

GEORGIA LAW ENFORCEMENT CERTIFICATION PROGRAM



STANDARDS MANUAL

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ACKNOWLEDGMENT

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INTRODUCTION

Standards Background

In March 1990, representatives of the Georgia Sheriffs' Association (GSA) contacted the Department of Community Affairs (DCA) to discuss the possibility of developing law enforcement agency standards. Subsequently, DCA contacted the Georgia Peace Officer Standards and Training Council (POST), the Georgia Association of Chiefs of Police (GACP), the Georgia Municipal Association (GMA), the Association of County Commissioners of Georgia (ACCG), and others to discuss their interest in, and support for, a standards development project.

After several months of diligent work, committee and staff members produced a comprehensive set of voluntary, model management, operational and service level standards for Georgia law enforcement agencies.

In late 1996, the GACP assigned a committee, along with key members from the Georgia Police Accreditation Coalition (GPAC), to review and further develop the process to the point where it became a viable, workable program. From this collaborative effort, the State of Georgia Law Enforcement Certification Program (GLECP), endorsed by the State of Georgia, was born. The newly developed standards addressed areas felt to be essential to the efficient and effective operation of law enforcement agencies.

On August 12, 1997, the first nine (9) law enforcement agencies were awarded State Certification after proving compliance with all applicable standards.

Immediately following the first awards, the Standards Review Committee began a thorough top-to-bottom review of the State standards. The mission of this committee was to identify standards requiring modification and to make those necessary modifications. The second edition of the Standards Manual was completed in December 1997, and introduced at the GACP Winter Conference in January 1998. The third edition of the Standards Manual was completed in December 2001, and introduced at the GACP Winter Conference in February 2002. The fourth edition of the Standards Manual was completed in December 2006, and introduced at the 2007 GACP Winter Conference. The fifth edition of the Standards Manual was completed in December 2010, and introduced at the GACP 2011 Winter Conference. The sixth edition of the Standards Manual was completed in June 2018 and introduced at the GACP 2018 Summer Conference.

Nature and Scope of the Standards

Edition 6.1 of the Standards Manual contains 140 standards organized into nine (9) chapters. These standards reflect the best professional requirements and practices for a law enforcement agency in the State of Georgia, according to the GLECP. The standards' requirements provide a description of "what" must be accomplished by the agency while allowing that agency latitude in determining "how" it will achieve its compliance with each applicable standard. Agencies are expected to maintain compliance with the standards

and live by the letter and spirit of the standards. It is presumed that agencies operate in compliance with their written directives. The agency must consider its mission, its legally mandated responsibilities, and the demands of its service to the community in determining which standards are applicable to the agency and how it will comply with applicable standards.

Each standard is composed of two parts: the **standard statement** and the **commentary**.

The **standard statement** is a declarative sentence that places a clear-cut requirement, or multiple requirements, on an agency. Many statements call for the development and implementation of written directives, such as general or special orders, that articulate the agency's policies, procedures, rules, and regulations. Other standards require an activity, a report, an inspection, or other action. The standard statement is binding on the agency, unless waived.

The **commentary** supports the standard statement but is not binding. The commentary can be used as a suggestion on how to achieve compliance with the standard. The commentary can serve as a prompt, as guidance to clarify the intent of the standard, or as an example of one possible way to comply with the standard.

For some standards, an assessor may verify compliance through observation.

In all cases where an agency feels it does not perform the function required by a standard, it must submit a waiver request to the Law Enforcement State Certification Committee (SCC). The waiver request must explain the reason(s) why the agency does not perform the function. A Waiver is described as:

"A waiver is required by the agency when the agency is precluded by law or ordinance from compliance, the agency has no legal responsibility to perform the function, or has a justifiable reason for not complying."

All waiver requests will be reviewed by the State Certification Committee to determine the agency's eligibility for exemption.

Throughout this Standards Manual, certain words or phrases are underlined. These words or phrases are defined in a glossary contained at the end of the Manual. The definitions are binding to the agency.

Anytime a written directive is indicated in the standard, the written directive is required. A written directive is any written document used to guide or affect the performance or conduct of agency employees. The term includes policies, procedures, rules and regulations, general orders, special orders, memorandums, and instructional material.

CHAPTER 1

ROLE & RESPONSIBILITY

Standard

- 1.1 The agency shall have a written mission statement, which defines its role and is distributed to all personnel.

Commentary

None

Standard

- 1.2 The agency shall have a written directive that requires all personnel, prior to assuming sworn peace officer status, to take and subsequently abide by an oath of office as provided by O.C.G.A. 45-3-1; and to enforce the law.

Commentary

Before an employee is given the authority to arrest a person or carry a weapon, it is important for the officer to be required to take an oath of office and promise to enforce the law they are sworn to uphold. In this standard, the underlined peace officer is referring to those persons outlined in O.C.G.A. 35-8-2. The oath of office is clearly outlined in the O.C.G.A. and should be administered by the CEO, a judicial officer, or other Constitutional Officer.

Standard

- 1.3 The agency shall have a written directive requiring all personnel to abide by a code or canon of ethics adopted or created by the agency.

Commentary

The Canon of Ethics or Law Enforcement Code of Ethics published by the International Association of Chiefs of Police or the Code of Ethics of the Office of the Sheriff adopted by the National Sheriff's Association will satisfy the intent of this standard. Adherence to those codes of ethics and to the United Nations Code of Conduct for Law Enforcement Officials may be included as an element of the oath of office. Since this standard is referring to all personnel, this standard applies to sworn and non-sworn personnel. Agencies may use the IACP, NSA, or APCO Code of Ethics for civilian employees, or develop one.

Standard

- 1.4 The agency shall have a written directive that specifies a code of conduct for all personnel.

Commentary

This directive should include compliance with agency directives; unbecoming conduct; use of alcohol and drugs; acceptance of gratuities, bribes, or rewards; abuse of authority; use of force; how to respond and handle domestic violence calls involving agency personnel that occur outside the agency's jurisdiction; and proper care and maintenance of equipment. Prohibitions should be specific, e.g., sexual harassment, racial slurs, whereas approved behavior may be stated in general terms, e.g., courtesy, punctuality.

Standard

- 1.5 The agency shall have a written directive that requires the agency to remove from enforcement duties any personnel who fail to maintain minimum annual training requirements under law.

Commentary

The State of Georgia has many annual requirements for officers to maintain their certification. These requirements differ for officers depending on when they completed the police academy and include firearms training and requalification, training on the use of deadly force, in-service training, and other specific training determined by the Georgia POST council. Agencies should ensure all of their sworn personnel complete all required training each year and have a process for removing individuals from enforcement duties if they fail to maintain their law enforcement certification.

Standard

- 1.6 The agency shall require all sworn officers to complete the POST mandated training prior to routine assignment in any capacity in which the officer is allowed to carry a weapon or is in a position to make an arrest.

Commentary

The intent of this standard is to preclude assigning persons to positions requiring the carrying of weapons, enforcing the law, or making arrests until they successfully complete the POST basic mandate training course. Those persons who have been hired, but who have not yet completed the basic training course, may be used in such positions not requiring the carrying of a weapon, enforcing the law, or making an arrest.

Standard

- 1.7 The agency shall have a written directive that requires the agency to update records of all personnel, following their participation in training programs.

Commentary

As personnel complete training programs, the date of the training, the types of training received, any certificates received, attendance, and test scores, should be recorded for each trainee.

Standard

- 1.8 The agency shall have a written directive stating that only sworn law enforcement officers execute arrest warrants.

Commentary

Statutory mandates, plus the broader potential civil liability for citizens who effect arrests, make it essential that only sworn officers execute criminal process.

Standard

- 1.9 The agency shall have a written directive that specifies the procedures for any arrest, made with or without a warrant.

Commentary

The written directive should include procedures imposed by the U.S. Supreme Court, the Courts of the State of Georgia, and any legislation pertaining to, or governing, the laws of arrest. Also included should be a description of the circumstances that permit a warrantless arrest; requirements that pertain to arrestee rights; and special processing requirements for juveniles, legislators, foreign diplomats, consular officials, and military personnel. The directive should be updated in a timely fashion so that it reflects new court decisions or laws that add to the substantive laws of arrest.

Standard

- 1.10 The agency shall have Use-of-Force written directives that address the following:
- a. Personnel will only use reasonable force to accomplish lawful objectives and, when possible, apply de-escalation techniques.

- b. Prohibiting the use of choke holds or the use of any technique restricting the intake of oxygen for the purpose of gaining control of a subject, except in those situations where the use of deadly force is allowed by law.
- c. When it is objectively reasonable that a subject is in law enforcement's full control, any use of force must terminate.
- d. The duty and obligation to intervene in order to prevent or stop the known and apparent use of excessive force by ANY law enforcement officer, including reporting requirements.
- e. Discharging firearms at or from a moving vehicle.
- f. The use of warning shots.

Commentary

None.

Standard

- 1.11 The agency shall have a written directive stating that an officer may use deadly force only when the officer reasonably believes that the action is in defense of human life, including the officer's own life, or in defense of any person in immediate danger of serious physical injury. Definitions of conditional terms, such as those for reasonable belief, serious physical injury, or similarly used terms that are used to qualify the directive, shall be included.

Commentary

The intent of this standard is to establish a clear-cut agency policy on the use of deadly force that is consistent with state law [17-4-20(d)], to provide officers with guidance in the use of force in life and death situations, and to prevent unnecessary loss of life.

Standard

- 1.12 The agency shall have a written directive that requires medical aid as determined by the agency after any use of force that results in, or is alleged to have resulted in, injury or death of another person.

Commentary

None

Standard

- 1.13 The agency shall have a directive that requires only weapons and ammunition meeting agency authorized specifications be used by agency personnel in law enforcement responsibilities both on duty and working extra duty. The directive shall address:
- a. the types and specifications of all lethal and less lethal weapons approved for use
 - b. the types and specifications of ammunition approved for use
 - c. the procedure for review, inspection, and approval of all weapons intended for use by each employee in the performance of duty, prior to carrying, by a certified weapons instructor or armorer
 - d. a process to remove unsafe weapons; and
 - e. the procedure for maintaining a record on every weapon approved by the agency for official use.

Commentary

The intent of this standard is to establish strict agency control over all firearms, weapons and ammunition it allows members to carry and use in the performance of their official duties, both on duty and working extra duty.

For all weapons, the agency should establish an approval process. Each weapon should be identified, meet the agency's established criteria, and be safe and in good working order. The user should demonstrate his or her proficiency in using the weapon on an approved qualifying course or proficiency test before being approved, in writing, by the agency to carry and use the weapon. A certified weapons instructor or armorer should inspect and approve the weapon and oversee the proficiency test.

A complete record of all weapons approved by the agency should be maintained. For firearms, the record should list the type, description, identifying model, and serial number of each, as well as the identity of the owner or assignee. The record should also include the name of the official making the approval, the date of approval, the course fired, and all scores used to qualify the user on the demonstration of proficiency. All approvals should be conditional upon periodic re-qualification.

Standard

- 1.14 The agency shall require a written report to be submitted whenever an employee:
- a. discharges a firearm, for other than training or recreational purposes
 - b. takes an action that results in, or is alleged to have resulted in, injury or death of another person

- c. applies force through the use of lethal or less lethal weapons; and
- d. applies weaponless physical force at a level defined by the agency.

Commentary

Any agency should carefully examine all incidents wherein its employees have caused, or are alleged to have caused, death or injury to another; have accidentally or intentionally discharged a firearm; or have applied physical force upon another. The intent of this standard is to ensure that each event is properly documented whenever an employee is involved in an incident of this type. If physically able, the employee involved should be required to verbally report his/her involvement within a specified time period. The verbal report should be committed to writing as soon as practicable thereafter. Written procedures should state by whom, when, and how the report will be submitted. The standard is not intended to document the display of weapons by officers, but may if the agency so chooses.

Standard

- 1.15** The agency has a written directive that describes the procedures for reviewing the agency's use of force reports.

Commentary

The intent of the review is to determine whether there are policy, training, weapons/equipment, or discipline issues that should be addressed. The written directive should contain language for who is completing and reviewing the use of force reports, and the process for how the review is conducted.

Standard

- 1.16** The agency shall have a written directive requiring a written annual analysis of all use of force incidents and describes the procedures for briefing the agency's CEO.

Commentary

None

Standard

- 1.17** The agency shall have a written directive that requires all employees be placed on administrative leave or administrative assignment, pending administrative review, whose actions or use of force results in a death or serious injury.

Commentary

The purpose of this standard is two-fold: to protect the community's interest when officers may have exceeded the scope of their authority in their actions or in their

use of force; and to shield officers who have not exceeded the scope of their authority from possible confrontations with the community. The agency should consider removing from line-of-duty status all officers involved in a critical or traumatic incident, not limited to shootings, and may include incidents such as a fatal motor vehicle collision involving an employee. This standard also applies to non-sworn employees that are involved in incidents that result in the death or serious injury of another party. In these cases, the agency will determine the appropriate review and assignment for the employee to fulfill while the administrative review is being conducted. The agency should consider provisions for post-incident debriefing or counseling for those employees involved, as needed. In some critical incidents, the employee's family may also require assistance.

The removal process may have a detrimental effect on employees involved. Agencies may wish to routinely include a review of these procedures during in-service training sessions to enhance understanding of this procedure.

