



# **Interpreting Standards and Applying to Policy/Directives**

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# Goals and Objectives

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

**(M M M)**

How does your agency accomplish this? How are you making this available to all affected personnel?

(LE 15.2.1, Comm 1.2.5)

**The agency has a current multiyear plan, which includes the following:**

- *long-term goals and operational objectives;*
- *anticipated workload and population trends;*
- *anticipated personnel levels;*
- *anticipated capital improvements and equipment needs; and*
- *provisions for documented annual review and revision as needed.*

***(NA O M)***

***Why is this important?***

***(LE 15.1.3; Comms 1.2.9)***

# Workload Assessments

**A written directive requires documented workload assessments of all organization components be conducted at least once every four years and shall include:**

- ***designation of a position responsible for assessments;***
- ***assessment methodology to be used for each component; and***
- ***conclusions and recommendations for distribution/allocation of personnel.***

***(NA 0 0)***

***This can be complicated, let's talk about the value!***

***(LE 21.2.4; Comms 1.3.2; CS 10.1.2)***

# Agency Liability, Report Required

- **A written report is submitted whenever an employee is involved with an incident where there may be question as to agency **liability**.**  
**(M M M)**

**What defines liability? Who defines this?**

**(Comms)**

- **The agency has a procedure for reviewing the report required by standard 2.2.3. The administrative review will address any identified policy, training, and discipline issues.**  
**(M M M)**

**What should this look like?**

**(Comms 2.2.4; LE 11.3.3; CS 6.2.4)**

## 11.3.3 (LE1)

### (M M M M) (LE1) ~~Notify CEO of Incident with~~ Liability and Risk Management Program

~~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.~~

A written directive establishes the agency's liability and risk management program to include procedures for:

- a. submission of a written report whenever an employee is involved in a work-related incident resulting or alleged to have resulted in property damage, injury or death;
- b. notification of the agency CEO and other appropriate personnel of any work-related incident resulting or alleged to have resulted in serious injury or death;
- c. notification of the agency CEO, 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;
- d. an administrative review of each submitted employee work-related incident report;
- e. an annual analysis of all work-related incidents, to be reviewed by the agency CEO, which must, at a minimum, include: date and time of incidents; types of incidents; trends and patterns relating to property damage or injury to any person including employees; trends and patterns relating to causal factors; review of risk reduction related policies, reporting procedures, and training programs; impact on policies, practices, equipment and training;
- f. retention schedule for all work-related incident reports and related documents ; and,
- g. a listing of initial risk reduction training to be provided to employees, and defines any in-service training requirements.

## 11.3.3 (LE1)

(M M M M) (LE1) ~~Notify CEO of Incident with~~ Liability and Risk Management Program

### Commentary

The intent of this standard is to ensure incidents involving work-related liability, risk or loss are properly documented and reviewed to identify remediation measures reducing the risk of future injuries or liability.

A written report should be completed by involved employees as soon as possible following a work-related incident resulting in property damage, injury or death. Examples include, but are not limited to, motor vehicle crashes, accidents on agency property or while operating equipment, or incidents alleged to involve a failure of agency policy, equipment failure or inappropriate employee action.

The report should document all relevant data regarding the incident including, at a minimum, date and time of occurrence, location, type of incident or accident, identification of people involved, identification of known witnesses, description of injuries, medical aid or treatment provided, and work time lost. Photographs, recordings, related documents or subsequent investigation reports should also be collected and retained.

Procedures should be established to provide timely notification to the CEO and any other personnel of incidents involving serious injury or death, including the person or entity responsible for managing the agency's liability protection program and/or legal counsel. All work-related incident reports and related documentation should be retained until expiration of the applicable statute of limitations as they may be necessary for future litigation.

An administrative review of work-related may reveal patterns or trends that indicate training needs, modifications, and/or the addition or deletion of applicable equipment. An annual analysis should provide the agency CEO with identified patterns or trends that could indicate training needs, equipment upgrades, and/or policy modifications.

