

# FLORENCE POLICE DEPARTMENT GENERAL ORDER

<b>Subject:</b> <b>POSITION MANAGEMENT SYSTEM</b>	<b>Procedure:</b> General Order 7.1.1 CALEA 16.1.1	<b>Total Pages:</b> 8
<b>Authorizing Signature:</b>  Original with Authorizing Signature on File	<b>Effective:</b> 1/7/19 <input type="checkbox"/> <b>New</b> <input checked="" type="checkbox"/> <b>Amended</b> <input type="checkbox"/> <b>Rescinds</b>	

**I. POLICY**

It is the policy of this Department that the allocation and distribution of personnel shall be based on analysis of workload demands for the different operational units within the Department.

**II. PURPOSE**

This written order establishes departmental policy for the allocation and distribution of personnel within the Department. The proper allocation and distribution of police personnel, including civilians, throughout Department organizational components, is of paramount importance. Over or under staffing any department unit can be detrimental to the efficient operation of the entire Department.

**III. SCOPE**

This written order is applicable to all supervisory personnel.

**IV. RESPONSIBILITY**

It shall be the responsibility of all supervisory employees to comply with this directive.

**V. DEFINITIONS**

- A. **ALLOCATION:** The determination of the overall number of personnel for the Department and for each of the components within the Department.
- B. **DISTRIBUTION:** The placement of a specific number of personnel into assigned areas of responsibility within an organizational component.

**VI. ALLOCATION AND DISTRIBUTION OF PERSONNEL**

- A. **POSITION MANAGEMENT SYSTEM:** The Office of the Chief of Police will be responsible for the publication and maintenance of a table of organization for the Florence Police Department. The table of organization will be developed by the Chief of Police and the Command Staff, and will include:
  - 1. The number and type of each position authorized in the current budget;
  - 2. The location of each authorized position within the Department's

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organization structure; and

3. Position status information, whether filled or vacant, for each authorized position.

B. WORKLOAD ASSESSMENTS

1. The allocation and distribution of personnel to and within Department components shall be based on a workload assessment and analysis which should include:
  - a. The nature of the task;
  - b. The number of tasks performed;
  - c. The location of the task, or;
  - d. The complexity of the task, or;
  - e. The time requirement of the task.
2. The workload assessment and analysis shall be conducted annually by the Command Staff during discussions concerning the annual budget.

C. SPECIFIC PATROL PERSONNEL ALLOCATION / DISTRIBUTION

1. Personnel allocations and distributions in the Operations Bureau shall be based on a workload assessment and analysis. The assessment and analysis shall be conducted annually by the Deputy Chief of Operations or designee. The assessment and analysis shall be based on:
  - a. The number of incidents handled by Operations personnel;
  - b. The geographic location of incidents;
  - c. The zone in which the incident occurred;
  - d. The hours for each work shift;
  - e. Specific time periods.
  - f. Regular off days and leave days (vacation, holiday, etc.).
  - g. The number of officers available to perform required tasks.
2. All information required to conduct the assessment / analysis for allocation and distribution is:
  - a. Supplied through the Deputy Chief of Operations' Office and;
  - b. Gathered through the Computer Aided Dispatch or other computer systems.
3. The Department shall maintain a map of its service area organized into identified reporting areas. The reporting areas shall:

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- a. Be identified by zone number;
  - b. Utilize the same zone number system for patrol, dispatch, and statistical analysis; and
  - c. Utilize natural boundaries when possible (i.e., arterial streets).
4. The Deputy Chief of Operations or designee shall tabulate incidents by reporting areas as part of the annual workload assessment and analysis.

