



# GENERAL ORDER ADM-47 PERSONNEL UTILIZATION

EFFECTIVE MARCH 8, 2019

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This General Order contains the following numbered sections:

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## **I. POLICY**

The Howard County Department of Police (HCPD) is committed to the proper classification and delineation of duties and responsibilities for its members. The appropriate allocation and distribution of manpower is critical to the successful management of the Department.

## **II. DEFINITIONS**

- A. Allocation: The determination of the overall numbers and classifications of personnel for the Department as a whole and for each organizational component within the agency.
- B. Distribution: Assignment of a given number of personnel to each organizational component.
- C. Specialized Assignment: An assignment within a given position classification that is often characterized by increased levels of responsibility and specialized training.

## **III. PERSONNEL SECTION RESPONSIBILITIES**

- A. The Personnel Section shall assist the Howard County Office of Human Resources with the development and maintenance of the written classification plan to ensure functional accuracy.
- B. The Personnel Section is responsible for the development and maintenance of:
  - 1. Assignment descriptions for all personnel to accurately reflect the duties and responsibilities of each assignment within the Department; and
  - 2. Job task analysis for positions to reflect the knowledge, skills, and abilities needed for each assignment.
- C. The Personnel Section shall maintain a staffing table that reflects authorized and actual personnel strength and includes all personnel by rank within each organizational component, including civilian personnel.<sup>1</sup>

## **IV. ASSIGNMENT DESCRIPTIONS**

- A. The Personnel Section shall maintain a current assignment description for every authorized position in the Department that will contain at minimum the following information:
  - 1. The duties, responsibilities, and tasks of each assignment; and
  - 2. A general description of necessary job-related knowledge, skills, abilities, and behaviors.

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<sup>1</sup> CALEA 21.2.3

- B. Descriptions will be developed for any newly created assignments to:
  - 1. Serve as a basis for the determination of a position classification;
  - 2. Establish minimum qualifications for recruitment, examination, selection, appointment, and promotion;
  - 3. Assist in the development of training curricula; and
  - 4. Provide guidance to members and their supervisors concerning the duties and responsibilities of individual positions.
- C. The Personnel Section Shall, at least every four (4) years, coordinate the documented review of assignment descriptions to ensure they accurately reflect the duties, responsibilities, knowledge, skills, and abilities of the assignments within the Department.<sup>2</sup>
- D. Assignment descriptions are available for review electronically by all members at <https://agency.governmentjobs.com/howardcounty/default.cfm>.<sup>3</sup>

**V. PERSONNEL ALLOCATION AND DISTRIBUTION**

- A. Bureau, Division, and District Commanders shall ensure that personnel under their command are properly allocated and distributed according to workload assessments.
  - 1. This analysis will be conducted periodically in conjunction with the budget preparation process.
  - 2. Summary documentation will be provided to the Accreditation Unit.
- B. Bureau, Division, and District Commanders shall analyze their manpower needs and make recommendations for either additional manpower or the redistribution of existing personnel based on:
  - 1. Demonstrated need for the personnel change;
  - 2. A cost/benefit analysis supporting the personnel recommendation; and
  - 3. The nature or number of tasks as well as their complexity, location, and time required for completion.
- C. All Bureau Commanders or their designees shall conduct an annual review of each specialized assignment within their Bureau to determine whether it should be continued. This review should be conducted during budget preparation and should include:
  - 1. An evaluation of the initial problem or condition that required the implementation of the specialized assignment; and
  - 2. A cost/benefit analysis of continuing the specialized assignment.
- D. The Chief of Police shall periodically designate appropriate staff or independent consultants to conduct a police patrol manpower allocation analysis.
  - 1. This analysis shall be conducted in a manner prescribed by the Chief of Police and consistent with standards set by the Commission on Accreditation for Law Enforcement Agencies (CALEA). It will utilize the resources of the Crime Analysis, Computer Operations, and Professional Standards Sections, and the Operations Command.

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<sup>2</sup> CALEA 21.2.2

<sup>3</sup> CALEA 21.2.2

2. The analysis will include such factors as:
  - a. The number of incidents handled by Patrol District personnel during a specified period;
  - b. The average time required to handle an incident at the patrol level or a measurement of sample cases;
  - c. A calculation of the percent of time, on average, that should be available to the patrol officer for handling incidents during a shift;
  - d. The calculation of time lost through days off, holidays, and other leave compared to the total time required for each patrol assignment;
  - e. A calculation of the assignment/availability factor for patrol personnel. This is a ratio representing the total number of potential personnel to days available, i.e. the number of patrol personnel multiplied by 365 days compared to the actual personnel to days available for assignment, i.e. time lost through days off, leave, holidays, training, etc.;
  - f. Periodic tabulation of incidents by reporting areas;
  - g. Periodic tabulation of time and geographic distribution of incidents;
  - h. Periodic assessment of workload according to shift periods; and
  - i. Periodic collection and analysis of the hourly distribution of incidents.
- E. All Bureau, Division, and District Commanders will prepare justification for any personnel recommendations and submit them through the Chain of Command to their respective Deputy Chief for further Command Staff discussion.

