutional rights of, the community.

Before proceeding with the remaining chapters in this manual, it is imperative that the user identifies each category of agency personnel and their respective authority within the agency ((subchapters 1.1 Law Enforcement Agency Role) and (1.2 Limits of Authority)) using the following five caveats as a guide:

- A very clear distinction is made in this manual between sworn and civilian personnel. Read the glossary definitions for sworn officer, civilian, and full-custody arrest carefully. A sworn officer has the authority to make a full custody arrest; a civilian does not.
- Some agencies have more than one category of full-time sworn personnel. For example, warden, commercial vehicle enforcement officer, fire marshal, or other category having authority to make a full custody arrest for violations of specific or narrowly defined laws or ordinances.
- Some agencies have reserve officers (see Glossary - Appendix A). Reserve officers are part-time sworn personnel. Standards in (subchapter 16.3 Reserves) deal specifically with this category.
- Some agencies have auxiliaries (see Glossary - Appendix A). Auxiliaries are not sworn personnel, even though in some states, provinces, or localities auxiliaries may be defined by law as having sworn authority. For the purpose of application of standards in this manual the Glossary definitions for reserves and auxiliaries will be used.
- Some agencies may issue certain less lethal weapons or restraining devices to civilian personnel such as security guards, detention employees, or others whose scope and responsibility necessitates the use of these items. Issuing these items will cause standards such as use of force, (Chapter 1 Law Enforcement Role and Authority), and training, (Chapter 33 Training and Career Development), or possibly detainee transport, (Chapter 70 Detainee Transportation), to become applicable to this category of agency personnel.

Agencies having more than one category of sworn personnel should clearly identify each category in standard 1.2.1. Any other standard that refers to sworn personnel will be applicable to all categories of full-time sworn personnel. This may cause the agency to demonstrate compliance in more than one way depending on the number of categories and whether the processes differ between the categories. Compliance may be achieved in these standards using separate documentation for each category.

Written directives concerning the agency role, limits of authority, and use of force should emphasize the agency's core values and intent to meet or exceed the public's expectations in the delivery of professional law enforcement services.

Few issues outweigh the concern raised in a community when it is perceived that members of a law enforcement agency use inappropriate levels of force. A community rightfully expects that its law enforcement agency will issue weapons only to those agency members legally authorized to carry same as a condition of their duties, and that weapons and tactics are only utilized in conformance with sound policies,

procedures, and training.

Policies, procedures, and training on topics such as use of force and officer discretion (when choosing between permissible alternative courses of action) shall be determined by the agency, but such policies, procedures, and training must include the legal issues involved as related to the applicable topic. It is recognized that some jurisdictions may mandate such training. Accredited agencies are encouraged to view legal requirements as a minimum in the training process, for a true commitment to professionalism transcends minimum legal requirements. Such training should inculcate in the agency and its members an uncompromising commitment to principles of professionalism, including responsibility and compassion.

1.1.1

(M M M M) (LE1) Oath of Office

A written directive requires all personnel, prior to assuming sworn status, to take and subsequently abide by an oath of office to enforce the law and uphold the nation's Constitution or basic law of the land and, where applicable, those of governmental subdivisions.

Commentary

None. (M M M M) (LE1)

1.1.2

(M M M M) (LE1) Code of Ethics

A written directive requires all personnel to abide by a code or canon of ethics adopted by the agency and mandates that ethics training be conducted for all personnel, at a minimum, biennially.

Commentary

Sworn and civilian employees should receive instruction that concerns their position dilemmas, temptations, responsibilities, and duties. The Canon of Ethics or Law Enforcement Code of Ethics published by the International Association of Chiefs of Police or the Code of Ethics of the Office of the Sheriff adopted by the National Sheriffs' Association, ICMA Code of Ethics adopted by the International City Managers Association, or APCO Telecommunicator Code of Ethics adopted by the Association of Public-Safety Communications Officials International, Inc., will satisfy partial intent of this standard. Adherence to those codes of ethics and to the United Nations Code of Conduct for Law Enforcement Officials may be included as an element of the oath of office. Ethics review can be in the form of classroom, shift briefing, computer based training and bulletins, or any combination of methods as determined by the agency. (M M M M) (LE1)

1.2.1

(M M M M) (LE1) Legal Authority Defined

A written directive defines the legally mandated authority and responsibilities vested in all categories of sworn agency personnel. If the agency has more than one category of sworn personnel, each shall be identified.

Commentary

The written directive should define and elaborate on the scope and limits of law enforcement authority as it pertains to the enforcement of laws, statutes, ordinances, and arrests. Some agencies have more than one category of sworn agency personnel. For example, warden, fire marshal, commercial vehicle enforcement officer, or other special class of officer having sworn duties, but limited arrest authority. Standards in this manual applicable to sworn officers are applicable to each category. Generally, sworn status includes the authority to make a full custody arrest. (M M M M) (LE1)

1.2.3

(M M M M) (LE1) Compliance with Constitutional Requirements

A written directive governs procedures for assuring compliance with all applicable constitutional requirements, including:

- a. *interviews (including field interviews);*
- b. *interrogations; and*
- c. *access to counsel.*

Commentary

The agency should clearly indicate what constitutes a valid field interview situation to guard against its misuse and to minimize potentially adverse citizen reactions. Field interview contacts may be documented to provide other officers, investigators, and crime analysts with information concerning suspicious persons and situations. Information gathered on field contact cards or forms may be considered criminal intelligence and processed in accordance with standards in 42.1.6 and (Chapter 82 Central Records).

The areas referred to in this standard are coercion or involuntary nature of confessions and admissions, delay in arraignment, failure to inform defendants of their rights, deprivation of counsel, and pretrial publicity tending to prejudice a fair trial. Consideration should be given to audio/video recording of custodial interrogations involving major cases. Juvenile procedures are addressed in standards 44.2.2 and 44.2.3. (M M M M) (LE1)

1.2.4

(M M M M) (LE1) Search and Seizure

A written directive governs search and seizure without a warrant by agency personnel.