D. SPECIALIZED PROGRAMS & ASSIGNMENTS

1. Annually, Captains shall evaluate all specialized units under their command to determine:
  - a. Whether each specialized unit should be continued; and
  - b. The needs of each unit that is continued.
2. The evaluation should include, but not be limited to:
  - a. Re-evaluation of the initial problem or condition which caused the unit's implementation; and
  - b. A cost/benefit analysis of the unit's operations.
  - c. Many special unit personnel are required to participate in physically demanding activities. The special unit commander may require a physical fitness evaluation to ensure the members of these units are capable of performing these tasks. The unit commander may use the APOST minimum standards physical fitness test or any test he/she feels best measures the job specific task for that unit. The assessment and test will be conducted and documented by the specials unit commander or his/her designee. All results will be forwarded to the accreditation manager to be included in the annual evaluation.
3. The specialized programs/assignments to be reviewed are:
  - a. BIKE PATROL - Officers are selected and trained to provide a visible police presence through the use of police bicycles. This program was initially implemented to augment patrols at special events and to assist with the department's community policing efforts.
  - b. CANINE UNIT – Officer/Canine teams that are selected and trained to augment patrol services. This program was initially implemented to improve the department's capability to locate and apprehend serious criminal offenders; and to identify and locate contraband.

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- c. COMMUNITY MENTAL HEALTH OFFICERS – Officers are selected and trained to intervene in crisis situations involving people who are mentally ill. This program was initially implemented to improve the department’s response to calls involving persons with mental illness.
- d. COMMUNITY POLICE OFFICERS – Officers are selected and given assignments designed to improve our department’s community policing efforts. This program was initially implemented to identify solutions to ongoing problems and to address quality of life issues.
- e. CRASH REDUCTION UNIT – Officers are selected and trained to investigate vehicle crashes and to enforce traffic laws. This program was initially implemented to reduce traffic collisions through the enforcement of traffic laws, and by engaging in public awareness campaigns.
- f. CRIMINAL INVESTIGATIONS – Officers are selected and trained to conduct follow-up investigations into criminal activity; identify, locate and apprehend criminal offenders; and present their findings to the district attorney’s office.
- g. DRUG TASK FORCE AGENT – Officers are selected and trained to conduct investigations into drug activity. This program was initially implemented to improve the department’s ability to investigate and arrest persons involved in illegal drug activity.
- h. FIELD TRAINING OFFICERS – Officers are selected and trained to provide instruction and direct supervision to newly recruited officers of the department. This program was initially implemented to improve the department’s training and orientation of its new officers.
- i. FIREARMS INSTRUCTOR – Officers are selected and receive special training to enable them to provide firearms training and instruction to sworn personnel. This program was implemented to provide instructors who oversee departmental firearms training and qualification.
- j. HAZARDOUS DEVICES UNIT – Officers are selected and receive specialized training in explosive ordnance disposal techniques. This program was implemented to improve the department’s capabilities of handling situations involving hazardous devices.
- k. HONOR GUARD – Officers are selected, outfitted, and trained to represent our department at special functions and memorial services. This program was initially implemented

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so that our department could be properly represented at special functions and memorial services.

- l. HOUSING AUTHORITY UNIT – Officers are selected to work in the public housing complexes in the city. This program was implemented so officers, using a community policing approach, would have regular interaction with residents in order to reduce crime and improve the overall quality of life within the housing areas.
- m. MOUNTED PATROL – Officers are selected and trained to provide a visible police presence through the use of police mounts. This program was initially implemented to augment patrols at special events and to assist with the department's community policing efforts.
- n. SCHOOL RESOURCE OFFICERS – Officers are selected and trained to work full-time inside the Florence City Schools. This program was initially implemented to provide a safe and secure school environment for the students, teachers, and staff; and to assist with the department's community policing efforts.
- o. SOCIAL MEDIA OFFICER – An Officer is selected and will work full time within the CPO Unit. This Officer must have a high level of social media experience. He or she will be required to facilitate a strong social media presence for the Department. This includes, but is not limited to recruiting, public safety, and community engagement information.
- p. SWAT – Selected officers receive specialized training and equipment for response to high risk situations. This program was implemented in order to form a highly trained and skilled unit. This unit is capable of responding to potentially violent, high risk situations that exceed the capabilities of a regular patrol shift.
- q. STREET CRIMES UNIT – Officers are selected to conduct plain clothes investigations including but not limited to: street level narcotics investigations, quality of life investigations, vice investigations, and other investigations into criminal activity that requires the use of unmarked or covert operations.
- r. TECHNICAL SERVICES OFFICER – An officer selected to provide IT support and maintenance over departmental computer hardware and software. This position was implemented in order to designate an individual with the capabilities to offer required IT support and maintenance.