Standard

- 1.18** The agency has a written directive governing bias-based profiling, and at a minimum, contains the following provisions:
- a. a prohibition against bias-based profiling by all enforcement personnel
 - b. corrective measures if bias-based profiling occurs; and
 - c. a documented annual administrative review of agency practices.

Commentary

Bias-based profiling includes any agency action based on factors such as, but not limited to, gender, race, religion, national origin, ethnicity, or sexual orientation. The agency's written directive should contain language for what corrective actions or measures the agency will take to prevent future occurrences, if bias-based profiling is discovered. The administrative review is designed for the agency to look at its citations, arrests, asset forfeiture, complaints, and incidents to determine if any bias-based profiling is occurring in the agency.

Standard

- 1.19** The agency shall have a written directive outlining an employee early warning/intervention system, and includes procedures for:
- a. establishing specific evaluation criteria for the system
 - b. the role of supervision in the system; and

- c. describing remedial actions or assistance to the employees.

Commentary

Examples of evaluation criteria that should be utilized are employee performance evaluations, disciplinary actions, complaints, use of force incidents, vehicle pursuits, etc. In the directive, the agency should discuss the roles of the different levels of supervision in the process and the responsibilities for each supervisor. In an effort to assist employees, the directive should indicate the remedies (training, EAP assistance, mentorship) that are available to the employees in the intervention process.

Standard

- 1.20 The agency shall have a written directive governing the use of agency material, photographs, images, recordings, etc., on social networking sites or through other electronic communication.

Commentary

This standard is not referring to cell phones, cameras, computers, etc., but the data, images, recordings or information that is distributed, viewed, or disseminated through those devices.

Standard

- 1.21 The agency shall have a written directive governing the use of agency and personal electronic devices.

Commentary

These devices include but are not limited to cell phones, computers, cameras, etc. This standard does not cover in-car cameras or body worn cameras and applies to both agency devices and personal devices used in the performance of the employee's duties.

Standard

- 1.22 The agency shall have a written directive governing the use of agency and personal in-car and/or body-cameras. The written directive includes:

- a. policy statement on purpose of devices
- b. requirements and restrictions for activation and deactivation of the device
- c. criminal and administrative use of captured data
- d. data storage and retention requirements
- e. equipment maintenance and inspection procedures; and

- f. requirements for documented administrative review of captured data.

Commentary

This standard addresses the use of body worn camera and in-car camera equipment. The directive should clearly outline when the devices are to be used and when they should be turned off and on. The agency should differentiate between the criminal use and administrative use of the data and determine how long to store the data in accordance with Georgia Records Retention Requirements. The agency is responsible for determining within the directive the frequency and procedures for the review. The review of the data should indicate who is conducting the review, how often the review is conducted, and what procedures are followed to determine what is reviewed.

Standard

- 1.23 When the agency Chief Executive Officer (CEO) leaves the agency, the new CEO shall ensure 100% accountability of all agency firearms.

Commentary

To ensure all firearms are accounted for in the agency, all agency CEOs should conduct a full inventory of all agency firearms within six (6) months of assuming command of the agency. This standard does not apply to interim or temporary assignments.

Standard

- 1.24 If agency personnel participate in formal, long-term, multi-jurisdictional investigative task force(s), a written agreement describes the task force activities, and shall contain:
 - a. the purpose of the task force
 - b. the authority and responsibility of each agency
 - c. a statement that agency personnel will adhere to their agency's policies where task force policies don't exist; and
 - d. each agency CEO's or governing authority's approval.

Commentary

This intergovernmental agreement, at a minimum, should contain language that agency personnel should meet or exceed agency policy and standards. The criteria for the use of the task force should be specified in the directive and evaluated on a regular basis.

CHAPTER 2

TRAINING

Standard

- 2.1** The agency has a written directive that requires each sworn officer receive annual training on:
- a. legal updates
 - b. vehicle pursuits
 - c. authorized forcible stopping techniques
 - d. bias based profiling
 - e. search and seizure; and
 - f. the agency's Critical Incident Plan.

Commentary

This annual training may be in the form of in-service, roll-call, or academy-based training. If the agency does not authorize any forcible stopping techniques (bullet c), the agency should indicate this in their written directive. The training in bullet f is designed to ensure all sworn officers have received training on the use of the agency's Critical Incident Plan described in Standard 6.16.

Standard

- 2.2** The agency has a written directive that requires all employees receive annual training on:
- a. off-duty conduct
 - b. sexual harassment
 - c. the agency's policy on citizen complaints/Internal Affairs
 - d. ethics
 - e. dealing with the mentally ill or persons with diminished capacity; and
 - f. the agency's policies on domestic violence incidents involving employees of the agency.

Commentary

This annual training may be in-service, roll-call, or academy-based training.

Standard

- 2.3 At least annually, all agency personnel who carry less lethal or lethal weapons are required to receive in-service training on agency's use of force policies.

Commentary

None

Standard

- 2.4 If the agency authorizes use of neck restraints or similar weaponless control techniques with a potential for serious injury, all authorized personnel shall attend annual training on approved techniques.

Commentary

The intent of this standard is to require training on the use of neck restraints or similar control techniques if used by the agency. If neck or similar control techniques are not allowed, it should be noted in policy.

Standard

- 2.5 At least annually, all agency personnel authorized to carry lethal weapons are required to receive in-service training on the constitutional and legal limitations on the use of deadly force and on the agency's policies regarding the use of deadly force.

Commentary

None

Standard

- 2.6 At least annually, all agency personnel shall demonstrate proficiency with each issued or approved lethal weapon he/she is authorized to carry.

- a. Proficiency training shall be conducted by a certified weapons instructor.
- b. Proficiency training shall be documented.
- c. The agency shall have procedures for remedial training for those employees who are unable to demonstrate proficiency.
- d. The agency shall have procedures for removing from enforcement duties employees who are unable to demonstrate proficiency with their primary duty weapon until proficiency is achieved; and
- e. The agency shall have procedures for removal of any lethal weapon from the employee who is unable to demonstrate proficiency until proficiency is achieved.

Commentary

The intent of this standard is to cover the carrying and use, both on and off duty, of all lethal weapons, such as handguns, shotguns, or rifles. Demonstrated proficiency includes achieving minimum qualifying scores on a prescribed course; attaining and demonstrating a knowledge of the laws concerning the use of authorized weapons and knowledge of agency policy(s) on the use of force, escalating force, and deadly force; and being familiar with recognized safe-handling procedures for the use of these weapons. The instruction and qualification of all weapons should be provided by a certified weapons instructor.

The intent of bullet (c) is to ensure that remedial measures are provided. An employee failing to demonstrate proficiency with a weapon is not returned to duty with that weapon until such time as proficiency is demonstrated and documented.

This standard covers the primary duty weapon and all weapons carried or issued to agency personnel. While bullet (d) is requiring the removal from enforcement duties any employee that cannot show proficiency with their primary duty weapon, bullet (e) also requires procedures for removing lethal weapons if the employee is not able to show proficiency.

Standard

- 2.7 At least annually, all agency personnel shall demonstrate proficiency with all electronic control devices he/she is authorized to carry.
- a. Proficiency training shall be conducted by a certified weapons instructor.
 - b. Proficiency training shall be documented.
 - c. The agency shall have procedures for remedial training for those employees who are unable to demonstrate proficiency; and
 - d. The agency shall have procedures for removal of the electronic control device from the employee who is unable to demonstrate proficiency until proficiency is achieved.

Commentary

Proficiency levels should be established by the agency with input from certified weapons instructors, requirements by the State of Georgia, or information provided by the manufacturer of the weapon. Demonstrated proficiency with electronic control device may consist of the same criteria used at entry level, or the course may be modified to either abbreviate or extend the training, based on the agency's experience with the weapon in the field.

Standard

- 2.8 At least biennially all agency personnel shall demonstrate proficiency with all authorized less lethal weapons he/she is authorized to carry.
- a. Proficiency training shall be conducted by a certified weapons instructor.
 - b. Proficiency training shall be documented.
 - c. The agency shall have procedures for remedial training for those employees who are unable to demonstrate proficiency; and
 - d. The agency shall have procedures for removal of any less lethal weapon from the employee who is unable to demonstrate proficiency until proficiency is achieved.

Commentary

Proficiency levels should be established by the agency with input from certified weapons instructors, requirements by the State of Georgia, or information provided by the manufacturer of the weapon. Demonstrated proficiency with less lethal weapons may consist of the same criteria used at entry level, or the course may be modified to either abbreviate or extend the training, based on the agency's experience with the weapon in the field.

Less lethal weapons include, but are not limited to, chemical weapons, impact weapons, baton and less-lethal munitions.

Standard

- 2.9 All personnel that are authorized to transport detainees shall attend annual training on the agency's policy on transporting detainees.

Commentary

This annual training may be in the form of in-service, roll-call, or academy-based training.

Standard

- 2.10 All assigned Field Training Officers must receive annual FTO in-service training.

Commentary

This annual in-service training may be in the form of a roll-call setting or a meeting of FTOs. The purpose of the training is to provide professional development to the FTOs and/or discuss the status of the program and any future improvements.

Standard

- 2.11** All personnel used to conduct background investigations are trained in collecting required information.

Commentary

A comprehensive background investigation is crucial in evaluating a potential employee. Training should include all local, state, and federal requirements and provide the investigator the knowledge, skills, and abilities to conduct a quality investigation. Training should also include the agency's policy on the selection process and ensure the investigator is knowledgeable about the Equal Opportunity Plan.

CHAPTER 3

ORGANIZATION & MANAGEMENT

Standard

- 3.1** The agency shall have a written directive system that includes, at a minimum, the following:
- a. a policy statement that vests in the agency's chief executive officer the authority to issue, modify, or approve agency written directives
 - b. identification of the persons or positions, other than the agency's chief executive officer, authorized to issue written directives
 - c. a description of the written directives system format
 - d. procedures for indexing, purging, updating, and revising directives; and
 - e. procedures for review of proposed policies, procedures, rules and regulations prior to their promulgation.

Commentary

The agency should establish a formal written directive system to provide employees with a clear understanding of the constraints and expectations relating to the performance of their duties. The written directive system should permit rapid access to individual policies, procedures, and rules and regulations, and should differentiate, if necessary, types of directives, e.g., general order, special order, personnel order.

Standard

- 3.2** The agency shall have a written directive that describes the agency's organizational structure and functions and is available to all personnel.

Commentary

The agency may determine its own organizational structure. The intent of this standard is to provide a written description of the agency's organization. The agency's organizational chart should coincide with this description.

Standard

3.3 Each organizational component is under the direct command of only one supervisor.

Commentary

None

Standard

3.4 Each employee is accountable to only one supervisor at any given time.

Commentary

None

Standard

3.5 The agency shall have a written directive stating that supervisory personnel are accountable for the activities of employees under their immediate control.

Commentary

None

Standard

3.6 The agency shall have a written directive requiring that:

- a. responsibility is accompanied by commensurate authority; and
- b. each employee is accountable for the use of delegated authority.

Commentary

The intent of the directive should be to establish a policy guideline for the delegation of authority. At every level within the agency, personnel should be given the authority to make decisions necessary for the effective execution of their responsibilities.

Standard

3.7 The agency shall have a written directive requiring all complaints against the agency or its employees be investigated, and specifies:

- a. the types of complaints to be investigated by line supervisors;

- b. the types of complaints that require investigation by the internal affairs function; and
- c. an annual review of all complaints received by the agency.

Commentary

This standard does not require the establishment of an Internal Affairs Unit. However, the function is important. Investigations may be assigned to an individual on an as-needed basis or may be conducted by the chief executive officer. Nothing in this standard precludes an agency from asking for outside assistance on internal investigations. However, the agency remains responsible for this function. Agencies should define the difference between formal and informal complaints, and all inquiries conducted by the agency should be included in the annual review.

Standard

- 3.8** The agency shall have a written directive requiring the formulation and 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.

Commentary

This standard requires goals and objectives for each component within the agency and also requires goals and objectives for the agency. It is important for agencies to differentiate the difference between goals and objectives.

CHAPTER 4

PERSONNEL

Standard

- 4.1** The agency shall have an equal employment opportunity plan.

Commentary

The equal employment opportunity plan should ensure equal opportunities for employment and employment conditions. The equal employment opportunity plan (EEO) should be based on an annual analysis of the agency's present employment policies, practices, and procedures relevant to their effective impact on the employment and utilization of all employees (i.e., includes non-sworn employees). The EEO plan, which may be produced in the form of a written directive, may contain such provisions as: (1) a strongly worded statement from the agency's CEO that it is agency policy to ensure that all individuals should be given equal opportunity for employment, regardless of race, sex, creed, color, age, religion, national origin, or physical impairment; (2) a procedure for filing complaints relating to EEO; and (3) specific action steps that the agency should take to ensure equal employment opportunity is a reality, such as advertising as an "equal opportunity employer" or providing applications or testing processes at decentralized, easily accessible locations. The policies related to sexual harassment in the workplace may also be incorporated into the agency's overall EEO effort.

Standard

- 4.2** The agency shall have written directives describing all elements and activities of the selection process for all personnel.

Commentary

Such written directives are essential for the proper administration, use and defensibility of the selection process. The directive should describe the order of events in the selection process and should include, at the least, information about the purpose, development, job relatedness, administration, scoring, and interpretation of all elements used in the selection process.