Commentary

The intent of this standard is to provide general guidelines and procedures for agency law enforcement personnel to follow in conducting searches that have not been reviewed and authorized by judicial personnel. The written directive should include such issues as consent, stop-and-frisk, movable vehicle, and exigent circumstance searches, as well as other situations impacting law enforcement personnel conducting searches and seizures without a warrant. (M M M M) (LE1)

1.2.5

(M M M M) (LE1) Arrest with/without Warrant

A written directive specifies the procedures for any arrest, made with or without a warrant, and includes the criteria for:

- a. *preparing reports;*
- b. *fingerprinting; and*
- c. *photographing.*

Commentary

The written directive should include procedures imposed by the U.S. Supreme Court, the courts of the applicable state and/or country, and any legislation pertaining to or governing the laws of arrest. Also included should be circumstances that permit a warrantless arrest; areas that may be searched incident to an arrest, both with and without a search warrant; procedures for handling persons asserting diplomatic or other forms of immunity (see also standards 61.1.3 and 1.1.4); and requirements that pertain to arrestee rights.

Procedures should specify those offenses where fingerprints and photographs are required. Refer to standard 44.2.2. The directive should be updated in a timely fashion so that it reflects new decisions that add to the substantive laws of arrest. All information should be kept current for persons subsequently arrested, e.g., address, photograph. (M M M M) (LE1)

1.2.8

(M M M M) (LE1) Strip/Body Cavity Search

The agency has written procedures for strip and body cavity searches. The procedures shall include:

- a. authority for conducting strip and body cavity searches with and without a warrant;*
- b. provisions for privacy and search by gender; and*
- c. reporting requirements.*

Commentary

Strip and body cavity searches are sometimes necessary for agency safety and security or to seize evidence of criminal activity. These searches, however, are highly intrusive and should be conducted within the limits of legal authority, out of public view, and with due regard for human dignity. Some body cavity searches may require special hygienic procedures and qualified medical personnel to conduct the search. The procedures should guide agency personnel in conducting strip and body cavity searches that will maximize safety, seize necessary evidence, and be considered reasonable by applicable judicial authority. (M M M M) (LE1)

1.2.9

(M M M M) (LE1) Bias Based Profiling

The agency has a written directive governing bias based profiling and, at a minimum, includes the following provisions:

- a. a prohibition against bias based profiling in traffic contacts, field contacts, and in asset seizure and forfeiture efforts;
- b. training agency enforcement personnel in bias based profiling issues including legal aspects;
- c. corrective measures if bias based profiling occurs; and
- d. a documented annual administrative review of agency practices including citizen concerns.

Commentary

Profiling, in itself, can be a useful tool to assist law enforcement officers in carrying out their duties. Bias based profiling, however, is the selection of individuals based solely on a common trait of a group. This includes but is not limited to race, ethnic background, gender, sexual orientation, religion, economic status, age, cultural group, or any other identifiable groups.

Law enforcement agencies should not condone the use of any bias based profiling in its enforcement programs as it may lead to allegations of violations of the constitutional rights of the citizens we serve, undermine legitimate law enforcement efforts, and may lead to claims of civil rights violations. Additionally, bias based profiling alienates citizens, fosters distrust of law enforcement by the community, invites media scrutiny, invites legislative action, and invites judicial intervention.

Law enforcement personnel should focus on a person's conduct or other specific suspect information. They must have reasonable suspicion supported by specific articulated facts that the person contacted regarding their identification, activity or location has been, is, or is about to commit a crime or is currently presenting a threat to the safety of themselves or others. Annually, the agency should include profiling related training that should include field contacts, traffic stops, search issues, asset seizure and forfeiture, interview techniques, cultural diversity, discrimination, and community support.

(M M M M) (LE1)

1.3.1

(M M M M) (LE1) Use of Reasonable Force

A written directive states personnel will use reasonable force when force is used to accomplish lawful objectives.

Commentary

None. (M M M M) (LE1) - Change Notice 5.5 (March 20, 2009)

1.3.2

(M M M M) (LE1) Use of Deadly Force

A written directive states that an officer may use deadly force only when the officer reasonably believes that the action is in defense of human life, including the officer's own life, or in defense of any person in imminent danger of serious physical injury. Definitions of conditional terms, such as those for reasonable belief, serious physical injury, or similarly used terms that are used to qualify the directive, shall be included.

Commentary

The intent of this standard is to establish a clear-cut agency policy on the use of deadly force that provides officers with guidance in the use of force in life-and-death situations and to prevent unnecessary loss of life. (M M M M) (LE1)

1.3.3

(M M M M) (LE1) Warning Shots

A written directive governs the discharge of "warning" shots.

Commentary

Generally, warning shots should be prohibited due to the potential for harm. If permitted, the circumstances under which they are utilized should be narrowly defined. (M M M M) (LE1)

1.3.4

(M M M M) (LE1) Use of Authorized Less Lethal Weapons

A written directive governs the use of authorized less lethal weapons by agency personnel.

Commentary

None. (M M M M) (LE1)

1.3.5

(M M M M) (LE1) Rendering Aid After Use of Weapons

A written directive specifies procedures for ensuring the provision of appropriate medical aid after use of lethal or less lethal weapons, and other use of force incidents as defined by the agency.

