

	<h1>Garner Police Department</h1> <h2>Written Directive</h2>	
	<b>Chapter:</b> 300 - Personnel Management	
	<b>Directive:</b> 310.01 - Allocation and Distribution of Personnel	
<b>Authorized by:</b> Chief Brandon Zuidema		<b>Effective Date:</b> April 1, 2016
<b>CALEA Standards:</b> 16.1.1, 16.2.1, 16.2.2, 16.2.3, 16.4.1, 16.4.2, 16.4.3, 33.3.1		<b>Last Revision:</b> October 1, 2015

### 310.1.1 - Purpose

The purpose of this directive is to establish procedures for assigning and distributing all Garner Police Department personnel and resources according to Department and community needs.

### 310.1.2 - Policy

The Garner Police Department will allocate and distribute all personnel resources to meet community needs and service delivery efforts. The Department will review personnel resources annually and make adjustments as needed. The Department recognizes that budget and other factors must be considered during any personnel allocation analysis.

### 310.1.3 - Distribution of Personnel (16.1.1)

- A. Department services are evaluated according to current workload demands and other needs assessments. Data sources used to determine workload may include, but are not limited to, computer generated statistical reports and survey instruments. All data sources will be compiled by the Crime Analyst and submitted to the Chief of Police annually for review. The Chief of Police, his/her command staff and/or other staff, will review distribution of personnel in accordance with current workload demands. Time, location, service needs, and work hours/shifts will be analyzed to determine if revisions are necessary.
- B. Personnel allocated to each organizational component will be distributed according to workload demands, programs, community needs, and survey instruments. These distributions will take into account the time and location factors necessary to complete a task and encourage the equalization of individual workloads.
- C. The Department will maintain a staffing table and an organizational chart depicting the total number of personnel authorized by the Garner Town Council.
  - 1. The staffing table will depict the precise number of positions by job title and/or position.
  - 2. The organizational chart will depict actual Department personnel, their placement in the organization, and their chain-of-command.

### 310.1.4 – Temporary and Rotating Assignments (16.2.3)

- A. The Department utilizes both temporary and rotating assignments to provide sworn personnel with opportunities for expanding their knowledge and experience that in turn benefit the Department. Eligibility requirements and all other selection related criteria are outlined in GPD directive 310.05 – *Career Alternatives & Opportunities*.

- B. The following temporary and rotating assignments are available to captains:
1. Captains will typically be rotated among the two bureaus based on their previous experience, their knowledge and training, and the needs of the Department. Captain assignments are made by the Chief of Police and are typically rotated on a three-to-five year basis.
  2. A captain may be named to serve as an Acting Chief of Police in the absence of the Chief if the absence is extended or in some way interferes with Department operations. The acting assignment will last until the Chief returns from his/her absence.
- C. The following temporary and rotating assignments are available to lieutenants:
1. Lieutenants will typically be rotated among the four divisions based on their previous experience, their knowledge and training, and the needs of the Department. Lieutenant assignments are made by the Chief of Police in consultation with both the Administrative Captain and Operations Captain and are typically rotated on a three-to-five year basis.
  2. A lieutenant may be named to serve as an Acting Captain in the absence of the Administrative Captain, or Operations Captain, if the absence is extended or in some way interferes with Department operations. The acting assignment will last until the Captain returns from his/her absence.
  3. Lieutenants may also be called upon to serve in the role as Acting Chief of Police. This designation will occur in those situations where the Chief, as well as both the Administrative Captain and Operations Captain will be absent from the Department during the same period of time. This acting assignment will remain in effect until the Chief, or either one of the two Captains, return to regular duty.
- D. The following temporary and rotating assignments are available to sergeants:
1. Sergeants will be rotated through the non-patrol positions; rotations for sergeants will typically be on a three-to-five year basis depending on the needs of the Department. Sergeant assignments are made by the Chief of Police in consultation with the command staff.
  2. A sergeant may be named to serve as an acting lieutenant in the absence of their lieutenant if the absence is extended or in some way interferes with Department operations. The acting assignment will last until the lieutenant returns from his/her absence.
- E. The following temporary and rotating assignments are available to police officers:
1. Patrol officers may be rotated through the Traffic Safety Unit; this temporary assignment is typically a three year assignment. These assignments are made by the Operations Captain in consultation with the Patrol and Support Services Division Commanders and, when appropriate, sergeants.
  2. Patrol officers may be rotated through the Special Investigations Unit's Impact Team; this temporary assignment is typically a one to two year assignment. These assignments are made by the Operations Captain in consultation with the Patrol and Criminal Investigations Division Commanders and, when appropriate sergeants.
  3. Patrol officers may be assigned to the Criminal Investigations Division on a temporary basis for the duration of a criminal investigation they were involved in initially responding to or as a means of providing the patrol officer with exposure to the work of the Division as a learning opportunity. These assignments are made by the Patrol Division or Support Services Division Commander in conjunction with the Criminal Investigations Division Commander.