The law enforcement agency may rely upon a state or local civil service commission, employment agency, or other public or private organization to administer or provide one or more elements of the selection process. If so utilized, a copy of all relevant manuals should be maintained on file by the law enforcement agency. Written directives should describe the selection process in detail and include timetables, the order of events, administration, scoring, interpretation of test results, and other pertinent information.

Standard

- 4.3 The agency shall have a written directive requiring that all elements of the selection process for all sworn personnel be administered, scored, evaluated, and interpreted in a uniform manner. The process for sworn personnel shall include:
- a. medical examination, including drug screening
 - b. psychological screening
 - c. oral interview
 - d. background investigation; and
 - e. testing for deception (e.g. polygraph, voice stress analyzer, etc.).

Commentary

Operational elements of the selection process including time limits, oral instructions, practice problems, answer sheets, and scoring formulas should be clearly set forth and carried out identically for all candidates. Failure to do so may preclude validation of the process and make the agency susceptible to legal challenges.

Standard

- 4.4 A written directive requires a background investigation of each candidate for all sworn positions and all full-time non-sworn positions is conducted prior to appointment to probationary status, and includes:
- a. verification of qualifying credentials
 - b. a review of any criminal record; and
 - c. verification of at least three personal/professional references.

Commentary

It is more reliable to conduct the inquiry in person, although telephone and mail inquiries are appropriate in obtaining criminal history and driving records. The investigation should routinely involve a home visit with the candidate and his or her family and interviews with neighbors. Background investigations are generally listed among the final stages in the selection process only to suggest that this is when they should be completed; they are likely to have commenced much earlier.

Standard

- 4.5 The agency shall have a written directive requiring all new personnel to receive information regarding:
- a. the agency's role, purpose, goals, policies, and procedures

- b. working conditions and regulations; and
- c. responsibilities and rights of employees.

Commentary

None

Standard

- 4.6 The agency shall maintain current job descriptions covering all employees. Each employee is issued the job description of his/her job and all job descriptions for each job within the agency are available to all personnel.

Commentary

Statements of duties and responsibilities for each job within the agency should be prepared and made available to managers, supervisors, and all other agency employees. Such statements are key elements in achieving more effective management and supervision.

Standard

- 4.7 The agency shall have a written directive requiring a performance evaluation of each employee be conducted and documented at least annually.

Commentary

The purposes of performance evaluations are to standardize the nature of the personnel decision making process; to ensure the public that the agency's personnel are qualified to carry out their assigned duties; and to provide job incumbents with necessary behavior modification information to allow them to maintain behaviors that are appropriate from the agency's standpoint and to eliminate inappropriate behaviors.

Standard

- 4.8 The agency shall have a written directive that defines the agency's performance evaluation system that includes at a minimum:

- a. measurement definitions
- b. procedures for use of forms
- c. rater responsibilities; and
- d. rater training.

Commentary

A central personnel agency may or may not incorporate performance evaluation as part of its overall management activities. Where it does, some features of the evaluation system may not suit the needs of the law enforcement agency. Although policies and procedures may be developed by a centralized agency, it remains the responsibility of the chief executive officer to adapt and amplify those guidelines to meet the agency's needs.

Standard

- 4.9** All elements used to evaluate candidates for promotion are job related and non-discriminatory.

Commentary

The intent of this standard is to ensure that candidates are evaluated by a promotion process that measures traits or characteristics that are a significant part of the job. It is not sufficient for an agency to merely say in a directive that its procedures are job related. However, there is a variety of means by which job-relatedness can be shown.

An agency may choose, for example, to demonstrate that an oral examination measures traits that are shown by the job analysis to be significant or necessary to perform the job. An assessment center may be shown to measure the performance tasks or skills that a job description has shown to be essential job functions.

The agency may also demonstrate job-relatedness by validation of a testing element. For example, an agency may demonstrate statistically that a written test is a predictor of future job success by correlating test scores with the performance of individuals on the job. If high test scores can be associated with individuals that are successful, and vice versa, then the process may be legally considered a valid means of measurement if the correlation is statistically significant. Agencies will normally need competent professional assistance from personnel specialists before undertaking a validation study of this type. Many commercially available tests have done validation studies that may be helpful to agencies.

Nothing in this standard should be interpreted as preventing an agency from using a combination of methods to document the job-relatedness of its promotion process. The goal of this standard is to ensure that the agency has the documentation necessary to make a logical and persuasive case in the event of a legal challenge and that the elements of the promotional process measure skills, knowledge, abilities, and traits needed to perform that job.

Standard

- 4.10** The agency shall have a written directive describing the procedures used for each element of the promotion process, including those for:
- a. evaluating the promotional potential of candidates
 - b. administering written tests, if utilized
 - c. using assessment centers, if utilized
 - d. conducting oral interviews prior to appointment to probationary status
 - e. providing procedures for review and appeal of results for each promotional element by candidates
 - f. establishing procedures for re-application
 - g. determining promotional eligibility for vacancies where lateral entry is permitted, and
 - h. security of promotional material.

Commentary

The directive should describe all elements and procedures used in each promotional process and may be incorporated within a comprehensive personnel management or general policy and procedures manual.

Promotional potential ratings may replace or supplement on-the-job performance evaluations and may be used to determine an employee's initial eligibility for promotion or to rank candidates on a list. Written examinations (including answer keys, cut-off scores, passing points, and/or numerical rankings) may be administered for each classification, position, or rank. If Assessment Centers (either internal or external) and Written Tests are not conducted by the agency, the agency may obtain a waiver if the agency's policies state that agency does not use them. Simply stating they are not in use is not sufficient to waive bullets b and c. Promotional criteria for lateral entry may include both eligibility qualification and formal procedures for carrying out the process. Oral interviews should include uniform questions and rating scales and assess a defined set of personal attributes; the interview results should be recorded on a standardized form.

The right of the candidates to review and to challenge all aspects of the promotion process is an integral part of the process itself. Candidates should be allowed to review and appeal all scores and evaluations related to their performance in the process to ensure fairness and impartiality. The administrative review and appeal process may be conducted by individuals from within and outside the agency. An impartial review and appeal process should reduce or eliminate litigations.

Standard

4.11 The agency shall have a written directive which:

- a. Specifies appearance guidelines for all agency personnel
- b. specifies the type of clothing and equipment authorized for use by agency personnel; and
- c. describes the agency's provision and replacement of authorized clothing and equipment.

Commentary

Certain employees are required to wear the agency's uniform and others are required to wear civilian clothes in law enforcement activities. Equipment is also needed by certain employees in the performance of their duties. The agency may also authorize the wearing of personal attire and use of personal equipment in the course of their duties. All clothing and equipment authorized by the agency should be included in the written directive. The written directive should specify those eligible for clothing and equipment issue or allowances, specify the amount to be provided, and indicate the period for which it will be provided. If an item becomes damaged or un-serviceable, the agency should describe the procedure for replacing the item. Written directives about appearance guidelines should be specific for all employees and address tattoos, body piercings, hair style, etc.

Standard

4.12 The agency shall have a written directive governing the types of off-duty and extra-duty employment in which agency personnel may engage, and the process for approval.

Commentary

Agencies may want to consider expressing the prohibition of certain types of off-duty/extra-duty employment in general terms, such as proscribing off-duty/extra-duty employment that, in the opinion of the agency, would constitute a conflict of interest or would tend to bring discredit to the agency. Alternatively, the prohibition could be quite specific, such as focusing on specific jobs or locations.

CHAPTER 5

LEGAL

Standard

- 5.1 The agency shall have a written directive that governs search and seizure without a warrant by agency personnel, to include the following situations:
- a. search by consent
 - b. stop and frisk of an individual under circumstances defined by State and Federal Law
 - c. search of a vehicle under the movable vehicle exception
 - d. at the scene of a crime
 - e. exigent circumstances, as where the public safety is endangered
 - f. inventory searches of seized vehicles or other property, and
 - g. other situations authorized by state and federal law.

Commentary

The intent of this standard is to provide general guidelines and procedures for agency law enforcement personnel to follow in determining whether to conduct searches and seizures, to include conducting searches and seizures that have not been reviewed and authorized by judicial personnel.

Standard

- 5.2 The agency shall have written directives that address:
- a. confessions and admissions
 - b. timely preliminary hearings / first appearance; and
 - c. informing defendants of their rights.

Commentary

None

Standard

- 5.3 If the agency has a civil process function, the agency shall have a written directive to govern the service of civil process documents.

Commentary

Where applicable, the written directives should describe the role of the process servers and their general responsibilities relating to the methods of service and the

actions required of the servers. Additionally, each type of process in the jurisdiction may be identified, and any specific requirements unique to that individual process should be explained. The directive should also contain details for service on partnerships and corporations as well as civil process received from, or served, outside of the agency's jurisdiction.

Standard

- 5.4** The agency shall have a written directive requiring that information regarding each item of criminal process be recorded, to include the following elements:
- a. date and time received
 - b. nature of document
 - c. source of document
 - d. name of defendant
 - e. officer assigned for service
 - f. date assigned for service
 - g. court docket number; and
 - h. date process expires.

Commentary

Record entries may be cross-referenced so that the information can be retrieved by means of the court's docket number and by the names of any of the parties to the action. In most instances, a unique number should be assigned to permit cross-reference of the return with the entry.

Standard

- 5.5** The agency shall maintain a record on the execution or attempted service of legal process documents that includes:
- a. date and time service was executed/attempted
 - b. name of officer(s) that executed/attempted service
 - c. name of person on whom legal process was served/executed
 - d. method of service/reason for non-service; and
 - e. address of service/attempt.

Commentary

Legal process documents include criminal warrants and search warrants.

Standard

- 5.6 The agency shall have a written directive requiring the execution of orders for civil arrest or writs requiring the seizure of real or personal property is performed by a sworn law enforcement officer.

Commentary

Restricting the individual's "present right to personal liberty" is best performed by an arresting officer who has proper authority and training. The seizure of property pursuant to a court order involves a potential for resistance. In the execution of such writs, the agency should ensure that the officer assigned has the power to keep the peace and that sufficient officers are assigned to deter breach of the peace during each execution.

Standard

- 5.7 The agency shall have a written directive requiring that all property acquired through the civil process function is accounted for in agency records and is disposed of by the agency pursuant to legal authority.

Commentary

Any property obtained through asset forfeiture proceedings, condemnation, or abandonment is covered under this standard.

Standard

- 5.8 The agency shall have a written directive requiring that information regarding each item of civil process be recorded, to include the following elements:
- a. date and time received
 - b. nature of document
 - c. source of document
 - d. name of plaintiff / complainant
 - e. officer assigned for service
 - f. date assigned for service
 - g. court docket number; and
 - h. date service is due.

Commentary

Record entries may be cross-referenced so that the information can be retrieved by means of the court's docket number and by the names of any of the parties to the action. In most instances, a unique number should be assigned to permit cross-reference of the return with the entry

Standard

- 5.9** The agency shall have a written directive that defines and provides procedures for body cavity and strip searches.

Commentary

Strip and body cavity searches are sometimes necessary for agency safety and security or to seize evidence of criminal activity. These searches, however, are highly intrusive and should be conducted within the limits of legal authority, out of public view, and with due regard for human dignity. Some body cavity searches may require special hygienic procedures and qualified medical personnel to conduct the search. The procedures should guide agency personnel in conducting strip and body cavity searches that will maximize safety, seize necessary evidence, and be considered reasonable by applicable judicial authority.

- 5.10** The agency shall have a written directive describing the procedures used for executing search warrants, to include no knock search warrants. Procedures shall include:
- a. responsibilities of agency personnel
 - b. required authorization and designated decision-making authority

Commentary

None.

CHAPTER 6
OPERATIONS

Standard

- 6.1 The agency shall be available to respond to emergencies 24 hours a day, seven days a week within its service area.

Commentary

None

Standard

- 6.2 The agency makes available body armor for all sworn personnel assigned to field duty and establishes written guidelines for the wearing and availability of body armor for all sworn personnel.

Commentary

The wearing of body armor is important to officer safety. Body armor should afford protection consistent with the threat to which officers are exposed. Possible reasons for not wearing body armor could include, but are not necessarily limited to, excessively warm weather conditions, the regular assignment of patrol personnel to non-line duties, etc. Body armor donated to the agency, or provided by other means, must meet the requirement of this standard.

For reasons of proper fit and hygiene, it is strongly recommended the agency provide body armor for its individual sworn personnel assigned to uniform field duty.

Standard

- 6.3 The agency shall have a written directive requiring the use of occupant safety restraining devices for all occupants in agency vehicles.

Commentary

The use of seat belts can have a significant effect in reducing the number of deaths and the severity of injuries resulting from traffic crashes, and can assist officers in maintaining proper control of their vehicles during pursuit or emergency high-speed operations. The directive should require use of occupant safety restraining devices by the driver and all passengers, to include detainees (with exceptions noted).

Standard

- 6.4 The agency shall have a written directive establishing procedures for responding to routine and emergency calls and includes guidelines for the use of authorized emergency equipment.

Commentary

At a minimum, the agency should classify calls for service as routine or emergency. These classifications should designate when emergency lights and siren should be used and when traffic laws should be observed. The directive should address high-speed driving conditions and restrictions when responding to emergency calls. The procedure should also address the responsibility of dispatchers, supervisors and officers responding to emergency calls. Guidelines for emergency equipment use during routine activities, such as stopping traffic violators, assisting motorists, and parking on/off roadways, may be included.