Commentary

the intent of this standard is to minimize the severity posed by obvious injuries or non-visible trauma commonly associated with some weaponless or hand-to-hand tactics. Such tactics may include neck holds, hard punches to the head, heart, or other vital organs, or restricting respiratory function. "Appropriate medical aid" does not place the burden on the agency to have each injured person immediately evaluated at a medical facility. "Appropriate medical aid" may include increased observation to detect obvious changes in condition, flushing chemical agents from the eyes, applying first aid, evaluation by paramedics, or for more serious or life threatening incidents, immediate aid by medical professionals. "Other use of force incidents as defined by the agency" may include procedures for the provision of medical aid to a person injured prior to contact with the agency, but the scope of this standard is limited to actions taken by agency personnel causing, or likely to cause injury. (M M M M) (LE1)

1.3.6

(M M M M) (LE1) Reporting Uses of Force

A written report is submitted whenever an employee:

- a. discharges a firearm, for other than training or recreational purposes;
- b. takes an action that results in, or is alleged to have resulted in, injury or death of another person;
- c. applies force through the use of lethal or less lethal weapons; or
- d. applies weaponless physical force at a level as defined by the agency.

Commentary

the intent of this standard is to establish use of force or response to resistance reporting systems within the agency for effective review and analysis (see standards 1.3.7 and 1.3.13). The reporting systems should help identify trends, improve training and employee safety, and provide timely information for the agency addressing use of force issues with the public. Early and accurate reporting helps establish agency credibility.

Software programs may be used to generate the necessary reporting elements of this standard or the agency may choose to use a variety of reporting methods to document use of force or response to resistance incidents, based on severity or other established criteria.

This standard could include documenting the pointing of weapons or using weaponless, hand-to-hand control techniques. These techniques include, but are not limited to: physical touching, gripping or holding, frisking, pain compliance measures, pressure point application, come-alongs, handcuffing, or other custodial procedures. It should be noted that some agencies have had success documenting this type of information, using a standard checklist report format associated with the arrest or incident report.

In deciding the threshold of when to generate a use of force or response to resistance report and how extensive the report needs to be, the agency should carefully examine all incidents wherein its employees have caused, or are alleged to have caused death or injury to another, have accidentally or intentionally discharged a firearm, or have applied weaponless force upon another to the extent it is likely to cause or lead to unforeseen injury, claim of injury, or allegations of excessive force, e.g., the use of neck holds, four point restraints (commonly referred to as the hog-tie restraint), punches, or kicks. the agency should also consider who is required to write reports when multiple employees were engaged in the same use of force incident.

If physically able, the primary employee involved should be required to verbally report his/her involvement within a specified time period. The verbal report should be committed to writing as soon as practical, thereafter. Written procedures should state by whom, when, and how the report will be submitted. The standard is not intended to document the display of weapons by employees or actions taken to euthanize animals. (M M M M) (LE1)

1.3.7

(M M M M) (LE1) Reviewing Reports of 1.3.6

The agency has a written procedure for an administrative review of each report required by standard 1.3.6.

Commentary

None. (M M M M) (LE1)

1.3.8

(M M M M) (LE1) Removal from Line of Duty Assignment, Use of Force

A written directive requires that any employee, whose action(s) or use of force in an official capacity results in death or serious physical injury, be removed from line-duty assignment, pending an administrative review.

Commentary

The purpose of this standard is twofold: to protect the community's interest when employees may have exceeded the scope of their authority in their actions or in their use of force and to shield employees who have not exceeded the scope of their authority from possible confrontations with the community.

The agency should consider removing from duty status all employees involved in a critical or traumatic incident, not limited to shootings, and may include incidents such as a fatal motor vehicle collision involving the employee. During the period of administrative leave or reassignment, the agency should consider provisions for post-incident debriefing or counseling for those employees involved. In some critical incidents, the employee's family may also require assistance.

The removal process may have a detrimental effect on employees involved. Agencies may wish to routinely include a review of these procedures during in-service training sessions (see standard 1.3.11) to enhance understanding of this procedure. (M M M M) (LE1)

1.3.9

(M M M M) (LE1) Authorization: Weapons and Ammunition

A written directive requires that only weapons and ammunition authorized by the agency be used by agency personnel in the performance of their responsibilities. The directive shall apply to weapons and ammunition carried both on and off duty, and must address:

- a. the types and specifications of all lethal and less lethal weapons approved for use, including those weapons used by members of tactical teams or other specialized personnel;*
- b. the types and specifications of ammunition approved for use, including ammunition used in specialized weapons for members of tactical teams or other specialized personnel;*
- c. the procedure for review, inspection, and approval of all weapons intended for use by each employee in the performance of duty, prior to carrying, by a qualified weapons instructor or armorer;*
- d. a process to remove unsafe weapons;*
- e. the procedure for maintaining a record on each weapon approved by the agency for official use; and*
- f. guidelines for the safe and proper storage of agency authorized firearms.*

Commentary

The intent of this standard is to establish strict agency control over all firearms, weapons, and ammunition it allows members to carry and use in the performance of their official duties, both on and/or off duty. Clear guidelines should be established for exact types and specifications of each category of weapon, including specialized weapons used by members of tactical teams or other specialized personnel. Written directives and the guidance provided through specific job descriptions should clearly describe the authority to carry and use weapons within the rules, regulations and laws established by local, regional, tribal, provincial, state or federal authority.

For firearms, the agency should establish an approval process. Each firearm should be identified, meet the agency's established criteria and be safe and in good working order. The user should demonstrate his or her proficiency in using the firearm on an approved qualifying course before being approved, in writing, by the agency, to carry and use the firearm. A certified firearms instructor or armorer should inspect and approve the firearm and oversee the proficiency testing.

A complete record of all weapons approved by the agency should be maintained. For firearms, the record should list the type, description, identifying model, and serial numbers of each firearm, as well as the identity of the owner or assignee. The record should also include the name of the official making the approval, the date of approval, the course fired, and all scores used to qualify the user on the demonstration of proficiency. All approvals should be conditional upon periodic requalification pursuant to procedures established to comply with standard 1.3.11. (M M M M) (LE1) - Change Notice 5.5 (March 20, 2009)

1.3.10

(M M M M) (LE1) Demonstrating Proficiency with Weapons

A written directive requires that only agency personnel demonstrating proficiency in the use of agency-authorized weapons be approved to carry such weapons.