4. Police officers may be assigned on a temporary basis to a task force to address specific criminal activity or a specific community concern. A task force assignment can vary in duration, but will typically last between two and six weeks. These assignments are made by the Operations Captain in consultation with the Criminal Investigations, Patrol, and Support Services Division Commanders and, when appropriate, sergeants.
5. A police officer may be named to serve as an acting sergeant or as an acting platoon leader in the absence of their sergeant or platoon leader if the absence is extended or in some way interferes with Department operations. The acting assignment will last until the sergeant or platoon leader returns from his/her absence. Acting supervisor assignments are made by the Chief of Police in consultation with the Operations Captain, the Criminal Investigations, Patrol, and Support Services Division Commanders, and, when appropriate, sergeants.

### **310.1.5 - Specialized Positions (16.2.1; 16.2.2)**

- A. The Department uses several specialized positions to accomplish its mission. Eligibility requirements, selection processes, and all other selection related criteria are outlined in GPD directive 310.05 – *Career Alternatives & Opportunities*.
- B. Categories of Specialized Positions:
  1. Specialized positions are divided into two (2) categories: Full-Time and Part-Time.
    - a. Full-Time: Specific job tasks and functions are performed on a daily basis as dictated by assignment. The following are considered full-time specialized positions.
      - 1) Canine Handler;
      - 2) Investigator – General or Specialized;
      - 3) Platoon Leader; and
      - 4) School Resource Officer.
    - b. Part-Time: Specific job tasks and functions that are performed in addition to rather than in lieu of regular work assignments. The following are considered part-time specialized positions:
      - 1) Crisis Negotiator; and
      - 2) Special Response Team Officer.
  2. Officers cannot actively hold more than one (1) full-time specialized position at any given time (unless serving as a Platoon Leader in the Criminal Investigations Division). However, the total number of full-time specialized positions held over the course of a career is unlimited.
  3. Officers cannot actively hold more than one (1) full-time and one (1) part-time specialized position at any given time. Officers serving as canine handlers may not hold a part-time specialized position.
- C. The Chief of Police will conduct an annual review of all specialized positions and the personnel assigned to those positions.
  1. The review of the specialized positions will include, but not be limited to, the following:
    - a. A listing of the agency's specialized assignments;

- b. A statement of purpose for each listed assignment; and
  - c. Evaluation of the initial problem or condition that required the implementation of the specialized assignment.
2. The review of the personnel assigned to those positions will include, but not be limited to, the following:
  - a. Feedback from the supervisor(s) of the assigned personnel;
  - b. Evaluation of the overall performance of the assigned personnel;
  - c. Evaluation of the continued growth and development of the assigned personnel; and
  - d. Consideration of any personnel transfers for the purpose of developing the affected personnel and/or the specialized unit.

### **310.1.6 – Training Positions (33.3.1)**

#### **A. General Guidelines**

1. Training positions are determined by Department need and require specific knowledge, skills, and training. At a minimum, officers assigned to training positions will have received training themselves in lesson plan development, performance objective development, instructional techniques, testing and evaluation techniques, and resource availability and use.
2. Training position vacancies will be filled by the Chief of Police on an as-needed basis. Any officer interested in serving in a training position must submit a *Training Position Application* (GPD form 310.5-D).

#### **B. Department Training Positions**

1. The Department maintains qualified employees in the following categories of training positions:
  - a. Field Training Officer;
  - b. General Instructor; and
  - c. Specialized Instructor.
2. Prior to appointment to any of the above training positions, an employee must successfully complete the position-specific training necessary to qualify.
3. Employees appointed to general or specialized instructor positions must maintain instructor certification(s) as required by the Criminal Justice Education & Training Standards Commission in order to continue serving in those positions.
4. Officers serving as Field Training Officers are eligible for compensation in a manner determined by the Chief of Police based on the current budget.

### **310.1.7 – Supervisory Positions**

The Garner Police Department allocates supervisory positions to ensure effective oversight of all agency operations and personnel. The supervisory positions utilized are as follows:

- A. Chief of Police – serves as the Chief Executive Officer of the agency and assumes primary command over the Department’s operation.
- B. Captain – serves as the second-in-command of the Department with duties assigned by the Chief of Police.
- C. Lieutenant – typically serves as a Division Commander or on the staff of the Chief of Police
- D. Sergeant – typically serves as a first-line supervisor and/or as the coordinator for a specialized department unit or function.
- E. Police Records Manager (non-sworn) – serves as the supervisor of the Records Unit with other duties assigned by the Administrative Captain.

### **310.1.8 - Non-Sworn Positions**

- A. When practical, Department positions that do not require specific knowledge, skills, and abilities of a sworn officer will be specified as a non-sworn position and staffed accordingly.
- B. Non-sworn positions may be supervised by sworn personnel and vice-versa.
- C. Sworn personnel may be assigned temporarily to non-sworn positions if the need arises.
- D. The following positions within the Police Department are specified as non-sworn positions:
  - 1. Accreditation Specialist;
  - 2. Animal Control Officer;
  - 3. Crime Analyst;
  - 4. Criminal Records Clerk;
  - 5. Police Records Manager;
  - 6. Quartermaster;
  - 7. School Crossing Guard (part-time); and
  - 8. Services Officer (part-time).