## **VI. UNIT STAFFING AND WORKLOAD ASSESSMENT**

- A. A staffing and workload assessment will be completed for all organizational components, excluding patrol operations, at least once every four (4) years. Supervisors shall submit the assessment to their Division Commander consistent with instructions.
- B. Division Commanders shall compile the reports from each organizational component and provide an endorsement as to the staffing issues and priorities for the Division for the coming year. This information shall be due to the Bureau Commander consistent with instructions.
- C. Bureau Commanders shall compile the reports for their Bureau and prepare a Bureau-level staffing priority endorsement for review by the Chief of Police and Deputy Chiefs during the budget process. The report from the Bureau Commanders shall be due to the respective Deputy Chief consistent with instructions.<sup>4</sup>
- D. The staffing and workload assessment report shall use the following Unit Level Assessment criteria:<sup>5</sup>
  1. Objective of the unit: Describes the main objective and function of the unit.
  2. Description of tasks assigned to the unit: Identifies the specific tasks currently assigned to the unit.

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<sup>4</sup> CALEA 21.2.4a

<sup>5</sup> CALEA 21.2.4b

3. **Staffing Summary:** Summarizes the current sworn and civilian staffing level in the unit and the staffing levels at end of the prior two calendar years, and identifies any relevant staffing considerations within the current year, i.e. long-term absences, positions held vacant due to budget, rotational assignments, etc.
4. **Time and location analysis:** Explains any time or location factors that may have changed during the current year and their effect on the unit, i.e. the unit has moved to an off-site location farther from where most of their work is conducted, resulting in lost productivity because of increased travel time.
5. **Nature and complexity of tasks:** Details any current tasks that have significantly changed in terms of increased or decreased complexity or volume during the current year. Also describes any tasks that were newly assigned to or removed from the responsibility of the unit during the current year.
6. **Quantitative workload summary:** Identifies and tallies the specific tasks handled by the unit using data from the current year (year-to-date and estimated end-of-year total) with two prior years provided for comparison purposes.
7. **Equalization of workload analysis:** Describes how the workload is distributed within the unit and its impact on efficiency, and changes made since the last assessment and their impact on the operation.
8. **Staffing and allocation summary:** Based on factors 1 through 7 above, the opinion of the unit supervisor regarding the staffing needs.<sup>6</sup>

**VII. PATROL ASSIGNMENTS**

- A. Officers transferred to Patrol Districts from other assignments, including graduates from the Police Academy, will be assigned to fill vacancies in the Districts' Patrol squads that exist at the time of transfer.<sup>7</sup>
- B. All shift and squad assignment requests, including those of officers currently assigned to Patrol, will be reviewed by the District Commanders and may be based upon:<sup>8</sup>
  1. Manpower allocation and distribution needs including special certifications such as Shotgun, Intoximeter, DRE, etc.;
  2. Performance evaluations;
  3. Seniority determined by the date of hire as a Howard County Probationary Police Officer, with class standing as the final determining factor in the event of a tie;
  4. Length of time on current shift;
  5. Recommendations by the officer's supervisor, taking into account where the officer can best serve the Department and the community; and
  6. Personal preference of the officer.
- C. Patrol shift options shall be permanent day shift and permanent night shift. Patrol officers, first line supervisors, and Watch Commanders assigned to permanent day shift will work a rotation of 2/3, 2/2, 3/2. Those assigned to permanent night shift will work a rotation of 3/3.<sup>9</sup>

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<sup>6</sup> CALEA 21.2.4c

<sup>7</sup> CALEA 41.1.1d

<sup>8</sup> CALEA 41.1.1b; 41.1.1e

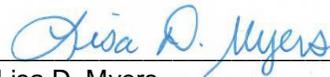
<sup>9</sup> CALEA 41.1.1c; 41.1.1a

1. Officers assigned to specific shifts and squads will strictly adhere to the days to be worked and days off for their respective shift and squad as published in the annual Patrol schedule.<sup>8</sup>
2. Exceptions to this schedule are only authorized through official Departmental leave and/or overtime procedures or as the Patrol schedule is amended by the District Commanders.

**VIII. CANCELLATIONS**

This General Order cancels and replaces General Order ADM-47, Personnel Utilization, dated February 14, 2003.

Authority:



Lisa D. Myers  
Chief of Police