

	<h1>Garner Police Department</h1> <h2>Written Directive</h2>	
	Chapter: 300 - Personnel Management	
	Directive: 310.01 - Allocation and Distribution of Personnel	
Authorized by: Chief Brandon Zuidema		Effective Date: January 1, 2019
CALEA Standards: 11.5.1, 21.2.3, 45.3.1, 45.3.2, 45.3.3, 33.3.1 (6 th Edition)		Last Revision: April 1, 2016

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 (21.2.3)

- 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 (11.5.1)

- 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 Administration 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 Administration 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 Administration 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 his/her 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 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.
2. 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.
3. 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

- 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;
 - 4) School Resource Officer;
 - 5) Traffic Safety Officer; and
 - 6) Training 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 Operator.
 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 review on an as-needed basis 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 – Part-Time 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 plans, performance objectives, 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 Administration 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. Executive Assistant;
 - 5. Police Records Manager;
 - 6. Police Records Specialist;
 - 7. Quartermaster;
 - 8. School Crossing Guard (part-time);
 - 9. Services Officer (part-time); and,
 - 10. Police I.T. (part-time).

310.1.9 – Volunteer & Auxiliary Positions (45.3.1; 45.3.2; 45.3.3)

- 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.
 - h. Police Cadet uniforms will be authorized by the Department and purchased by PAAL and/or the Cadets. Uniforms will be clearly distinguishable from those of sworn officers.

3. Citizens and Police Together (CAPT) – is designed to partner with the officers and support personnel to provide extra assistance as needed, to be a positive influence and return a service to the citizens of Garner.
 - a. Activities involving CAPT 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 CAPT activities.
 - c. CAPT membership will consist of members of the community that have completed the Citizen's Police Academy and have expressed a desire to help the community.
 - d. CAPT members will not be assigned to duties requiring sworn status.
 - e. CAPT members will receive training in those duties identified in written directives and operational procedures that doesn't require sworn status.
 - 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 CAPT meetings; and
 - 3) Assisting with Department personnel during community events.
 - g. CAPT positions are non-sworn and do not possess authorities or duties associated with a sworn status.
 4. Police Intern - The Department recognizes the importance of student internships, especially for recruiting and other educational purposes. Persons wishing to serve the Department as an intern may apply through written request to the Chief of Police.
- C. Other volunteer positions may be approved by the Chief of Police.
- D. The Department does not sponsor or support any auxiliary (i.e. sworn volunteer) positions.
- E. Additional information regarding the Department's volunteer program can be found in GPD directive 850.04 - *Volunteer Resources*.

ADDENDUM**GARNER POLICE DEPARTMENT STAFFING TABLE**

January 1, 2019

ORGANIZATION COMPONENT	POSITION / TITLE	SWORN STAFF	CIVILIAN FULL-TIME	CIVILIAN PART-TIME	POSITIONS FILLED
Office of the Chief of Police	Chief of Police	1			1
	Executive Assistant		1		1
Administration Bureau	Administration Captain	1			1
Accreditation Unit	Police Accreditation Specialist			1	1
Information Technology Unit	Police I.T. Specialist			1	1
Administration Division	Division Lieutenant	1			1
Personnel & Training Unit	Unit Sergeant	1			1
	Training Officer	1			1
Records Unit	Record Manager		1		1
	Police Records Specialist		3		3
	Quartermaster		1		1
Operations Bureau	Operations Captain	1			1
Criminal Investigations Division	Division Lieutenant	1			1
	Crime Analyst		1		1
General Investigations Unit	Unit Sergeant	1			1
	General Investigator *	5			5
Special Investigations Unit	Unit Sergeant	1			1
	Drug / Gang Investigator *	3			3
Patrol Division	Division Lieutenant	1			1
	Platoon Sergeant	6			6
	Platoon Leader *	4			4
	Patrol Officer	22			22
	Canine Handler *	4			4
Support Services Division	Division Lieutenant	1			1
Animal Control Unit	Unit Supervisor / ACO		1		1
	Services Officer			3	3
Community Services Unit	Unit Sergeant	1			1
	School Resource Officer *	5			5
Traffic Safety Unit	Unit Sergeant	1			1
	Traffic Safety Officer	5			5
	School Crossing Guard			2	2
TOTAL STAFF		67	8	7	82

* = Full Time Specialized Position

ADDENDUM**GARNER POLICE DEPARTMENT STAFFING TABLE****January 1, 2019**

ORGANIZATION COMPONENT	SPECIALIZED POSITION / TITLE	POSITIONS	POSITIONS FILLED
Operations Bureau	Crisis Negotiations Team Commander	1	1
	Crisis Negotiations Team Supervisor	1	1
	Crisis Negotiator	4	4
	Field Training Officer	15	15
	Special Response Team Commander	1	1
	Special Response Team Supervisor	1	1
	Special Response Team Operator	9	9
Personnel & Training Unit	Certified Physical Fitness Instructor	4	4
	Department Physical Fitness Instructor	6	6
	Driver Training Instructor	1	0
	Firearms Instructor	6	6
	General Instructor	10	10
	Subject Control Arrest Techniques Instructor	4	4