Commentary

The intent of this standard is to cover the carrying and use, both on and off duty, of all weapons, such as handguns, shotguns, chemical sprays, or striking weapons (see standard 1.3.9). Demonstrated proficiency includes achieving minimum qualifying scores on a prescribed course; attaining and demonstrating a knowledge of the laws concerning the use of authorized weapons and knowledge of agency policy(s) on the use of force, escalating force, and deadly force; and being familiar with recognized safe-handling procedures for the use of these weapons. The instruction on and qualification with all weapons should be provided by a certified weapons instructor. (M M M M) (LE1)

1.3.11

(M M M M) (LE1) Annual/Biennial Proficiency Training

At least annually, all agency personnel authorized to carry weapons are required to receive in-service training on the agency's use of force policies and demonstrate proficiency with all approved lethal weapons and electronic controlled weapons that the employee is authorized to use. In-service training for other less lethal weapons and weaponless control techniques shall occur at least biennially. In addition:

- a. *proficiency training must be monitored by a certified weapons or tactics instructor;*
- b. *training and proficiency must be documented; and*
- c. *the agency must have procedures for remedial training for those employees who are unable to qualify with an authorized weapon prior to resuming official duties.*

Commentary

annual and biennial in-service use of force refresher training need not be as formal as entry level or recruit training. Use of force retraining can be accomplished through a combination of methods; for example, during shift briefing training sessions, reviewing legal updates on use of force issues, or conducting written or skills tests on use of force and less than lethal weapons during annual firearms qualifications courses. Proficiency levels should be established by the agency with input from certified weapons instructors or others in the agency that can validate the criteria. Demonstrated proficiency with less lethal weapons may consist of the same criteria used at entry level, or the course may be modified to either abbreviate or extend the training, based on the agency's experience with the weapon in the field.

The intent of bullet (c) is to ensure that remedial measures are provided, and that an employee failing to demonstrate proficiency with a weapon is not returned to duty with that weapon until such time as proficiency is demonstrated and documented.

Unless they are applied properly, neck restraints and other similar compliance techniques that rely on cutting off the flow of oxygen to the brain have the potential to cause serious injury or death. Therefore, any agency that authorizes the use of such techniques should ensure that its personnel are properly trained in the use of these techniques so that the possibility of injury is minimized. In addition to the initial training, the agency should also provide biennial refresher training to ensure that the skills required for proper application are maintained.

See also standard 33.5.1. Training should be commensurate with the limits and scope of the employees' job responsibilities, e.g., an agency property guard having no arrest authority may be issued a baton and chemical agent, but training proficiency need only cover defensive moves. The curriculum for sworn officers would be more extensive based on the scope of their authority to use force in making arrests. (M M M M) (LE1)

1.3.12

(M M M M) (LE1) Issuing Written Directives

A written directive requires that all agency personnel authorized to carry lethal and less lethal weapons be issued copies of and be instructed in the policies described in standards 1.3.1 through 1.3.5 before being authorized to carry a weapon. The issuance and instruction shall be documented.

Commentary

None. (M M M M) (LE1)

1.3.13

(M M M M) (LE1) Analyze Reports from 1.3.6

Annually, the agency conducts an analysis of its use of force activities, policies and practices.

Commentary

A review of incidents of force may reveal patterns or trends that could indicate training needs, equipment upgrades, and/or policy modifications. The process of collecting and reviewing the reports is also critical to this analysis. (M M M M) (LE1)

Chapter 3 Introduction

Enforcement Services

The provision of law enforcement services should be based on a precise written agreement. Necessary elements of the agreement include a description of the services to be provided, the cost of the services, if any, how payments are to be made, the issuance of reports and keeping of records, as well as procedures for amendment, renewal, and cancellation. Provisions for any lawsuits or payments of damages that arise from the provided services should be included in the contract as should provisions for hiring and disciplining provider personnel, for assigning specific duties to provider personnel, and for establishing equipment and property ownership and use. Standards in this chapter pertain to the agency providing a law enforcement service.

Law enforcement service includes the following traditional public safety activities, which are performed over a specified time period: patrol services; investigative services; the housing of detainees; communications performed for another law enforcement agency (note: this does not include dispatching services for fire or emergency medical service); automated or manual fingerprint identification; record keeping for law enforcement files; and property management.

This chapter does not pertain to those services that may be furnished by a commercial vendor, e.g., photo development, laboratory services, towing services. Additionally, this chapter does not address extra-duty assignments, e.g., security at high school or university functions, sporting events (see standard 22.3.4).

3.1.1

(M M M M) (LE1) Written Agreement for Services Provided

A written agreement exists governing law enforcement services provided by the agency, and includes:

- a. a statement of the specific services to be provided;*
- b. specific language dealing with financial agreements between the parties;*
- c. specification of the records to be maintained concerning the performance of services by the provider agency;*
- d. language dealing with the duration, modification, and termination of the contract;*
- e. specific language dealing with legal contingencies;*
- f. stipulation that the provider agency maintains control over its personnel;*
- g. specific arrangements for the use of equipment and facilities; and*
- h. a procedure for review and revision, if needed, of the agreement.*

Commentary

The elements of contract law enforcement services should be identified in a written agreement. At a minimum, the subjects listed in the bullets of this standard should be addressed. Additional clauses may clarify other identified needs or agreements. (M M M M) (LE1)

Chapter 11 Introduction

Standards in this chapter relate to organization and administration of the agency and the application of basic organizational principles, such as organizing by function, ensuring unity of command, delineating responsibility, and delegating authority.

No attempt has been made to suggest specific organizational structures or specific titles or designations for various organizational components. To do so would limit flexibility and would make it difficult to accommodate the resources and capabilities of individual agencies.