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- s. WARRANT OFFICER – An Officer designated to serve warrants and perform the bailiff function at municipal court. This position was implemented to increase the number of warrants cleared by arrest and to provide a police presence at municipal court.
- t. WATER RESCUE & RECOVERY UNIT – Officers selected and trained to provide police services on area waterways. This program was implemented in order to improve our ability to police local bridges and dams, to conduct underwater crime scene investigations, and to provide the ability to conduct water rescues and recoveries.

E. SPECIALIZED ASSIGNMENT VACANCY ANNOUNCEMENTS:

1. VACANCY ANNOUNCEMENT:

- a. The Office of the Chief of Police will issue a vacancy announcement for all special assignments. (For security reasons, it will not be necessary for the agency to announce, in writing, openings for undercover or similar assignments.)
- b. The vacancy announcement will identify eligibility requirements for the assignment which may include:
  - 1) Skills, knowledge, and ability required for the assignment;
  - 2) Formal education and/or relevant training;
  - 3) Required length of experience; and
  - 4) Required skills and/or training.
- c. The vacancy announcement will establish an effective closing date for the announcement.
- d. The vacancy announcement will describe what evaluation criteria will be utilized during the selection process.
- e. Officers wishing to apply for the assignment listed in the vacancy announcement will follow the application instructions contained within the notice.

2. SELECTION PROCESS:

- a. All candidates who are deemed eligible to compete for an announced vacancy will be given equal consideration by undergoing the same selection process as the other candidates.
- b. All personnel are limited to participate in only two (2) of the following specialty units.
  - 1) Bike Patrol

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- 2) EOD
- 3) Mounted Patrol
- 4) Dive Team
- 5) SWAT
- 6) Canine Unit
- 7) Honor Guard

c. The process may vary depending upon the nature of the assignment. The supervisor making the selection may use the assessment technique they feel most appropriate to evaluate the candidates including but not limited to:

- 1) Interviews;
- 2) Practical exercises;
- 3) Tests;
- 4) Review of evaluations/performance; and/or
- 5) Any combination of these.

d. SENIORITY: Consideration may be given to seniority using the following criteria in order of precedence:

- 1) Department Need;
- 2) Job Performance;
- 3) Seniority by Shift/Unit; and
- 4) Department Seniority.

3. ASSIGNMENT BY THE CHIEF: The Chief of Police may assign an officer to a special assignment position without publication or selection process if he deems the assignment to be in the best interest of the Department.

F. TEMPORARY/ROTATING ASSIGNMENTS

1. ANNOUNCEMENT/SELECTION: All temporary/rotating assignments will follow the same vacancy announcement, criteria for selection of personnel, and the description of selection procedures covered elsewhere in this policy.

2. POSITIONS CONSIDERED TEMPORARY/ROTATING:

a. Due to circumstances of a temporary nature, the Chief of Police may assign sworn personnel to fill departmental needs, whether the need arises from a temporary vacancy, or as an additional manpower need.

b. Therefore, any position can be considered temporary, so long as the commander requesting the additional manpower submits a request to the Chief of Police justifying the temporary reallocation of manpower.

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- c. Personnel placed in special assignment status will be required to acknowledge understanding of this directive by signature prior to assignment.
  - 3. DURATION OF TEMPORARY/ROTATING ASSIGNMENTS:
    - a. The duration of temporary/rotating assignments are left to the discretion of the Chief of Police.
- G. CIVILIAN PERSONNEL
  - 1. Captains shall annually review all positions under their command to determine whether any positions should be reclassified. Bureau Commanders shall make recommendations to the Chief of Police to reclassify a position to civilian or sworn, in accordance with department procedures.
  - 2. Wherever appropriate, the Chief of Police will encourage the utilization of civilian employees, and will ensure that law enforcement officers are assigned to activities requiring law enforcement authority.
    - a. Positions not requiring sworn personnel will be specified as civilian positions and staffed accordingly.
    - b. Permanent assignment of sworn personnel to civilian positions is prohibited.