Standard

- 6.5 The agency shall require that vehicles used in routine or general patrol service be conspicuously marked and equipped with at least operational emergency lights and siren.

Commentary

Conspicuously marked patrol cars are readily identified as law enforcement agency vehicles from every view and from a long distance. Conspicuous marking increases safety, serves as a warning to potential violators, and provides citizens with a feeling of security. It is recommended that patrol cars be equipped with a mobile transceiver, public address speaker, exterior spotlights, and alley lights.

Standard

- 6.6 The agency shall have a written directive governing pursuit of motor vehicles, to include:

- a. evaluating the circumstances
- b. initiating officer's responsibilities
- c. designating secondary unit's responsibilities
- d. specifying roles and restrictions pertinent to marked, unmarked, or other types of police vehicles involvement in the pursuit
- e. assigning dispatcher's responsibilities
- f. describing supervisor's responsibilities
- g. using forcible stopping techniques/roadblocks including circumstances authorizing use
- h. specifying when to terminate pursuit

- i. engaging in inter-and intra-jurisdictional pursuits involving personnel from the agency and/or other jurisdictions
- j. detailing a procedure for reporting and an administrative review of the pursuit
- k. annual written review of vehicle pursuit reports; and
- l. completion and submission of the GACP Pursuit Data Collection Form to the GLECP Director by March 1st for the preceding calendar year.

Commentary

The agency should have clear cut policy and procedures for pursuits. The policy should be cross-referenced with the agency's policy on deadly force. All sworn personnel should be provided this directive. Agencies may wish to consider frequent discussion and review of these policies/procedures during roll call and/or in-service training sessions. A review of incidents involving vehicle pursuits may reveal patterns or trends that indicate training needs and/or policy modifications.

The extreme dangers inherent in the use of roadblocks mandate guidelines for their use. The directive should specify the types of roadblocks authorized for use, e.g., moving, fixed, or circle system, and the circumstances justifying their use, e.g., to stop a fleeing felon. The procedure should specify who has authority to implement and/or cancel a roadblock and the person in charge at the scene. Whenever possible, planning should take place prior to implementation of the roadblock. Officers should be trained in roadblock techniques and properly equipped to set them up.

The Georgia Association of Chiefs of Police (GACP) Pursuit Data Collection Form was instituted to collect state-wide pursuit information to assist in the formulation of policies, rules, and regulations.

If the agency has had no pursuits within the assessment period, a letter on agency letterhead can be submitted in lieu of the written annual report, indicating no pursuits have occurred.

The data provided to GACP on this form is not maintained for each individual agency, but tabulated for the entire state.

This standard does not apply to traffic safety checkpoints.

Standard

- 6.7 The agency shall have a written directive which requires the transporting officer to search the detainee before being transported.

Commentary

The transporting officer is legally responsible for the safety and custody of the

detainee being transported. It must be assumed that the detainee may have had an opportunity to obtain contraband or a weapon prior to the time he or she is accepted for transport by the officer. It should never be assumed by the officer that someone else has searched the detainee. Detainees should be searched each time they come into the transporting officer's custody, including transport to and from court appearances.

The directive should clearly define agency policy on the types of searches that may be conducted, describe when and where they may be conducted, and provide strict procedures on how and by whom each type of authorized search may be performed. Exceptions, if allowed, should be listed.

Standard

- 6.8** The agency shall have a written directive which requires examination at the beginning of each shift of all vehicles used for transporting detainees and the search of any transport vehicles after transporting detainees.

Commentary

The intent of this standard is to ensure that any vehicle used to transport a detainee is free of weapons and contraband before and after the detainee comes in contact with the vehicle. An examination before beginning each shift will ensure the vehicle has not been tampered with since last used, is free of weapons and contraband, is mechanically safe, is free of damage or defect, and is properly equipped for use.

Each time a detainee is to be transported, the vehicle should be examined to ensure that no weapons or contraband are present. Some latitude may be allowed where an officer has been in constant control of the vehicle following the pre-shift examination and the introduction of the detainee to the vehicle; however, most vehicles will not have been under constant supervision and officers should not assume that no opportunity has existed for the introduction of weapons, contraband, or other items.

Once a detainee has been removed from the vehicle, a thorough search should be conducted as soon as practical, but, in all cases, before the vehicle is reused. This will not only ensure that the detainee has left nothing in the vehicle, but if items are found, link them in a timely manner to the detainee.

In special transport situations, it is the transporting officer's responsibility to ensure that the vehicle is safe and equipped with appropriate items; for example, spare tire, jack, lug wrench, and safety flares. The condition of the vehicle itself should be examined, including proper inflation of tires, fuel and oil levels, ignition system, and engine operation. The transporting officer should have proper forms or credit cards for procurement of gasoline, as well as all detainee-related documentation.

Standard

- 6.9** The agency shall have a written directive which establishes under what conditions a transporting officer may interrupt a detainee transport for necessary stops and/or to render emergency assistance.

Commentary

The primary duty of the transporting officer is the safe delivery of the detainee in his or her care. This directive should stipulate circumstances under which the transporting officer can stop to respond to the need for law enforcement services while transporting a detainee, if allowed. However, the directive should caution that diversionary incidents, whether or not instigated by persons attempting to free the detainee, may divert the transport officer and place the detainee in jeopardy or enhance chances for escape. General principles of tort law impose a duty of care on the transporting officer to protect the detainee from injury. Only when the risk to third parties is both clear and grave, and the risk to the detainee is minimal, should the officer stop to render assistance.

During long distance transports, care should be taken when stopping for fuel and meals or for allowing the detainees reasonable opportunities to use toilet facilities. Locations should be alternated and randomly selected. Normally, no stops will be made while transporting from the point of arrest to the booking/processing location.

Standard

- 6.10** The agency shall have a written directive which describes restraining devices and methods to be used during detainee transports with exceptions noted.

Commentary

It is necessary for officers to know when and how detainees are to be restrained and when, where, and how particular restraining devices are to be employed, including special and prohibited methods. Agencies should be aware that some techniques have been found to contribute to serious physical injury or death, e.g., "positional asphyxia" and should be prohibited. For example, in transporting more than one detainee, should each be handcuffed with hands in front and arms intertwining or may a detainee be handcuffed to any part of the vehicle? The directive should also take into account circumstances under which the detainee is to be transported by vehicle over a period of several hours.

It should not be assumed that restraining devices are unnecessary for disabled detainees. A detainee in a wheelchair or one who uses walking aids may not require the use of restraining devices in all instances. Restraining devices also may be harmful to sick or injured detainees, depending upon the nature of the sickness or injury. The written directive in both situations should be specific in defining circumstances when restraining devices would and would not be

necessary and the extent of the officer's discretion in their application.

Mentally disabled detainees may pose a significant threat to themselves and/or the transporting officers. The selected device should restrain the detainee securely without causing injury. These devices should be required whenever practical but should not preclude the use of handcuffs in emergency situations. The types of restraints used should be indicated on the transfer document.

Standard

- 6.11** The agency shall have a written directive with procedures for transporting sick, injured, or disabled detainees.

Commentary

If a detainee becomes sick or is injured incidental to arrest, the arresting officer should seek medical attention at that time, if at all possible. If the detainee is not provided care in a medical facility or is not transported to a medical facility initially, but is taken to the booking point, the directive should define the actions to be taken at that time for providing medical attention to the detainee.

Disabled detainees present conditions for the transport that dictate special care and attention. For example, the type of vehicle used would be a consideration when transporting non-ambulatory detainees or those requiring wheelchairs, crutches, or prosthetic devices. It may be necessary to transport medicine, insulin, and other special items for certain detainees during transport. The safety of the detainee and the transporting officer requires due care when transporting disabled detainees.

Standard

- 6.12** Vehicles used primarily for patrol and transporting detainees shall have the driver separated from the detainee by a safety barrier.

Commentary

The safety barrier prevents the detainee from having access to the driver's compartment of the vehicle. Communications between the front and rear compartments should not be impaired to the point that precludes conversation. Installation of such a barrier should be done in a manner that promotes the safety of occupants in the front and rear compartments. (COMPLIANCE MAY BE OBSERVED)

Standard

- 6.13** The agency shall have a written directive specifying a requirement that any personnel directing traffic or in the roadway controlling traffic, wear reflective clothing at all times.

Commentary

This standard includes all personnel, including auxiliaries and volunteers. Reflective clothing should meet OSHA (Occupational Safety and Health Administration) requirements (ANSI 207).

Standard

- 6.14** The agency shall have a written directive establishing procedures for directed traffic enforcement based on review of the jurisdiction's crash data, requests for traffic enforcement, crime data or trends, school zones, or roadway conditions, which justify the need for directed enforcement in a specific location.

Commentary

None

Standard

- 6.15** The agency shall have a written directive establishing procedures for handling traffic law violations committed by:

- a. nonresidents of the agency's service area
- b. juveniles
- c. legislators
- d. foreign diplomats/consular officials; and
- e. military personnel.

Commentary

The written directive should address all special processing requirements, e.g., diplomatic or legislative immunity, or procedures that apply to traffic law violations committed by the classes of persons enumerated above and any others that require special processing.

Standard

- 6.16** The agency shall have a written Critical Incident Plan to address Critical Incidents in the agency's coverage area. The plan will follow standard Incident Command System (ICS) protocols and include provisions for a:

- a. command function
- b. operations function
- c. planning function
- d. logistics function
- e. finance/administration function; and
- f. documented after-action review.

Commentary

Critical Incidents connote situations, generally of an emergency nature, that result from disasters, both natural and man-made, pandemics, and civil disturbances. Types of incidents may include major disasters, emergencies, terrorist attacks, hostage barricaded person(s), bombs and bomb threats, floods, hazardous material spills, nuclear accidents, pandemics, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, public health and medical emergencies, and other occurrences requiring an emergency response, such as major planned events and law enforcement incidents.

In many large agencies, these activities are grouped in formally organized special operations (or tactical) component that provides a concentration of resources and specialized expertise at a level that could not be achieved as easily by conventional operational components, such as patrol or criminal investigations. Other agencies choose to establish a part-time component, staffed by personnel from other functions who assemble as the need arises. However, special operations encompass activities for responding to certain kinds of emergencies or unexpected situations that might be better served by some type of specialized component rather than organized under conventional operational components.

Smaller agencies may or may not have a special-operations (or tactical) component. Regardless, these types of emergency situations arise in jurisdictions of any size and every agency may be the first responder even when another, larger agency may be called into assist or even resolve the incident. For this reason, every agency must have a written plan(s) that outlines the procedures for how the situation will be handles. The plan should contain the essential components of the Incident Command System; Command, Operations, Planning, Logistics, and the Finance/Administrative Function.

After the incident has been contained and the agency has had the opportunity to ensure all personnel are off-scene, the agency should conduct an After-Action Review. The After-Action Review will point out what occurred during the incident, what the agency did well, what the agency can improve upon, what communications occurred, and any training, equipment, or policy modifications that can be suggested or discussed.

Standard

- 6.17** The agency has a written directive that describes procedures for responding to active threats to include at a minimum:
- a. response to threats when lives are in imminent danger
 - b. containment of the incident
 - c. notification of additional resources; and
 - d. public notifications for awareness and safety.

Commentary

Situations involving active threats are serious in nature and can occur in any environment. This may include such settings as an educational campus, malls, businesses, special events, a workplace, and could include physical or virtual threats. While most training is conducted for an “active shooter,” there are other methods that suspects can utilize for an active threat.

Standard

- 6.18** The agency shall have a written directive controlling the access of news media at Critical Incidents and crime scenes.

Commentary

News media representatives should not be in a position to interfere with law enforcement operations at the scene of an incident. The guidelines for the news media access, including access by photographers, to the scene should be communicated to the media to help ensure their cooperation.

Standard

- 6.19** The agency shall have a written directive that establishes steps to be followed in conducting preliminary investigations to include at a minimum:
- a. observing all conditions, events, and remarks
 - b. locating and identifying witnesses
 - c. maintaining and protecting the crime scene and arranging for collection of evidence; and
 - d. interviewing the complainant, witnesses, and suspects.

Commentary

The preliminary investigation may be sufficient to bring the case to a satisfactory conclusion, thus eliminating the need for a follow-up investigation. The standard is not intended to preclude the officer conducting the preliminary investigation from being assigned to the follow-up investigation.

Standard

- 6.20** The agency shall have a written directive that establishes steps to be followed in conducting follow-up investigations to include at a minimum:
- a. reviewing and analyzing all previous reports prepared in the preliminary phase, departmental records, and results from laboratory examinations
 - b. conducting additional interviews and interrogations
 - c. seeking additional information from uniformed officers, informants, etc.
 - d. planning, organizing, conducting searches, and collecting physical evidence
 - e. identifying and apprehending suspects
 - f. determining involvement of suspects in other crimes
 - g. checking suspects' criminal histories
 - h. preparing cases for court presentation
 - i. scheduling line-ups, interviews, and other required appearances at the convenience of the victim/witness and, at the option of the agency, providing transportation, if feasible; and
 - j. returning promptly victim/witness property taken as evidence (except for contraband, disputed property, and weapons used in the course of the crime), where permitted by law or rules of evidence, if feasible.