Although basic organizational principles are emphasized in this chapter, agencies with the capacity to go beyond the application of basic principles are encouraged to explore innovative approaches to organization.

Standards in (subchapter 11.4 General Management and Administration) relate to the general management and administration of the agency, including the agency's reporting system and the forms used. The agency's administrative reporting system will most likely be affected by new systems established through self-assessment or changes in technology. The agency should ensure that its reporting systems are providing timely information needed for the effective management of the organization. Numerous time-sensitive reporting systems (inspections, analyses, audits, reports) are affected by specific accreditation standards. Performance in these time-sensitive areas will be a focus of on-site assessments.

11.1.1

(M M M M) (LE1) Description of Organization

A written directive describes the agency's organizational structure and functions and is available to all personnel.

Commentary

The agency may determine its own organizational structure. In organizing/reorganizing, the agency should consider applicable standards within the various chapters of the standards manual. The intent of this standard is to provide a written description of the agency's organization. The agency's organizational chart (see standard 11.1.2) should coincide with this description.

Functional responsibility may be assigned to an individual position or a component specifically created and staffed (subchapter 16.1 Allocation and Distribution of Personnel). Functional responsibility for several activities could also be assigned to a single position or component, as needed. (M M M M) (LE1)

11.3.1

(M M M M) (LE1) Responsibility/Authority

A written directive requires that:

- a. responsibility is accompanied by commensurate authority; and*
- b. each employee is accountable for the use of delegated authority.*

Commentary

At every level within the agency, personnel should be given the authority to make decisions necessary for the effective execution of their responsibilities. The delegation of authority should be consistent with the agency's organizational values and mission statement. (M M M M) (LE1)

11.4.5

(M M M M) (LE1) Notify CEO of Incident with Liability

A written directive describes the procedure for notifying the agency's chief executive officer or designee of incidents where there may be a question as to the agency's liability or those which may result in heightened community interest.

Commentary

The directive should specify the nature of those incidents that should be brought immediately to the attention of the agency's chief executive officer and those that can be postponed to a later time. An agency should carefully examine all incidents wherein its employees have allegedly performed in a manner that created an increased likeliness of death or serious injury to persons or significant loss of property. (M M M M) (LE1)

Chapter 12 Introduction

Standards in this chapter relate to direction and supervision. They are concerned with chain of command, chief executive officer authority, supervisory accountability, and a written directive system.

Accredited agencies must have a formal written directive system. The system can be in paper or electronic form. Components of the written directive system should be suited for the specific communications needs and capabilities of the agency. Clarity and rapid access to information are essential to effective implementation of agency written directives.

The agency's written directive system should evolve from its legal authority, core values, and mission statement. All agency personnel should have a clear understanding of their individual discretionary powers in carrying out their duties in accordance with agency written policy, procedure, rules, and regulations.

The glossary terms written directive, policy, procedure, and rules and regulations should be reviewed carefully before assembling proofs of compliance for written directive standards to avoid confusion with agency terminology. Some standards require a specific category of written directive. For example:

- A written directive is a general term, encompassing other categories;
- A policy is broad declaration of agency intent, goals, mission, etc;
- A procedure contains step-by-step guidelines or requirements; and
- A plan is developed in anticipation of a future event.
- To ensure proper compliance with each standard, carefully compare the proofs of compliance with the type of directive listed in the standard statement.

12.1.2

(M M M M) (LE1) Command Protocol

A written directive establishes the command protocol for the following situations, at a minimum:

- a. in the absence of the chief executive officer;*
- b. in exceptional situations;*
- c. in situations involving personnel of different functions engaged in a single operation; and*
- d. in normal day-to-day agency operations.*

Commentary

A system of succession should be established to ensure that leadership is available when the agency's chief executive officer is incapacitated, off duty, out of town, or otherwise unable to command. For anticipated absences for extended periods, the CEO should designate, in writing, an "acting" authority. Command also may be predetermined for certain emergency or critical incidents (see Chapter 46 Critical Incidents, Special Operations and Homeland Security) and for specific operational activities. Command protocol should clarify authority, alleviate confusion, and ensure uninterrupted leadership (see standard 61.2.3). (M M M M) (LE1)

12.1.3

(M M M M) (LE1) Obey Lawful Orders

A written directive requires employees to obey any lawful order of a superior, including any order relayed from a superior by an employee of the same or lesser rank. The directive must also include procedures to be followed by an employee who receives a conflicting or unlawful order.

Commentary

None. (M M M M) (LE1)

12.2.1

(M M M M) (LE1) The Written Directive System

The agency has a written directive system that includes, at a minimum, the following:

- a. *agency values and mission statement;*
- b. *a statement that vests in the agency's chief executive officer the authority to issue, modify, or approve agency written directives;*
- c. *identification of the persons or positions, other than the agency's chief executive officer, authorized to issue written directives;*
- d. *a description of the written directives system format;*
- e. *procedures for indexing, purging, and revising directives;*
- f. *statements of agency policy;*
- g. *rules and regulations;*
- h. *procedures for carrying out agency activities; and*
- i. *procedures for review of proposed or revised policies, procedures, rules, and regulations prior to their promulgation to ensure they do not contradict other existing agency directives or applicable law.*

Commentary

The agency should establish a formal written directive system to provide employees with a clear understanding of the constraints and expectations relating to the performance of their duties. The written directive system should permit rapid access to individual policies, procedures, rules and regulations, and should differentiate types of directives, e.g., general order, special order, personnel order.