### **310.1.9 – Volunteer & Auxiliary Positions (16.4.1; 16.4.2; 16.4.3)**

- A. The Garner Police Department recognizes the need and importance of including non-paid volunteers in its organization.
- B. The Department typically utilizes volunteers in the following positions:
  - 1. Police Chaplain - the Police Chaplains will report to the Support Services Lieutenant.
    - a. Police Chaplains will:
      - 1) Possess documented training and/or education in theology and/or counseling;
      - 2) Express a desire to serve the Department in this capacity; and

- 3) Receive training in those duties identified in Department directives or policy.
  - b. Police Chaplain is a non-sworn position that will not possess authorities or duties associated with a sworn status. Police chaplains will not possess any authority over other Department personnel.
  - c. Police Chaplains may wear Department identification cards and/or badges, insignias, or other Department-approved items indicating his/her position; any such item will be clearly distinguishable from the uniform of a sworn officer. Police chaplains will not be issued uniforms.
  - d. Police Chaplain duties include, but are not limited to:
    - 1) Providing assistance to officers during accidental deaths, delivering death messages, and assisting in other circumstances when persons involved may benefit from the presence of a Police Chaplain;
    - 2) Providing personal counseling and assistance to Department members; and
    - 3) Training personnel on the duties and responsibilities of the Police Chaplain.
  - e. A Police Chaplain can be called in to assist with an active situation by any Department supervisor. Any Department employee may contact a Police Chaplain for assistance with a personal matter.
2. Police Cadet - the Police Athletics/Activities League (PAAL) Cadet Program is designed to expose community youth to the roles police play in society. The Program can also help recruit future police personnel. The Department's role is to support PAAL in providing guidance and instruction to Police Cadets.
    - a. Police Cadet Program activities are coordinated and supervised by a sworn employee appointed by the Chief of Police.
    - b. All applicable policies, procedures and directives of the Department will be used to govern Police Cadet Program activities.
    - c. Police Cadet Program membership will consist of community youth that express a desire to become involved in law enforcement.
    - d. Police Cadets will not be assigned to duties requiring sworn status.
    - e. Police Cadets will receive training in those duties identified in written directives.
    - f. Duties and responsibilities include, but are not limited to:
      - 1) Assisting with certain Departmental operations, (i.e. parades, and other public events by providing traffic control) under direct supervision of Department personnel;
      - 2) Attending scheduled Police Cadet meetings; and
      - 3) Working directly with officers to learn the duties and responsibilities of police officers.
    - g. Police Cadet positions are non-sworn and do not possess authorities or duties associated with a sworn status.



**ADDENDUM****GARNER POLICE DEPARTMENT STAFFING TABLE**

<b>Organization Component</b>	<b>Position/Title</b>	<b>Sworn</b>	<b>Non Sworn</b>	<b>Part Time</b>	<b>Post. Filled</b>
Office of the Chief of Police	Police Chief	1			1
<b>ADMINISTRATIVE BUREAU</b>					
Administrative Bureau	Administrative Captain	1			1
Accreditation Unit	Accreditation Specialist		1	1	1
Administrative Division	Division Lieutenant	1			1
Personnel & Training Unit	Unit Sergeant	1			1
Records Unit	Records Manager		1		1
Records Unit	Criminal Records Clerk		3		3
Records Unit	Quartermaster		1		1
<b>OPERATIONS BUREAU</b>					
Operations Bureau	Operations Captain	1			1
Criminal Investigations Division	Division Lieutenant	1			1
Criminal Investigations Division	Division Sergeant	2			2
Criminal Investigations Division	*General Investigator	5			5
Criminal Investigations Division	*Drug Investigator	2			2
Criminal Investigations Division	*Gang Investigator	1			1
Criminal Investigations Division	Impact Officer	2			2
Criminal Investigations Division	Crime Analyst		1		1
Patrol Division	Division Lieutenant	1			1
Patrol Division	Platoon Sergeant	4			4
Patrol Division	*Platoon Leader	4			4
Patrol Division	Patrol Officer	21			21
Patrol Division	*Canine Officer	3			3
Support Services Division	Division Lieutenant	1			1
Community Services Unit	Community Services Sergeant	1			1
Community Services Unit	*School Resource Officer	4			4
Community Services Unit	Services Officer (P/T)		2	2	2
Community Services Unit	Animal Control Officer		1		1
Traffic Safety Unit	Unit Sergeant	1			1
Traffic Safety Unit	Traffic Safety Officer	4			4
Traffic Safety Unit	*Canine Officer	1			1
Traffic Safety Unit	School Crossing Guard		3	3	3
<b>Specialized Part-Time Positions</b>					
Operations Bureau	Crisis Negotiations Team			5	5
Operations Bureau	Field Training Officer			12	12
Operations Bureau	Special Response Team			10	10
Personnel & Training Unit	Physical Fitness Instructor			4	4
Personnel & Training Unit	Subject Control Instructor			4	4
Personnel & Training Unit	Firearms Instructor			6	6
Personnel & Training Unit	Driver Training Instructor			1	0
<b>TOTAL NUMBERS ALLOCATED</b>		<b>63</b>	<b>13</b>		

\* Full Time Specialized Positions