Commentary

These procedures should be used only in the event they are found to be necessary. For example, every follow-up investigation may not include a search. The written directive should be intended as a guide. Maintaining contact with principals in any investigation is valuable in building public confidence in the agency as well as indicating that the law enforcement officers are genuinely concerned about the welfare of the victim and other citizens associated with the case.

Standard

- 6.21** The agency shall have a written directive establishing procedures for the use of eyewitness identifications involving:
- a. show-ups
 - b. photographic identifications; and
 - c. physical lineups.

Commentary

This is not inclusive of composite sketches or images. Prudent agencies have sound policies consistent with established O.C.G.A. and case law governing the use of show-ups, photographic identifications, and physical lineups to ensure they have identified person(s) in the most professional manner available.

Standard

- 6.22** If the agency does not provide 24-hour coverage for the criminal investigation function, an on-call schedule of investigators shall be maintained.

Commentary

In agencies where investigators are not assigned to duty shifts throughout a 24 hour period or on weekends, the criminal investigation function should publish an on-call investigator duty roster, which is furnished to the communications center and the commander of the patrol force. The intent of the standard is to ensure constant availability of investigative resources. Personnel from other agencies may be utilized to fulfill the intent of this standard.

Standard

- 6.23** The agency shall have a written directive that describes the processing and sharing of criminal intelligence and contain provisions for:
- a. the purpose and responsibility of agency personnel
 - b. procedures for safeguarding, securing, and storing information
 - c. requirements and procedures for distribution of the information; and
 - d. procedures for purging information.

Commentary

Intelligence-gathering activities are important to all agencies and must be conducted in accordance with State and Federal Guidelines. All agencies, regardless of size, should have a person or function responsible for criminal intelligence information. The need to develop and share information and criminal intelligence across all levels of government is imperative. Each agency has a stake in the development and exchange of suspicious incidents, information, and criminal intelligence.

Law enforcement agencies should operate under specific guidelines to ensure that no abuses occur. The sensitive nature of criminal intelligence files requires that they be maintained separately from other agency records to prevent compromise and protect the integrity of the file system. It is recommended that agencies utilize file procedures as a check and balance against inappropriate activities. The collection/submission, access storage, and dissemination of criminal intelligence

information must respect the privacy and constitutional rights of individuals, groups, and organizations.

The National Criminal Intelligence Sharing Plan (NCISP) identifies a wide array of suggested accountability mechanisms, such as periodic review by management on decision making throughout the criminal intelligence function; audit trails with criminal intelligence processes and computer systems; staff surveys and questionnaires; effective training on departmental policies, procedures, and professional criminal intelligence practices; and periodic audits of criminal intelligence operations and files.

Standard

- 6.24** The agency shall have a written directive that establishes a system of case file management for the criminal investigation function, to include:
- a. case status control system
 - b. administrative designators for each case
 - c. types of records to be maintained
 - d. accessibility to the files; and
 - e. procedures for purging files.

Commentary

A system for case status control should be established to specify information that should be recorded for each case, such as investigator assigned, date assigned, case number and report due date. The case status control system is the way the agency tracks what cases are assigned to the CID function. Administrative designations such as “open,” “suspended,” and “closed,” are also recommended for assisting internal case management and control. The agency directive should include a list of records that should be maintained for each “case file” that could include, at a minimum, investigator’s notes, criminal histories, statements, or other records needed for a successful prosecution or are required to be maintained in accordance with the Georgia Records Retention Act. Case files should be maintained on all cases in which investigative activities are ongoing. The case files provide an immediate information resource to investigators.

Standard

- 6.25** A written directive provides procedures for handling missing persons, which include at a minimum:
- a. initial description and information to be gathered
 - b. dissemination of collected information
 - c. entry and removal of the information in the appropriate criminal justice

- information system
- d. follow-up contact with the reporting persons
- e. follow-up investigation and search
- f. juveniles; and
- g. any special considerations applicable to at-risk persons.

Commentary

Procedures may include but should not be limited to guidelines for utilization of Levi's Call, A Child Is Missing, Suzanne's Law, and Mattie's Call. The National Center for Missing and Exploited Children (NCMEC) may be used as a reference for working missing children investigations.

The agency should define the term "at risk" in their written directive and outline the additional requirements for agency personnel to include, at a minimum, contacting a supervisor, search efforts, requirements for notification of command personnel, and any other special considerations that need to be taken if an "at risk" person is reported missing. When defining "at risk" agencies should consider age, mental capacity, circumstances, and other factors that require an upgraded response.

Standard

- 6.26** The agency shall have a written directive that establishes a system for the authorization, distribution, and use of electronic surveillance and undercover equipment.

Commentary

The intent of this standard is to establish a system of controls, policies, and procedures that should prevent unauthorized use and loss of often expensive and sophisticated electronic surveillance equipment.

Standard

- 6.27** The agency shall have a written directive establishing procedures to be used while conducting surveillance.

Commentary

The intent of this standard is for the agency to indicate procedures that give guidance to agency employees either conducting or participating in surveillance operations.

Standard

- 6.28** The agency shall have a written directive that specifies procedures to be followed

when using informants to include:

- a. a master confidential informant file
- b. information to be included in the file, to include at a minimum biographical and background information, criminal history records, and identifier of the informant
- c. maintenance and security of files
- d. procedures for compensating informants
- e. safeguards and precautions to be taken with informants
- f. procedures for juveniles; and
- g. procedures for probationers and parolees.

Commentary

The use of confidential informants is important to the satisfactory completion of many investigations, including patrol-related investigations; drug, vice, and organized crime control functions; and intelligence functions. Procedures should be established to provide for this resource within a controlled system to avoid abuse. A master file on informants should be maintained with an emphasis on security and rigid access control.

Standard

- 6.29** The agency shall distribute a copy of the agency's child abuse protocol to all sworn personnel. The protocol will detail the procedures to be followed for processing cases involving abused and/or neglected children.

Commentary

This standard does not apply to sworn jail personnel.

Standard

- 6.30** If the agency conducts follow up investigations of incidents involving the abuse, neglect, or molestation of children, agency personnel who conduct interviews with the victim shall have received specialized training in interviewing children.

Commentary

Agencies whose personnel do not have the specialized training to meet this standard should seek assistance from outside agencies. The intent of this standard is to ensure that services are delivered by personnel who have received specialized training in these areas.

If the agency utilizes a Child Advocacy Center (CAC) for interviews in the follow up investigation, the agency may apply for a waiver for this standard. The waiver must include documentation the CAC is being used by the agency and the CAC

has been approved by the local prosecuting attorney.

Standard

- 6.31** The agency shall have a written directive describing procedures for taking a juvenile into criminal custody, including, at a minimum, provisions for the following:
- a. determining whether the juvenile is alleged to have engaged in non-criminal misbehavior (a status offense)
 - b. ensuring that the constitutional rights of juveniles are protected
 - c. bringing the juveniles to the intake facility or the juvenile component without delay (unless a juvenile is in need of emergency medical treatment)
 - d. procedures for fingerprinting and photographing of juveniles; and
 - e. notifying parents or guardians of juveniles that the latter have been taken into custody.

Commentary

The intent of this standard is to provide guidance to agency personnel in making custodial decisions in juvenile matters. For the purposes of this standard, the term "taking into custody" encompasses the concept of criminal custody for juveniles.

Standard

- 6.32** The agency shall have a written directive describing procedures for taking a juvenile into protective custody, including, at a minimum, provisions for the following:
- a. determining whether the juvenile is alleged to have engaged in non-criminal misbehavior (a status offense)
 - b. determining whether the juvenile is alleged to have been harmed or to be in danger of harm; and
 - c. ensuring that the constitutional rights of juveniles are protected

Commentary

The intent of this standard is to provide guidance to agency personnel in making decisions as it pertains to taking juveniles into "protective custody" for the protection of the juvenile.

Standard

- 6.33** The agency shall have a written directive requiring that officers dealing with juvenile offenders use the least coercive among reasonable alternatives and includes, at a minimum, provisions for the following:
- a. outright release with no further action
 - b. criteria and procedures for issuing written citations or summonses to juvenile offenders to appear at intake in lieu of taking them into custody; and
 - c. referral to juvenile services.

Commentary

Law enforcement agencies have a wide range of alternative remedies they may employ when dealing with juveniles, ranging from warning to intake.

The agency should have guidelines for making diversion decisions, such as the nature of the offense, the age and circumstances of the offender, the offender's record, the availability of community-based rehabilitation programs, and recommendations for diversion from complainants or victims.

Standard

- 6.34** The agency shall have a written directive governing procedures for the custodial interrogation of juveniles, to include provisions for the following:
- a. conferring with parents or guardians
 - b. limiting the duration of the interrogation and limiting the number of officers involved in the interrogation; and
 - c. explaining agency and juvenile justice system procedures to juveniles being interrogated.

Commentary

None

Standard

- 6.35** The agency shall have a written directive describing the procedures for conducting traffic safety checkpoints.

Commentary

Traffic safety checkpoints are accepted more readily by the public when conducted by the agency in a manner that improves rather than exacerbates normal traffic flow and are conducted within appropriate legal guidelines. The written directive

should clearly outline the procedures approved by the agency and must be in accordance with State, Federal, and Constitutional guidelines.

Standard

- 6.36** The agency shall have a written directive describing the procedures for responding to a domestic violence incident involving an employee of the agency.

Commentary

The intent of this standard is for the agency to have a policy in place for how to respond to domestic incidents that occur in its jurisdiction involving its employees. It would be prudent to also consider adding policies for how the agency would handle employees as either suspects or victims of a domestic violence incident that occurs outside of its jurisdiction. When officers respond to incidents of domestic violence involving employees of the agency, the agency must have established procedures for how agency members respond. At a minimum, the agency should state in its written directive that a supervisor should be dispatched or notified, applicable reporting requirements, and a statement that no special consideration will be given to employees involved in such incidents.

CHAPTER 7

SUPPORT SERVICES

Standard

- 7.1** The agency has a written directive requiring the recording of every incident in one or more of the following categories if the incident is alleged to have occurred in the agency's service area:
- a. citizen reports of crimes
 - b. incidents resulting in an employee being dispatched or assigned
 - c. criminal and non-criminal cases initiated by law enforcement employees; and
 - d. incidents involving arrests, citations, or summonses.

Commentary

A record should be made of actions taken by law enforcement personnel whether

in response to a request for service or for self-initiated actions. If two or more persons report the same incident, only one case report should be required.

The directive should establish procedures to ensure that proper action is taken to investigate complaints evaluate suggestions and correct deficiencies or refer them to proper authorities for correction. The person making the complaint or suggestion should be notified of the action taken. This may be contained in the agency's general field reporting document.

Standard

7.2 The agency maintains records to include at a minimum:

- a. incidents by type
- b. incidents by location
- c. stolen, found, and recovered property files; and
- d. evidentiary property files.

Commentary

The incident by type records provides information on experience relative to categories of activity. The agency should identify those activities constituting the prevalent activity for categorization, usually UCR Part I offenses and principle offenses in the Part II category.

The location of incident records facilitates measuring caseloads relative to geographic distribution.

Common practice is to maintain one property file by the type of property involved and separate property files using serial numbers. It is highly desirable to have serial numbers of stolen and recovered property sequenced to facilitate comparison.

Standard

7.3 The agency shall have a written directive establishing procedures for maintaining records (electronically or manually) of traffic citations, to include:

- a. issuing citations to officers
- b. accounting for citations; and
- c. storing citations in a secure area.

Commentary

Issuing and accounting for traffic citations should be rigidly controlled. Copies of citations issued by officers should be filed in agency records. To be acceptable electronic systems must be capable of meeting the requirements of this standard.

Standard

- 7.4 The agency shall have a system for assigning a unique identification number for each person custodially arrested.

Commentary

An identification number is a person-oriented number and is assigned to a specific person. Once a person has been assigned an identification number, all subsequent arrests and information concerning that person should be referenced to his or her identification number. Each person who has been arrested should have only one identification number, although the individual may have been arrested on a number of different occasions and thus have different case and arrest numbers relating to them. The system should include a procedure ensuring that identification numbers are not duplicated or skipped.

The agency may use a number assigned by another agency (e.g. the local sheriff's department).

Standard

- 7.5 The agency shall have a written directive establishing crime analysis procedures to include:
- a. collection of data
 - b. procedures for conducting analysis on collected data; and
 - c. dissemination of findings.

Commentary

Crime analysis should provide currently useful information to aid operational personnel in meeting their tactical crime control and prevention objectives by identifying and analyzing methods of operation of individual criminals, providing crime pattern recognition, and providing analyses of data from field interrogations and arrests. Also, crime analysis can be useful to the agency's long-range planning effort by providing estimates of future crime trends and assisting in the identification of enforcement priorities.

Knowledge of police hazards within the community helps officers perform more effectively. Though hazards may be permanent or temporary and may vary hourly, daily, or seasonally, the agency should attempt to identify as many as possible. Identification and understanding contribute to patrol techniques that most effectively counteract the hazards.

This standard is not inclusive of jail operations or agencies who do not have first

responder responsibility.

Standard

- 7.6 The agency shall have a written directive that establishes and describes the reserve officer program to include:
- a. the selection criteria for reserve officers are the same as full-time officers
 - b. requiring and maintaining Georgia Peace Officer Certification
 - c. reserve officers' uniforms and equipment are the same as full-time officers when performing like functions; and
 - d. reserve officers are bonded and/or provided with public liability protection equal to that provided to full-time officers.