Each agency has the latitude to use a variety of types of written directives. However, the agency should make it clear what level of authority is required to issue each type of directive, e.g., only the CEO may issue rules and regulations, division commanders may issue standard operating procedures. The agency should also make it clear that a written directive pertaining to a subordinate component may not contradict a directive issued by a higher level authority, e.g., a division procedures manual may not contradict an agency-wide regulation. Every written directive should be reviewed annually by the issuing authority to determine if changes should be made because of changed circumstances or occurrences during the previous year. (M M M M) (LE1)

12.2.2

(M M M M) (LE1) Dissemination and Storage

A written directive establishes procedures for the dissemination and storage of agency written directives, and addresses at a minimum, the following:

- a. *dissemination of existing, new, or newly revised directives to all affected personnel whether (1) in hard-copy form or (2) through a computerized documentation system, backed up by hard copies of the directives or electronic media containing the directives in sufficient number to place at specified accessible locations for reference by all affected personnel;*
- b. *storage of written directives whether (1) by their incorporation into manuals or (2) by their storage in a computerized documentation system and placement of hard copies in manuals or electronic media containing the directives placed at specified accessible locations for reference by all affected personnel; and*
- c. *acknowledgment indicating receipt and review of disseminated directives by affected personnel whether in written form or in some other way that is at least equally effective.*

Commentary

Regarding the option of disseminating written directives in hard-copy form, the agency may either distribute the directives to each person affected by them or place the directives at specified locations if timely access to the directives for reference by affected personnel can be assured. Regarding the computerized dissemination system, back-up copies in an accessible media form are placed at specified accessible locations so that personnel can refer to directives in a timely manner when, for example, the computerized documentation system is not operating or otherwise inaccessible.

Bullet (c) requires that, within a reasonable period after issuance, employee receipt and review is documented. In the context of a computerized documentation system, "receipt" means that an issued directive has been electronically accessed, or printed out by the intended recipient. "Acknowledgment" means the recipient creates a record of each receipt and review. The task of assuring that recipients correctly understand written directives is, in part, a function of training, such as noted in standards 33.4.1, 33.5.1 and 33.7.1. (M M M M) (LE1)

Chapter 15 Introduction

Standards in (subchapter 15.1 Planning and Research) relate to the planning and research activities of the agency. Planning is the development of strategies for bringing about a desirable future condition. Planning for a law enforcement agency involves the development and utilization of limited personnel, equipment, and resources in ways that will favorably affect future public welfare. Depending on their size and mandate, all law enforcement agencies should perform certain planning functions.

Standards in (subchapter 15.2 Goals and Objectives) relate to agency goals and objectives.

Crime analysis (subchapter 15.3 Crime Analysis) is a law enforcement agency function whereby data relating to crime are collected, collated, analyzed, and disseminated. Data are primarily generated from records and reports within the law enforcement agency. Additional data may be obtained from outside sources, such as other law enforcement agencies, other agencies of the criminal justice system, other government agencies, and private organizations.

Crime analysis represents a system utilizing regularly collected information on reported crimes and criminals to prevent and suppress crime and to apprehend criminal offenders. Crime analysis is a scientific process in the sense that it involves the collection of valid and reliable data, employs systematic techniques of analysis, and seeks to determine, for predictive purposes, the frequency with which events occur and the extent to which they are associated with other events. The collection, analysis, and distribution of readily available crime data information to affected personnel will enhance agency effectiveness.

The information obtained by analyzing the data is used to support management and operations. Line function officers are provided with information that can benefit them in the development of daily operational and tactical plans. Staff functions receive information for use in strategic planning as it relates to such topics as crime trends, agency resource allocation, crime prevention, and other associated areas. The standards in this chapter address crime analysis as it relates to both strategic and tactical activities.

15.2.1

(M M M M) (LE1) Annual Updating/Goals and Objectives

A written directive requires the formulation and annual updating of written goals and objectives for the agency and for each major organizational component within the agency. Established goals and objectives are made available to all agency personnel.

Commentary

Commanding officers should be held accountable for those portions of the agency's goals and objectives that relate to their functions. For purposes of this standard, a "major component" is a bureau, division, or other component depicted on the organizational chart as the first or second level below the agency's CEO, or the CEO may designate the organizational levels or functions for participation. (M M M M) (LE1)

Chapter 16 Introduction

And Personnel Alternatives

Standards in the first section of this chapter are intended to encourage the appropriate deployment of personnel by determining service demands through the use of (1) workload assessments and (2) computer-based or manual methods of personnel allocation and distribution.

Workload assessments are not necessarily scientific determinations of needs for service but rather involve deliberations to ascertain the number of personnel necessary to complete a specific number of tasks or to fulfill certain objectives. In contrast, some systems for allocating patrol, traffic, and investigative personnel and for distributing patrol personnel may use computer based technology or specific formulas for deploying personnel. While the patrol component of the agency is usually analyzed more frequently to determine workload and establish reasonable response times to calls for service, all components of the agency should be periodically assessed for workload and service demands to ensure the best possible service to the public.

Standards in (16.1 Allocation and Distribution of Personnel) address the allocation and distribution of personnel. Allocation, as defined here, is the determination of the overall numbers of personnel for the agency and for each organizational component within the agency. Personnel are distributed within a component according to various needs, e.g., temporal requirements, geographical coverage, community policing strategies, and service demands.

Standards in (16.2 Specialized Assignment) involve establishment of a means for governing specialized assignments as well as procedures related to announcement of openings and the specification of selection criteria related to specialized assignments.

Standards in the remaining two sections of this chapter are intended to encourage the utilization of civilian employees, where appropriate, and ensure that law enforcement officers are assigned to activities requiring law enforcement authority or expertise. Personnel alternatives are not intended as a substitute for law enforcement officers in those positions requiring law enforcement authority. Rather, personnel alternatives are intended to achieve the use of law enforcement officers in the appropriate configuration supported by civilian staff.

Standards in (16.3 Reserves) cover part-time, trained, sworn law enforcement officers used to supplement, but not replace, full-time, sworn personnel.