Work-related safety and risk reduction training programs should be provided to employees as soon as possible upon hiring. Training topics may include general workplace safety training (evacuation procedures, ergonomics, proper lifting techniques, etc.) and specific topical training depending on employee classification (hazardous materials awareness, VALOR Officer Safety and Wellness Program, "Below 100", etc.). Time Sensitive Standard. (M M M M) (LE1)



# In-Car and/or Body-Worn Audio/Video Review

- **41.3.10 (LE1)**
- **(M M M M) (LE1) In-Car and/or Body-Worn Audio/Video Review**
- **If the agency employs in-car and/or body-worn cameras, a written directive governs the review of captured data, to include:**
  - a. **employee review for the completion of reports;**
  - b. **employee review prior to making statements in administrative and criminal investigations;**
  - c. **employee review of data captured by another employee;**
  - d. **investigative review during an organizational integrity, administrative or criminal investigation;**
  - e. **documented supervisory review including frequency and quantity; and**
  - f. **an annual administrative review of the in-car and/or body-worn camera program reviewed by the CEO.**

## **Commentary**

**Among other challenges associated with the expansion of in-car and body-worn camera usage is the question of when officers should be permitted to review recordings prior to completing reports and giving statements about the events recorded by the cameras. Although the approach for addressing this issue should be anchored to organizational philosophy and broader investigative techniques applied in the respective jurisdiction, it is critical the associated protocol be established and followed regarding the collection of employee statements associated with criminal and administrative investigations.**

**It is critical to develop regular and periodic review practices for supervisors to prevent claims of negligent supervision, as well as confirm schedules of data retention, identify opportunities for improvement, and identify exemplary performance. Procedures should include the review of a minimum number of captured data files over a specific timeframe.**

**It is also important for the agency to conduct a review of its in-car and/or body-worn camera program and related collected data to ensure organizational integrity. The review may be conducted by command-level personnel from the organizational component of the person capturing the data or other components at the discretion of the chief executive officer. The review should include a sufficient amount of data captured by personnel across the organization to assess the alignment of policy, training and operational practices with the organization's mission, vision, and values. Results of the review should be provided to the chief executive officer.**

# 2.5.1 Agency Performance Measures

**A written directive establishes a performance measurement program, to include:**

- ***identification of key personnel responsible for overseeing the performance measurement process, including data collection, processing, data cleaning, and reporting;***
- ***training of designated performance measurement personnel and other staff to promote understanding of general performance measurement concepts and implementation of specific performance measurement techniques;***
- ***identification of activities and outcomes to be measured;***
- ***a performance measurement methodology which addresses specific techniques for data collection, processing, data cleaning, and reporting; and***
- ***opportunities for feedback about performance measurement data and service delivery from internal staff and outside entities.***

(O O O)

What is the value in this?

(Comms)

# Recruitment Plan

**The agency has a recruitment plan which outlines steps to achieve the goal of an ethnic, racial, and gender workforce composition in approximate proportion to the makeup of the available workforce in the agency's service community. The plan shall include the following elements:**

- ***statement of objectives;***
- ***plan of action designed to achieve the objectives identified in bullet (a);***
- ***identify employees, inside and outside the agency, responsible for plan administration;***
- ***annual analysis of the plan for progress toward stated objectives; and***
- ***revise/reissue the plan as needed.***

***(M M M)***

**Difficulties with this standard? Difficulties if a part of a larger organization?**

**(LE 31.2.1; Comm 4.1.3; CS 16.2.1)**

**The agency requires lesson plan development for all training courses conducted by the agency, to include:**

- ***a statement of performance and job-related objectives;***
- ***the content of the training and specification of the appropriate instructional techniques;***
- ***list of resources used in the development of the curriculum;***
- ***a list of resources required in the delivery of the program;***
- ***a process for approval of lesson plans; and***
- ***identification of any tests used in the training process.***

***(M M M)***

**Future development question....how often are these lesson plans reviewed??**

**(LE 33.1.4; Comm 5.1.4; CS 18.1.4)**

# Alternate Source of Power

The agency has an alternate source of electrical power that is sufficient to ensure continued operation of emergency communication equipment in the event of the failure of the primary power source. The agency conducts and documents the following:

- *testing monthly or in conformance with manufacturer recommendations;*
  - *quarterly testing under full load; and*
  - *annual preventive maintenance inspection.*
- (M M M)*

**Full load testing?**

**(LE 81.3.2; Comm 6.4.3; CS 31.3.2)**

**A written directive defines assistance services to be rendered to agency personnel and their families following a serious injury or death while in the performance of work-related duties.**

**(M M M)**

**Newer standard**

**(TA 4.2.7; CS 12.2.4; Comm 3.2.7)**

# Questions or other standards?

# Questions