Commentary

Equipment and uniforms for reserve officers, except for insignia, patches, or badges, should not be distinguishable from those of full-time officers.

Standard

- 7.7 The agency shall have a written directive that establishes and describes the agency's auxiliary program to include:
- a. a statement that auxiliaries are not commissioned with sworn officer status
 - b. a description of the duties of auxiliaries
 - c. a requirement that if auxiliaries wear uniforms, the uniform will clearly distinguish them from sworn officers; and
 - d. a requirement that auxiliaries receive training for duties to which they are assigned.

Commentary

Auxiliaries are not law enforcement officers, but may be assigned to law enforcement-related community service functions. They can also be used as a resource in emergencies and large-scale special events. However, if the agency chooses to involve them in various activities to assist in the day-to-day delivery of law enforcement services, it should ensure that their duties do not require the status of a sworn officer. This standard includes law enforcement explorer programs and chaplains.

Standard

- 7.8 A written directive requires all affected agency personnel to share responsibility for achieving the agency's community relations objectives.

Commentary

Law enforcement agencies should establish direct contacts with the community served. Without “grass roots” community support, successful enforcement of many laws may be difficult, if not impossible. A well-organized community relation function can be an effective means of eliciting public support, can serve to identify problems in the making, and may foster cooperative efforts in resolving community issues. Input from the community can also help ensure that agency policies accurately reflect the needs of the community.

Because the conduct of each employee reflects on the agency as a whole, the burden of achieving the agency’s community relations objectives should be shared. A unified, coordinated effort should require the participation, enthusiasm, and skills of all agency personnel.

Standard

- 7.9** The agency shall have a written directive establishing procedures for receiving all in-custody and evidentiary property obtained by employees, to include:
- a. requiring the officer taking possession of the property to document the receipt of the property on an approved agency form
 - b. requiring all property to be placed under the control of the property and evidence control function before the officer ends his/her tour of duty
 - c. requiring all property to be logged into agency records by the evidence control function as soon as possible
 - d. requiring a written report detailing the circumstances by which the property came into the agency’s possession and describing each item of property obtained
 - e. providing guidelines for packaging and labeling property prior to storage; and
 - f. establishing procedures for collection and handling of dangerous, exceptional, valuable, or high liability items of property.

Commentary

The agency should not lose sight of its responsibility to protect all property coming into its control and custody, or of its ongoing obligation to maintain an uninterrupted chain of custody. The agency should establish specific controls and ensure strict adherence to all of its policies and procedures governing in-custody and evidentiary property. This should protect both the officer and the agency.

All employees should complete a descriptive inventory of every item of property coming into their possession as a result of their official duties and responsibilities as soon as practical. Initially, every item of property obtained by an employee during a shift should be placed under the control of the property and evidence

function prior to shift's end. This should allow the property to be officially inventoried and recorded in the agency's records in a timely manner. The agency may authorize exceptions to these procedures; however, supervisory approval should be obtained and a descriptive inventory should be accomplished verbally or through other electronic means if distance is a factor.

The property should be entered into storage in a uniform manner. Methods for preparing, labeling, and recording property should be established. Responsibility for these tasks may be assigned.

Extra security measures for handling and receiving should be taken when, from whatever source, items are considered to be high liability, high in value, or otherwise constituting an increased security risk. Guidelines are provided for handling items such as money, firearms and weapons, blood and other bodily fluids, and drugs. Drugs should be packaged in tamper-proof protective packaging whenever they are received by, released by, or returned to the property custodian. The intent of this packaging system is to ensure that the property custodian does not have to open a submitted drug package for the purpose of verifying contents whenever the package leaves the property section for court, crime lab, or other authorized purposes. All containers and packages should be inspected for tampering as a safeguard against substitution. These procedures need to conform to OSHA standards.

Written reports should be submitted, listing the property obtained and detailing the circumstances associated with the custody. Case numbers may be used to cross-reference the property.

Standard

- 7.10** The agency shall have a written directive establishing continuous security measures and procedures for short and long-term storage for all in- custody and evidentiary property received, to include:
- a. establishing extra security measures for storage of exceptional, valuable, dangerous, or high liability items of property
 - b. requiring an effort to identify and notify the owner or custodian of property in the agency's custody; and
 - c. establishing procedures for the temporary and final release of property items from the control of the property and evidence function.

Commentary

It is critical for agencies to ensure continuous security is accomplished for all locations that property and evidence are stored, including long-term and short-term storage. While the use of cameras, alarms, and locking systems are not specifically required, it is the responsibility of the agency to ensure that safe guards are sufficient to meet the burden of continuous security in this standard.

Extra security measures for handling and receiving should be taken when, from whatever source, items are considered to be high liability, high in value, or otherwise constituting an increased security risk.

Once the property has been officially placed under the agency's control, a procedure for removing the property for further investigation, court, release or other official purpose should be established. A written document ensures accountability and/or uninterrupted chain of custody until final disposition. Employees should be prohibited at all times from storing property in their personal desks, lockers, vehicles, homes, or other places that are not secure or would interrupt the chain of custody. Personal use of any property should also be strictly prohibited.

A reasonable attempt should be made to locate owners of property in the custody of the agency and notify them of its status. If possible, release back to the owner should be effected as expeditiously as is consistent with applicable law.

Standard

- 7.11** The agency shall designate, in writing, one person as the primary property and evidence custodian who will be responsible for the day-to-day control of the property and evidence function.

Commentary

None

Standard

- 7.12** All personnel assigned to the property and evidence function shall receive training commensurate with their duties.

Commentary

Since the property and evidence function is such a high liability area, all personnel assigned to the property and evidence function should attend training on professionally established guidelines and best practices associated with the function. While the standard does not include refresher training, the agency should ensure that all employees assigned to the function receive information or refresher training on a regular basis.

Standard

- 7.13** The agency shall conduct and present to the CEO the following documented inspections, inventories, and audits of in-custody property and evidence:

- a. an inspection to determine adherence to procedures used for the control of property is conducted semi-annually by the person responsible for the property and evidence control function or his/her designee
- b. an inventory of property occurs whenever the person responsible for the primary control of the property and evidence function is assigned to and/or transferred from the position and is conducted jointly by the newly designated property custodian and a designee of the CEO to ensure that records are correct and properly annotated
- c. an annual audit of property held by the agency is conducted by a designee of the CEO who is not routinely or directly connected with control of property; and
- d. If any items are found to be missing, the CEO shall initiate a written action plan to correct the deficiency.

Commentary

The inspection is conducted to determine that the property room is being maintained in a clean and orderly fashion, that the integrity of the property is being maintained, that provisions of agency orders or other directives concerning the property management system are being followed, that property is being protected from damage or deterioration, that proper accountability procedures are being maintained, and that property having no further evidentiary value is being disposed of promptly.

The purpose of the inventory is to ensure the continuity of custody and not to require the accounting of every single item of property. The inventory should be sufficient to ensure the integrity of the system and the accountability of the property. During the joint inventory, a sufficient number of property records should be reviewed carefully with respect to proper documentation and accountability. The person assuming custody of the property should ensure that all records are current and properly annotated. All discrepancies should be recorded prior to the assumption of property accountability by the newly appointed custodian.

The purpose of the standard is to ensure the integrity of the system, not to require an accounting for every item of property. The annual audit should be a random sampling of property held to satisfy the auditor that policies and procedures are being followed. The person named to conduct the inventory should be appointed by the agency's chief executive officer. Under no circumstances should that inspector be appointed by supervisory or command officers having the property function under their control.

Standard

- 7.14** A written directive defines victim/witness assistance services to be rendered during the preliminary investigation, to include at a minimum:

- a. giving information to the victim/witness about applicable services, e.g., counseling, medical attention, compensation programs or emergency financial assistance, and victim advocacy
- b. advising the victim/witness about what to do if the suspect or the suspect's companions or family threatens or otherwise intimidates him or her
- c. informing victims/witnesses about the case number, if known by the agency, and subsequent steps in the processing of the case; and
- d. providing a telephone number that the victim/witness may call to report additional information about the case or to receive information about the case.

Commentary

Much of the information for the victim/witness can be on a card that the patrol officer or investigator gives to the victim/witness. Information about the case can be included, with directions on how to receive information about the status of the case.

Standard

- 7.15** A written directive defines victim/witness assistance services to be provided during the follow-up investigation, if any, to include, at a minimum:
- a. re-contacting the victim/witness to determine whether needs are being met, if, in the opinion of the agency, the impact of a crime on a victim/witness has been unusually severe and has triggered above-average need for victim/witness assistance
 - b. explaining to victims/witnesses the procedures involved in the prosecution of their cases and their role in those procedures, if not an endangerment to the successful prosecution of the case; and
 - c. assigning a victim advocate, if needed, to the victim/witness during follow-up investigation.

Commentary

Regarding bullet (a), the agency should consider re-contacting victims/witnesses within ten days of the follow-up investigation's initiation. The explanation called for by bullet (b) may be printed on cards given to victims/witnesses and is intended to orient them and relieve their possible anxiety about their continued involvement in their cases.

If the agency utilizes victim/witness services associated with their court system or district attorney's office, the agency may apply for a waiver. To apply for a waiver, you must submit a letter from the victim/witness service outlining what services they provide.

Standard

- 7.16** A written directive establishes a field training program for recruits with provisions for the following:
- a. field training of at least four (4) weeks for recruits, after the required mandate training
 - b. a selection process for field training officers
 - c. supervision of field training officers
 - d. required initial training of field training officers
 - e. rotation of recruit field assignments
 - f. guidelines for the evaluation of recruits by field training officers; and
 - g. reporting responsibilities of field training officers.

Commentary

The goal of field training is to provide recruit trainees with “on street” experiences following the completion of classroom training. A minimum four week period permits time for rotation of recruits among the various training activities and objectives with which they may be familiar. In some cases, field training may be presented at intervals as part a logically coherent classroom training program. Here, training is managed by providing classroom training followed by a short segment in the field to provide the trainee with “on street” experience in those curricular areas just covered in the classroom.

Whether presented during and/or after the classroom training, field training should be closely supervised process, as the initial experience of recruits often shapes their future careers.

The field training program is an important adjunct of the formal recruit classroom training and should be as carefully organized, administered, and evaluated as classroom training. The field training program should be closely allied with the academy so that field training officers (FTOs) are aware of what skills and subjects have been taught and what roles the FTOs are to assume.

The selection process for FTOs is crucial to a successful program as many of the values, tactics, and attitudes of FTOs are transmitted to inexperienced officers. Initial training, as well as periodic in-service training, should be provided to FTOs to prepare them for and keep them current with their assigned responsibilities.

The relevance of the field training experience may be enhanced by providing guidelines to FTOs that define the responsibilities of the FTO and provide specific direction about the skills, knowledge, and abilities to be assessed, taught, or performed. The evaluative responsibilities of the FTOs should also be identified.

Standard

- 7.17** The agency shall have a written directive requiring remedial training for personnel having difficulty with any program of instruction, at any level of training, and for personnel who show a lack of understanding in the application of department policies and procedures.

Commentary

The directive should include the circumstances and criteria used to determine the need for remedial instruction, the timetables under which remedial training is provided, and the consequences of participation or nonparticipation by the affected personnel. This standard is not limited to remedial training for a lack of proficiency for weapons, but could also include a deficiency in completing reports, knowledge of policies, or any other area of an employee's job that they are not able to show or maintain a proficiency with.

Standard

- 7.18** The agency has a written directive describing the agency's role and/or authority for court security, and includes:
- a. procedures for court security for agency personnel assigned/contracted to the function
 - b. identification of a position/employee responsible for court security and/or assigning personnel
 - c. required equipment for courtroom security
 - d. documented security inspections of facilities immediately prior to court sessions; and
 - e. plans/procedures based on a documented survey conducted every three (3) years.

Commentary

The intent of this standard is to provide clear direction to all employees that participate in the court security function; whether the function is provided by the agency, the court, or another entity. The agency's policy must contain language indicating the responsibilities and expectations for its employees that are assigned, contracted, or otherwise present providing security at the court function.

If the court security function is shared by two or more agencies, a memorandum of agreement should identify the responsibilities of each.

"Facilities" refers to interior and exterior doors/windows, interior and exterior lighting, emergency lighting and power, fire/smoke detection and suppression equipment, alarms (intrusion, fire, duress), circulation patterns, secure areas, restricted areas, key control, ADA (Americans with Disabilities Act) accessibility, and communications.

“Plan/procedures” refer to the establishment of plans and or procedures to deal with emergencies (fire, medical, hostage, bomb, and disaster), high risk trials, search (area, person), weapons, use of restraining devices, detainee movement, and circulation pattern.

“Required equipment” includes fire suppression, medical supplies, restraining devices, communications, weapons (ammunition, gas), magnetometers, and alarm.

CHAPTER 8

COMMUNICATIONS

Standard

- 8.1** Agencies with first responder responsibilities shall provide 24 hour, toll-free telephone access for emergency calls for service.

Commentary

The public should be able to contact the law enforcement agency at all times for information or assistance that may be needed in emergencies. Agencies that are unable to maintain 24-hour telephone service should arrange for such service through neighboring law enforcement agencies.