Standards in (16.4 Auxiliaries) cover volunteers selected on the basis of their interest in and concern for the needs of law enforcement. Auxiliaries do not have the authority to make a full custody arrest.

16.3.1

(M M M M) (LE1) Program Description

A written directive establishes and describes the agency's reserve officer program.

Commentary

terminology describing reserve officers can vary from jurisdiction to jurisdiction and for the purpose of this manual, the glossary term will be used. Reserve officers generally assist full-time sworn personnel in the day-to-day delivery of law enforcement services and for emergencies, consistent with applicable law. To accomplish these tasks, they may require law enforcement powers equivalent to those of full-time officers. The directive should describe the duties and responsibilities of reserve officers, define their authority and discretion in carrying out their duties, including any limitations or restrictions to this authority, and delineate the amount of supervision they are to receive. (M M M M) (LE1)

Commission Interpretation (November 16, 2001)- The Commission acknowledges that some agencies utilize reserve officers who do not meet the definition of an "employee." For example, some agencies utilize volunteer reserve officers and the absence of wages or salary exclude them from the definition. For the purpose of this Standards Manual all reserve officers shall be considered "employees" when applying standards dealing with performance evaluations. Procedures and forms used for evaluating the performance of the agency's reserve officers may be the same as those used for full-time sworn officers or they may differ significantly, based on distinctions made in the role, scope of authority, or responsibilities of the reserve officer.

16.3.2

(M M M M) (LE1) Selection Criteria

Excluding the educational requirements for reserve officers, the selection criteria for reserves relating to knowledge, skills, and abilities are the same as that for full-time officers.

Commentary

Experience, physical condition, and other job related selection criteria applicable to full-time officers apply equally to reserves. The process of selection may be different from that of full-time officers, but the criteria are the same, with the exception of educational requirements which are addressed in 16.3.9. (M M M M) (LE1) - Change Notice 5.7 (November 20, 2009)

16.3.3

(M M M M) (LE1) Entry Level Training

The agency requires all sworn reserve officers to complete a recruit academy training program comparable to that required in standard 33.4.1, prior to any routine assignment in any capacity in which the reserve officer is allowed to carry a weapon or is in a position to make an arrest, except as part of a formal field training program required in standard 33.4.3. If the agency restricts or prohibits reserves from performing specific functions, topics related to those functions may be omitted from the curriculum.

Commentary

The intent of this standard is to ensure that reserve officers receive training equal to that required of full-time officers in those areas of assigned duties and responsibilities. The training should be the same as that received by full-time officers or an equivalent, parallel course that meets the requirements of standard 33.4.1. The subject matter in the training program should cover topics related to assigned duties and responsibilities to the same extent that full-time officers are trained to perform like functions. Training hours and schedule may vary to accommodate the reserve schedule and the course duration may be extended.

If a comparable recruit-training program for reserves exists in the state, successful completion of this program may fulfill the requirements of this standard. (M M M M) (LE1)

Commission Interpretation (March 14, 2008)-If the reserve officer state certification training does not include critical task training identified by CALEA for the responsibilities performed by the reserve officer, such training must be delivered. Those critical tasks include: Community Interaction; Introduction to Basic Law; Post Crime Considerations; Introduction to Traffic; Field Activities; Use of Force; First Aid for Criminal Justice Officers; Law Enforcement Vehicle Operations; and Personnel. Further information regarding critical tasks may be found on the CALEA website.

16.3.5

(M M M M) (LE1) In-Service Training

Reserve officers receive in-service training equivalent to that statutorily required for full-time officers performing like functions.

Commentary

None. (M M M M) (LE1)

16.3.6

(M M M M) (LE1) Use of Force Training & Firearms Proficiency

Reserve officers are trained in use of force policy(s) and tested for weapons proficiency with the same frequency as full-time officers in accordance with standard 1.3.11.

Commentary

Reserve officers' schedules may not permit participation in regularly scheduled weapons training. They should qualify either as a part of the regularly scheduled program or in a special reserve qualifications program. Qualifying standards and scores for reserve officers should be identical to those for regular officers. (M M M M) (LE1)

16.4.2

(M M M M) (LE1) Training

Auxiliaries receive training in those authorized and assigned duties.

Commentary

Auxiliaries may provide services to support any law enforcement duties not requiring sworn officer status. However, if the agency chooses to use them, auxiliaries should receive training appropriate to the duties anticipated. (M M M M) (LE1)

Chapter 17 Introduction

Agency Property

Standards in this chapter relate to administration, budgeting, purchasing, accounting, and procedures for the inventory and control of agency-owned or leased property.

Authority and responsibilities for fiscal management should be established in writing. There should be provisions for obtaining the input of the heads of major organizational components within the agency and for the agency's chief executive officer to participate in the agency's budget deliberations.

No attempt has been made to suggest a preference for any one budgetary system over another, primarily because the nature of the agency's system is usually determined by the kind of system in use in the government.

There should be provisions for managing the purchasing process consistent with authorized budget approvals and for making purchasing as effective and efficient as possible.

Accounting procedures should be compatible with those of the governing jurisdiction. Many functions/components within an agency receive, manage, and disburse monies. A variety of investigative functions maintain funds for informants, buy-money, and undercover expenses. Support functions may receive cash for fees, licenses, fines, or other purposes on behalf of the agency or to assist another agency after hours or on weekends and holidays. Fees are frequently charged for services, such as photocopying, fingerprinting, and record checks.

Finally, internal activities are sometimes operative which generate funds for the good of all employees, charitable donations, or traveler's aid. All such funds should be recorded, managed under the same procedural guidelines, and audited. The accounting system is intended to prevent budget discrepancies and to make sure that the projected flow of funds is proceeding as planned.

Lastly, this chapter deals with the management of agency-owned or leased property. Standards address the inventory of existing capital assets, procedures for adding and replacing assets and equipment, and maintaining equipment in a state of operational readiness.