Standard

- 8.2** The agency shall have a written directive establishing procedures for

communications to and from field officers, to include:

- a. specification of the circumstances requiring communications by field officers
- b. the recording of the status of officers
- c. the methods used for identifying officers during communications
- d. communication with interacting agencies
- e. criteria for the assignment of the number of officers in response to an incident; and
- f. circumstances that require the presence of a supervisor at the scene for the purpose of assuming command.

Commentary

The intent of this standard is to address communication from the dispatcher or the dispatch function to the officer(s) and not communication between officers in the field. Identification systems should be based on beat numbers or other assignment numbers, officer identification numbers, or a combination of the two. Operations are more efficient and officer safety is enhanced when dispatchers, supervisors and fellow officers know the status of officers, their locations, the nature of cases and the developments in their investigation.

The administrative control “system” can be maintained on a card, log sheet, computer record, or any instrument that permits a permanent record to be retained. The response criteria should relate to a list of critical factors, e.g., officer needs assistance, felony in progress, life-saving situation, etc. The list should be available to all dispatchers.

Standard

- 8.3** The agency shall ensure continuous communication between employees in the field and the dispatch function.

Commentary

Immediate communication capability provides a measure of safety and security to law enforcement officers and the public. Communication can be any device that ensures the employees in the field are able to speak or relay messages to the dispatch function.

The intent of this standard is to ensure that on-duty officers have the means for constant communication. In most instances, portable transceivers are required to enable officers on foot patrol and those away from their vehicles to maintain communications with the dispatch center for exchanging information, requesting assistance, receiving orders or instructions, and responding to calls for service. In some remote geographic areas where portable transceivers are ineffective, mobile transceivers may be acceptable.

Standard

- 8.4** The dispatch function shall have the capability of immediate playback of recorded telephone and radio conversations while it maintains a continuous recording of radio transmissions and emergency telephone conversations within the dispatch function. A written directive establishes procedures for the following:
- a. that recordings be retained in compliance with the Georgia Records Retention Act guidelines as published by the Secretary of State's office
 - b. secure handling and storage for recordings; and
 - c. criteria and procedures for reviewing recorded conversations.

Commentary

These recordings are an indispensable source for criminal investigations, internal investigations, training, and audits of the agency's service delivery system. Access to secure recordings should be limited and available only through a specific procedural method. The citizen requesting service or the officer wanting assistance may not be able to repeat an emergency conversation that was garbled or too quick for easy understanding. Therefore, the agency should have the capability to replay a conversation while recording other calls or radio transmissions.

The capability of continuous recording can be provided with a parallel dual-load recorder. If the dispatch function is provided by an outside entity, such as a 911 center, the agency must provide documentation of compliance with this standard. (COMPLIANCE MAY BE OBSERVED)

Standard

- 8.5** The agency has a written directive establishing a procedure for meeting the agency's need for language translation services.

Commentary

It is important for the agency to include TDD capabilities in their written directive and account for all languages in their translation service capabilities.

CHAPTER 9

HOLDING AREAS

The standards in this chapter apply only to those agencies operating short-term holding areas designed to maintain custody of detainees for periods less than seventy-two (72) hours, excluding holidays and weekends.

Standards will be applied when a person is locked into any space or is shackled to an immovable object and is not continually under the direct personal supervision and control of another person who can immediately intervene on behalf of the agency or detainee. These standards will not apply when an agency has no holding area or keeps its detainees under continual supervision and control.

This chapter shall not apply to detention/holding areas within court facilities or jails.

This chapter shall be considered a chapter of "if" standards. If the agency does not meet the requirements above, then it may plan on having this chapter and standards waived.

Standard

- 9.1** The agency shall have a written directive which requires that personnel receive training on the operations of the holding facility, to include fire suppression and equipment provided for use by the agency.

Commentary

Types and levels of training should vary with the nature of assignments and responsibilities. Employees who work in direct, continuing contact with detainees require special training, including use of physical restraint, to ensure safety and security of staff and detainees. Employees who do not work in direct contact with detainees should receive an orientation on the operation of the holding facility and their role, if any.

Fire suppression may include smoke and fire detectors, fire extinguishers, fire hoses to one and one half inches, and air packs.

Standard

- 9.2** The agency shall have a written directive which governs access of nonessential persons to the holding facility.

Commentary

If nonessential persons are granted access to holding facilities, their presence should not violate a detainee's privacy, impede facility operations, or obstruct or

frustrate acquisition and development of information for presentation in court by either the prosecution or the defense. Access of all nonessential persons should be prohibited in emergency situations.

Standard

- 9.3** The agency's holding facilities shall provide the following minimum conditions for detainees:
- a. adequate lighting as required by local code or ordinance
 - b. circulation of fresh or purified air in accordance with local public health standards
 - c. access to a toilet and drinking water
 - d. access to wash basin or shower for detainee held in excess of eight hours; and
 - e. a bed and bedding for each detainee held in excess of eight hours.

Commentary

Sufficient air, lighting, and sanitary facilities are essential to the health of detainees. Bedding issued to detainees held overnight should be clean, sanitary, and fire-retardant. The directive may provide exceptions for detainees who are deemed to be suicidal.

Standard

- 9.4** The facility has an automatic fire alarm, heat/smoke detection system, fire suppression equipment approved in writing by state or local fire officials, and a written directive prescribing fire prevention practices and procedures to include:
- a. a monthly documented visual inspection of fire suppression equipment
 - b. an annual documented testing of fire suppression equipment; and
 - c. a weekly documented testing of the automatic fire detection devices; and alarm systems to include a visual inspection as required by local fire code.

Commentary

Reasonable provisions for testing and or self-testing of the technology employed should be established to ensure the integrity and reliability of the system. The agency should plan and execute all reasonable procedures for the prevention and prompt control of fire, e.g., the current Life Safety Code as published by the National Fire Protection Association.

Standard

- 9.5 The agency shall have a written and posted emergency evacuation plan for the holding area and a designated and signed emergency exit directing evacuation of persons to hazard-free areas.

Commentary

If possible, two separate means of emergency exit should be provided. The evacuation plan should specify route of evacuation and subsequent disposition and housing of detainees. The plan also should include provisions for first aid and hospital transportation.

Standard

- 9.6 The agency shall have a written directive specifying that firearms will be secured before entering the holding area. If any exceptions or conditions are permitted in emergencies, they are included in the directive.

Commentary

The agency should consider any other items such as knives, batons, chemical sprays, electronic control weapons, etc., it may want to exclude from the holding area environment when formulating its directive on the exclusion of firearms.

Standard

- 9.7 The agency shall have a written directive requiring a security check including searching for weapons and contraband, prior to each use of an unoccupied cell.

Commentary

A security check, including a search for weapons and contraband, should be made of each unoccupied cell prior to use. In addition, a cell should be checked when it becomes unoccupied. The written directive should indicate who is responsible for making this security check and require that any conditions observed be reported immediately to supervisory personnel either verbally or in writing.

Standard

- 9.8 The agency shall have a written directive that prescribes procedures to be followed in the event of an escape.

Commentary

The procedures to be followed if an escape occurs should be made known to all personnel. They should include provisions for sounding alarms, alerting officials, mobilizing resources, and ending the alert.

Standard

- 9.9** The agency shall have a written directive that establishes procedures for a search of the detainee to include:
- a. an inventory search of the detainee at the time of booking and prior to entry to the holding facility; and
 - b. an itemized inventory of property taken from the detainee.

Commentary

The written directive should precisely identify the types and scope of searches to be conducted by agency personnel. The directive should be consistent with current legal standards concerning the conduct of strip searches and body cavity searches. The written directive should also specify which items may be retained by the detainee and which may not. It is important to record carefully all property pending its return at the time of release. Unauthorized items and confiscated contraband should be shown on the inventory along with the detainee's signature, and a copy placed in the detainee's file. If possible, this process should be witnessed. If the detainee refuses to sign the inventory, it should be so noted.

Standard

- 9.10** The agency shall have a written directive that prescribes methods for handling, detaining, and segregating persons under the influence of alcohol or other drugs or who are violent or self-destructive.

Commentary

The holding facility is not normally equipped to provide treatment to persons under the influence of drugs or alcohol. Such persons should be detained in other facilities, when available. When these facilities are not available, special consideration should be given to ensuring that the potential for detainees to injure themselves or others is minimized. Such detainees should remain under close observation by facility staff.

Standard

- 9.11** The agency shall have a written directive that identifies the policies and procedures to be followed when a detainee is in need of medical assistance.

Commentary

Arrangements for detainee emergency health care should be made with a local medical facility. If possible, a licensed health care professional should be identified as the emergency health care contact person. At least one on-duty person should be certified in first aid. The intent of this standard is to ensure that staff recognize, take immediate action on, and report all detainee medical emergencies.

Standard

- 9.12** The agency shall have a first aid kit available in all holding areas that is subjected to a documented monthly inspection and replenished, as necessary.

Commentary

First aid equipment available to agency personnel should provide a capability for proper response to a broad range of anticipated emergencies. (COMPLIANCE MAY BE OBSERVED)

Standard

- 9.13** The agency shall have a written directive that requires that detainee "receiving screening" information be obtained and recorded when detainees are admitted to the holding area and before transfer to another facility. Receiving screening shall include an inquiry into:
- a. current health of the detainee
 - b. medications taken by detainee
 - c. behavior, including state of consciousness and mental status; and
 - d. body deformities, trauma markings, bruises, lesions, jaundice, ease of movement, etc.

Commentary

The purpose of the screening is to determine whether medical attention is required. Female detainee screening should take into account the special needs of women.

Receiving screening may be performed by allied health personnel or by trained correctional officers at the time of booking. The information obtained may be recorded on a separate form designated for this purpose or recorded with other information obtained during the booking process. In addition, a record should be kept of all treatment and medication administered to a detainee, including circumstances or events necessitating such treatment.

Standard

- 9.14** The agency shall have the procedures for gaining access to medical services posted in areas used by detainees, in the language(s) prevalent to the area.

Commentary

It is important that detainees know that emergency health care services are available to them. The procedures for requesting emergency health care should be posted in conspicuous places in English and in any other languages that may be prevalent in the area. Access procedures should be explained orally to detainees unable to read. Signs should be permanently mounted and legible. (COMPLIANCE MAY BE OBSERVED)

Standard

- 9.15** The agency shall have a written directive which sets forth procedures regarding a detainee's rights, that include at a minimum:

- a. ensuring a timely court appearance of the detainee
- b. ensuring that the detainee's opportunity to make bail is not impeded
- c. ensuring that detainees have confidential access to attorneys
- d. ensuring the detainee's access to a telephone
- e. alerting the detainee to monitored or recorded telephone conversations, to include signs in the language prevalent in the area and/or an audible signal on the phone line; and
- f. ensuring meals are provided to detainees no more than fourteen hours apart.

Commentary

None

Standard

- 9.16** The agency shall have a written directive which requires 24-hour supervision of detainees by agency staff, including a count of the detainee population at least once every shift, and establishes procedures to ensure that the detainee is visually observed by agency staff at least every thirty minutes.

Commentary

Twenty-four-hour supervision is essential for maintaining security and ensuring the safety and welfare of detainees. Supervision, as used in this standard, assumes agency staff is present in the same building that houses the holding facility and not at a remote location. One intent of this standard is to prohibit delegating supervision to a trustee. In addition to a count of the detainee population at least

once every eight hours, other counts may be necessary prior to and following certain activities, such as night lockup, recreation, and meals. Care should be taken during physical checks that the detainee does not anticipate the appearance of agency staff. Detainees who are security risks should be under closer surveillance and require more frequent observation. This classification includes not only detainees who are violent but also those who are suicidal or mentally ill or demonstrate unusual or bizarre behavior.

GLOSSARY

A

ACCOUNTABLE (3.4, 3.5)

The state of being held responsible by a higher authority for specified job-related results.

ACTIVE THREATS (6.17)

Any deliberate incident or act that poses an immediate or imminent danger to others. While most of these events involve the use of firearms, they may also include any other types of weapons or explosives meant to cause harm.

ADMINISTRATIVE REVIEW (1.17, 1.18, 1.22)

Documented review of an incident, occurrence, practice and/or data prepared by or for the CEO or his/her designee. Review shall address whether training, policy, equipment or disciplinary decisions should be implemented.

AMMUNITION (1.13)

Bullets, shells, cartridges, canisters, projectiles or munitions fired or detonated from any weapon, to include less lethal.

ANALYSIS (1.16, 7.5)

A systematic process for identifying and dissecting patterns or trends based on agency records, reports, processes, etc. It is not enough to simply report statistical data. A properly conducted analysis may reveal patterns or trends regarding employee actions, agency enforcement, training, policies and/or program effectiveness. The documented analysis should include plans of action to address training needs, policy modification or agency liability and also agency successes. In the absence of sufficient data to conduct an analysis, the agency shall still include a review of their processes, policies, etc. as it relates to the subject.

ARREST (1.6)

The restraint of the liberty of a person to come or go as he or she pleases, no matter how slight. An individual has been arrested when he or she is not free to go, regardless of whether formal words of arrest have been used.

ASSESSMENT CENTER (4.10)

A standardized evaluation of behavior based upon multiple sources of input and using trained observers and multiple techniques. Judgments about behavior are made from specially developed assessment exercises designed to measure the participant's performance in specific job-related tasks and situations. Assessment centers may be contracted out or conducted by agency personnel.