17.4.2

(M M M M) (LE1) Cash Fund/Accounts Maintenance

A written directive lists all cash funds or accounts where agency personnel are permitted to receive, maintain, or disburse cash and governs the maintenance of those accounts. The written directive includes, at a minimum:

- a. a balance sheet, ledger, or other system that identifies initial balance, credits (cash income received), debits (cash disbursed), and the balance on hand;*
- b. receipts or documentation for cash received;*
- c. authorization for cash disbursement, including CEO authorization for expenses in excess of a given amount;*
- d. records, documentation, or invoice requirements for cash expenditures;*
- e. persons or positions authorized to disburse or accept cash; and*
- f. quarterly accounting of agency cash activities.*

Commentary

It is imperative supervisors closely monitor all cash accounts and that the agency establish procedures to ensure proper handling of all cash. These procedures are inclusive of petty cash funds, cash received in records, investigative funds (see standard 43.1.3 in reference to budgeting of confidential funds), and all other instances where cash funds are maintained or cash is received or disbursed. (M M M M) (LE1)

17.5.3

(M M M M) (LE1) Operational Readiness

A written directive designates that maintaining stored agency property in a state of operational readiness is a responsibility of the person or unit to which the property is assigned.

Commentary

The property management function is responsible for ensuring that stored items of the agency's equipment-such as radios, handcuffs, batons, and items of special equipment, such as radar, cameras, and closed-circuit TV surveillance devices are maintained in a state of operational readiness. The term "operational readiness" includes care and cleaning, preventive maintenance, repair, workability, and responsiveness. The operational readiness of equipment should be inspected at regular intervals. (M M M M) (LE1)

Chapter 21 Introduction

Standards in this chapter relate to task analysis, classification, and processes and procedures used to describe the nature of the work performed by the agency employees.

Human resource management literature utilizes many terms to describe work activities-job, position, duty, function, task, job element, job dimension, and responsibility-and analysts utilize the terms differently. The most commonly used definitions of key evaluation terms have been selected for use in this chapter and are specifically defined in the glossary.

The glossary term task analysis is used to describe a systematic, structured process for dissecting a job into its basic parts. In all forms, a task analysis entails the identification of the important or essential elements of a job. In most situations, this involves an identification of the important or essential work behaviors and the skills, knowledge, and abilities (SKA's) required for these work behaviors.

The results of a successful task analysis will provide the foundation for a wide variety of personnel, administration, and management functions. These functions include developing job descriptions, establishing a job classification and compensation plan, providing a job-related focus for developing and implementing recruitment strategies, developing and validating hiring and promotion procedures, establishing spans of control, determining training requirements, and evaluating employee performance. Furthermore, the comprehensive, objective data generated by task analysis can provide strong evidence in legal and judicial proceedings concerning hiring and promotion programs.

21.2.2

(M M M M) (LE1) Job Description Maintenance and Availability

The agency maintains current job descriptions covering all employees, which are made available to all personnel.

Commentary

Statements of duties and responsibilities for each job within the agency should be prepared and made available to managers, supervisors, and all other agency employees. Such statements are key elements in achieving more effective management and supervision. (M M M M) (LE1)

Chapter 22 Introduction

Conditions of Work

Compensation and benefits programs should be documented, fairly and equitably applied, and competitive with compensation and benefits offered in the labor market.

While in many jurisdictions a central personnel agency is responsible for defining and administering personnel functions for all local agencies, including the law enforcement agency, the chief executive officer should retain certain prerogatives and control of compensation and benefits provided employees. The chief executive officer should also have a role in the development and review of applicable policies and programs relative to compensation, benefits, and conditions of work.

22.2.2

(M M M M) (LE1) Benefits Program

The agency has written directives that describe the following personnel programs:

- a. retirement program;*
- b. health insurance program;*
- c. disability and death benefits program;*
- d. liability protection program; and*
- e. employee educational benefits, if any.*

Commentary

The agency's retirement program may be provided by a local jurisdiction, the state, or the federal Social Security Act. The program may indicate a minimum-age requirement and a mandatory age for retirement. The directive should note the extent to which each benefit is available to the various classes of personnel employed by the agency (full-time, part-time, auxiliary, and reserve personnel, as appropriate).

The agency should, through insurance programs or direct financial support, provide compensation for temporary, partial, or total service connected disability. A monthly compensation for survivors in case of a service-connected death should be provided.

Specific provisions of the liability protection program should cover employees for actions or omissions directly related to their law enforcement function. The program should protect employees from liability arising from acts or omissions leading to personal injury, death, or property destruction that, in turn, could lead to legal civil action against them.

When offered, educational benefits go beyond those opportunities provided employees through in-service, specialized, and advanced training. Generally, the employees pursue higher education on their own initiative and on their own time. Because the value of employees to the organization is enhanced by their continuing education, the agency should encourage and facilitate their pursuit of higher education and provide whatever tangible benefits it can to them for academic achievement. Educational benefits may include leave, scheduling adjustments and accommodation, tuition reimbursement, and salary augmentation based on educational achievement (see standard 33.1.3). (M M M M) (LE1)

22.2.4

(M M M M) (LE1) Victim Witness Services/Line of Duty Death

A written directive defines assistance services to be rendered to agency personnel and their families following line-of-duty deaths or serious injuries.

Commentary

Appropriate agency-provided services include notifying the family of the dead or injured officer in a timely, personal manner, assisting the family at the hospital, supporting the family at the funeral and burial, helping the family with legal and benefits matters, counseling the family regarding finances and other possible problems, supporting the family during criminal proceedings (if any), and maintaining long-term contact with the family and keeping informed of family needs. Agencies should review line of duty death related resources periodically to ensure contact numbers and support information remains contemporary and appropriate for distribution to affected families or beneficiaries. (See Chapter 55 Victim/Witness Assistance). (M M M M) (LE1)