AUDIT OF PROPERTY (7.13)

The audit shall be a significant random sampling of all property, including high liability items. The minimum sample size for an audit shall be 10% or 250 total pieces (whichever is lower) of all property.

AUXILIARY (7.7)

A private citizen affiliate with the law enforcement agency in an unsalaried, non-sworn support capacity because of his or her interest in contributing to the agency's role, e.g., volunteers, chaplains, law enforcement explorers.

C

CANDIDATES (4.4)

Persons seeking employment who have completed a formal application.

CERTIFIED WEAPONS INSTRUCTOR (1.13, 2.6, 2.7, 2.8)

An instructor that is certified to provide training of the weapon they are reviewing, inspecting, approving, or providing instruction for.

CHIEF EXECUTVE OFFICER (CEO) (3.1)

The position of the most senior administrator in charge of managing an organization, such as Chief of Police, Sheriff, Director, etc.

CITATIONS (7.3)

Any traffic enforcement action that involves a documented notice to the accused to appear and that contemplates trial adjudication or disposition to determine the guilt or innocence of the person charged with a violation.

CIVIL ARREST (5.6)

A civil arrest is made pursuant to a written order by a judge of a competent jurisdiction in a civil action or proceeding. Such written orders may be given by a supreme court, the family court, county court, district court, surrogate's court, or magistrate's court, depending upon the area of the country.

CIVIL PROCESS (5.3, 5.7, 5.8)

Those writs, summonses, mandates, or other processes issuing from a court of law or equity pertaining to a cause of action of a civil nature. The term includes original, intermediate and final processes to be served by the agency in any action involving civil litigants.

COMMENSURATE (3.6, 7.12)

Equal to; corresponding in size, extent, amount or degree.

COMMUNICATION(S) (8.2)

The exchange of information through devices as defined by the agency. The devices can be portable radios, cellular telephones, and any other device used to transmit and receive information.

CONTINUOUS SECURITY MEASURES (7.10)

Measures taken to secure a location, room, or container to ensure access is limited to authorized personnel assigned to the property and evidence function when in use.

CRIMINAL INTELLIGENCE (6.23)

Generally defined as information collected, analyzed, and organized in a manner that will contribute to the prevention of illegal activity and to identify those engaged in crime. Intelligence is derived from information that has been evaluated and properly vetted before it is disseminated to law enforcement agencies.

CRIMINAL PROCESS (5.4)

Those writs, summonses, mandates, warrants, or other processes issuing from a court of law compelling a person to answer for a felony or misdemeanor. The term also includes processes issued to aid in crime detection or suppression, such as search warrants.

CRITICAL INCIDENT (6.16, 6.18)

An occurrence or event, natural or caused by humans, which requires an emergency response to protect life or property. Types of incidents may include major disasters, emergencies, terrorist attacks, hostage barricaded person(s), bombs and bomb threats, floods, hazardous material spills, nuclear accidents, pandemics, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, public health and medical emergencies, and other occurrences requiring an emergency response, such as major planned events and law enforcement incidents.

CRITICAL INCIDENT PLAN (6.16)

A written plan that addresses critical incidents.

D

DEADLY FORCE (1.11)

As outlined by O.C.G.A. Section 16-3-21 and 17-4-20.

DETAINEE (2.9, 6.7, 6.8, 6.9, 6.10, 6.12)

A person in the custody of agency personnel and whose freedom of movement is at the will of agency personnel.

DIRECTED TRAFFIC ENFORCEMENT (6.14)

The deployment of enforcement personnel to a particular area based on specific complaints or issues, to include: school zones, hazardous roadway conditions, citizen complaints, and known high-accident areas.

DISABLED DETAINEE (6.11)

A detainee with an anatomical, physiological, or mental impairment that hinders mobility or may require exceptional means for transporting.

DISPATCH FUNCTION (8.3, 8.4)

The department or division responsible for communications, whether internal or contracted.

DISTRIBUTED (1.1, 6.29)

Made available to agency personnel through dissemination, either manual or electronic.

E

ELECTRONIC CONTROL DEVICES (2.7)

A less lethal tool designed to emit an electrical pulse that affects the sensory and/or motor functions of the nervous system. The devices may also be referred to as Conducted Electrical Weapons (CEW).

ELECTRONIC DEVICES (1.21)

Any device capable of capturing data, such as photographs, recordings, or text, including but not limited to computers, phones, and cameras. For the purpose of this standard, this does not include in-car cameras and body-worn cameras.

EQUAL EMPLOYMENT OPPORTUNITY PLAN (4.1)

A document that is designed to state the steps the agency intends to take to insure that there are no artificial barriers that would prevent members of a protected group from a

fair and equitable opportunity to be hired, promoted, or to otherwise take advantage of employment opportunities.

EXTRA-DUTY (1.13, 4.12)

Secondary employment wherein the actual or potential use of law enforcement powers is anticipated and the employee is functioning in the capacity of a law enforcement employee of an agency, although not on-duty and not being paid from the agency payroll. In such an instance, the employee is considered to be working as an employee of the secondary employer, or as an independent contractor, although his law enforcement authority arises out of his or her position within his law enforcement jurisdiction. (NOTE: *To be distinguished from “off-duty” employment.*)

F

FIELD DUTY (6.2)

Any operational assignment that causes an officer to be in the field; on the street, out of the law enforcement headquarters or other facility. Field duty may refer to plain clothed officers as well as uniformed officers.

FIELD TRAINING (7.16)

A structured and closely supervised program provided to recruit officers to facilitate the application of skills and knowledge obtained in the academy/classroom to actual performance in on-the-job situations.

FIELD TRAINING OFFICER (FTO) (7.16)

An officer who has been carefully selected and trained to deliver the field training program to recruit officers.

FOLLOW-UP INVESTIGATION (6.20)

An extension of the preliminary investigation conducted by any member of the department. The purpose is to provide additional information in order to close a case, arrest an offender, and/or recover stolen property.

FORCIBLE STOPPING TECHNIQUES (2.1, 6.1)

Any technique used with the intent of terminating a vehicle pursuit other than the voluntary submission of the driver, i.e. stop sticks, PIT, channelization, slow moving traffic, etc.

G

GOAL (3.8)

A relatively broad statement of the end or result that one ultimately intends to achieve. A goal usually requires a relatively long-time span to achieve, and whenever possible, should be stated in a way that permits measurement of its achievement.

H

HIGH LIABILITY ITEMS (7.9, 7.10)

At a minimum includes narcotics, money, jewelry, guns and precious metals.

I

INCIDENT (7.1)

An event that requires law enforcement action or the dispatching of officers in response to citizen requests for law enforcement services. This includes any incident, whether criminal or non-criminal, for which there has been a response to the scene, an investigation, or the preparation of an oral or written report.

INSPECTION (7.13)

Inspection conducted by personnel who may or may not have control of the persons, facilities, or procedures being inspected. Inspectors in larger agencies are generally members of a specialized component responsible for conducting inspections throughout the agency. The results of inspections are usually reported to the agency's chief executive officer.

INTAKE (6.31)

The point at which a juvenile offender enters the juvenile justice system. "Intake" maybe initiated on request of the law enforcement agency, but the intake process is generally supervised by a probation agency, juvenile court, or special intake unit.

INVENTORY OF PROPERTY (7.13)

An inventory requires a 100% listing and accountability of all high liability items maintained by the property and evidence function. The inventory shall also include a random sampling of 10% of all other property and evidence maintained by the agency. Random sampling is determined by type, location and disposition.

J

JOB DESCRIPTION (4.6)

An official written statement setting forth the duties and responsibilities of a job, and the skills, knowledge, and abilities necessary to perform it.

JOB RELATED (4.9)

A procedure, test, or requirement either predictive of job performance or indicative of the work behavior expected or necessary in the position.

L

LATERAL ENTRY (4.10)

A personnel practice that permits employees from within or outside the agency to be selected for a position and be exempted from all or part of the agency's selection process for that position; if the employees meet the minimum qualifications of the employing agency, they are not necessarily subjected to the total selection process.

LEGAL PROCESS (5.5)

Any item of civil or criminal process, whether original, intermediate, or final that is valid on its face and is to be served or executed by the law enforcement agency.

N

NONDISCRIMINATORY (4.9)

Components of the selection or appointment process that have no demonstrable adverse impact (or a minimum adverse impact) upon the selection or appointment rate of any race, gender, or ethnic group, etc.

O

OBJECTIVE (3.8)

An objective is an end or result that one intends to attain in order to achieve partial fulfillment of a goal. An objective is a plan or an element to reach a goal, and therefore, requires a shorter time to accomplish than does a goal.

OFF-DUTY(4.12)

Secondary employment entirely independent of the authority arising out of a position as a law enforcement agent of an agency. Employee is considered to be an employee of the secondary employer or an independent contractor and is not functioning nominally in the capacity of a law enforcement employee of his agency. (*NOTE: To be distinguished from "extra-duty"*)

ON-CALL (6.22)

A person able to be contacted in order to provide a professional service if necessary, but not formally on duty.

ORGANIZATIONAL COMPONENT (3.3, 3.8)

A subdivision of the agency, such as a division, section, unit, or position that is established and staffed on a full-time basis to provide a specific function.

P

PATROL (6.5)

The deployment of officers to repress and prevent criminal activities, investigate offenses, apprehend offenders, and furnish day-to-day law enforcement services to the community.

PEACE OFFICER (1.2)

As defined by O.C.G.A 35.8.2.

POSITION (3.1)

The duties and responsibilities, or work, assignable to one employee. A position may be filled or vacant. For purposes of comparison, a patrol officer assigned as a Fleet Maintenance Officer would occupy a "position." Patrol officer would be the "class," and patrol officer (assigned as a fleet maintenance officer) would be a "job." A position may have functional responsibility for a single task (i.e., fleet maintenance officer, patrol officer, or community relations officer) or over several tasks (i.e., "administrative lieutenant responsible for communications, records, data entry, etc.).

PRELIMINARY INVESTIGATION (6.19)

Generally, the activity that begins when officers arrive at the scene of an incident. The activity should continue until such time as a postponement of the investigation or transfer of responsibility will not jeopardize the successful completion of the investigation.

PROBATIONARY STATUS (4.4)

The first phase of employment after an employee is hired to determine if the person is capable of handling the responsibilities of the position they were hired to fill. The length of probationary status is defined by the agency, and usually lasts 6-12 months.

PROFICIENCY (2.6, 2.7, 2.8)

The skills, knowledge, and abilities that are needed to remain competent in performing the duties and responsibilities of a job.

PSYCHOLOGICAL SCREENING (4.3)

Professional screening designed to identify candidate behavior patterns and/or personality traits that may prove either positive or negative towards successful job performance.

R

REASONABLE BELIEF (1.11)

The facts or circumstances the officer knows, or should know, are such as to cause an ordinary and prudent person to act or think in a similar way under similar circumstances.

RECRUIT (7.16)

A new employee that has just completed mandate training or is new to the agency and was hired as a pre-service employee (already mandated).

REMEDIAL TRAINING (7.17)

Personalized training to correct a specific deficiency, which is usually identified by either (1) testing or other evaluation during training or (2) supervisory evaluation during routine job performance.

RESERVE OFFICER (7.6)

A part-time sworn officer commissioned with peace officer authority who normally is not paid for services provided. Reserve officers have qualifications and training equivalent to full-time, sworn officers performing like functions and are utilized to supplement the agency's day-to-day delivery of law enforcement services.

ROADBLOCK (6.6)

A restriction, obstruction, or device used or intended for the purpose of preventing free passage of motor vehicle(s) on a roadway in order to effect the apprehension of a suspect.

ROADWAY (6.13)

That portion of a highway, improved, designed, or ordinarily used for vehicular travel, exclusive of the shoulder.

S

SELECTION PROCESS (4.2)

The components and procedures leading to the final employment decision, including minimum qualifications (e.g., education, experience, physical attributes, citizenship, residency, background investigations, and any testing and/or ranking procedures.

SERIOUS PHYSICAL INJURY (1.11)

A bodily injury which involves a substantial risk of death, unconsciousness, extreme physical pain, protracted and obvious disfigurement, or protracted loss or impairment of the function of a bodily member, organ, or mental faculty.

STATUS OFFENSE (6.31, 6.32)

An act prohibited by law which would not be an offense if committed by an adult.

SUPERVISOR (3.3)

An employee responsible for the day-to-day performance of a group, function or unit. An employee whose job is to oversee and guide the work or activities of a group of other people.

T

TRAFFIC LAW VIOLATION (6.15)

Violation of any statute, ordinance, or legally authorized regulation relating to the use of streets and highways or the operation and ownership of motor vehicles and other road vehicles.

TRAFFIC SAFETY CHECKPOINT (6.35)

A temporary operation in which law enforcement or other authorized personnel stop some or all traffic to inspect individual vehicles or their contents or to interview drivers and shall be conducted in accordance with current case law.

TRANSPORTING OFFICER (6.7, 6.9)

An employee who is responsible for transporting a detainee from one point to another

V

VICTIM ADVOCATE (7.15)

A person authorized or trained to assist victims. Such advocates may be agency members (sworn or non-sworn), other agency personnel (DA/State assigned) or volunteers (unpaid citizens).

W

WRITTEN DIRECTIVE (1.2)

Any written document used to guide or affect the performance or conduct of agency employees. The term includes policies, procedures, rules and regulations, general orders, special orders, memorandums, and instructional material.