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Utah Council on Criminal Justice Administration
Project on Criminal Justice
Standards and Goals

POLICE PERSONNEL

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Approved by
Utah Police Task Force on Criminal Justice Standards and Goals
and
Utah Council on Criminal Justice Administration
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PERSONNEL

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INTRODUCTION

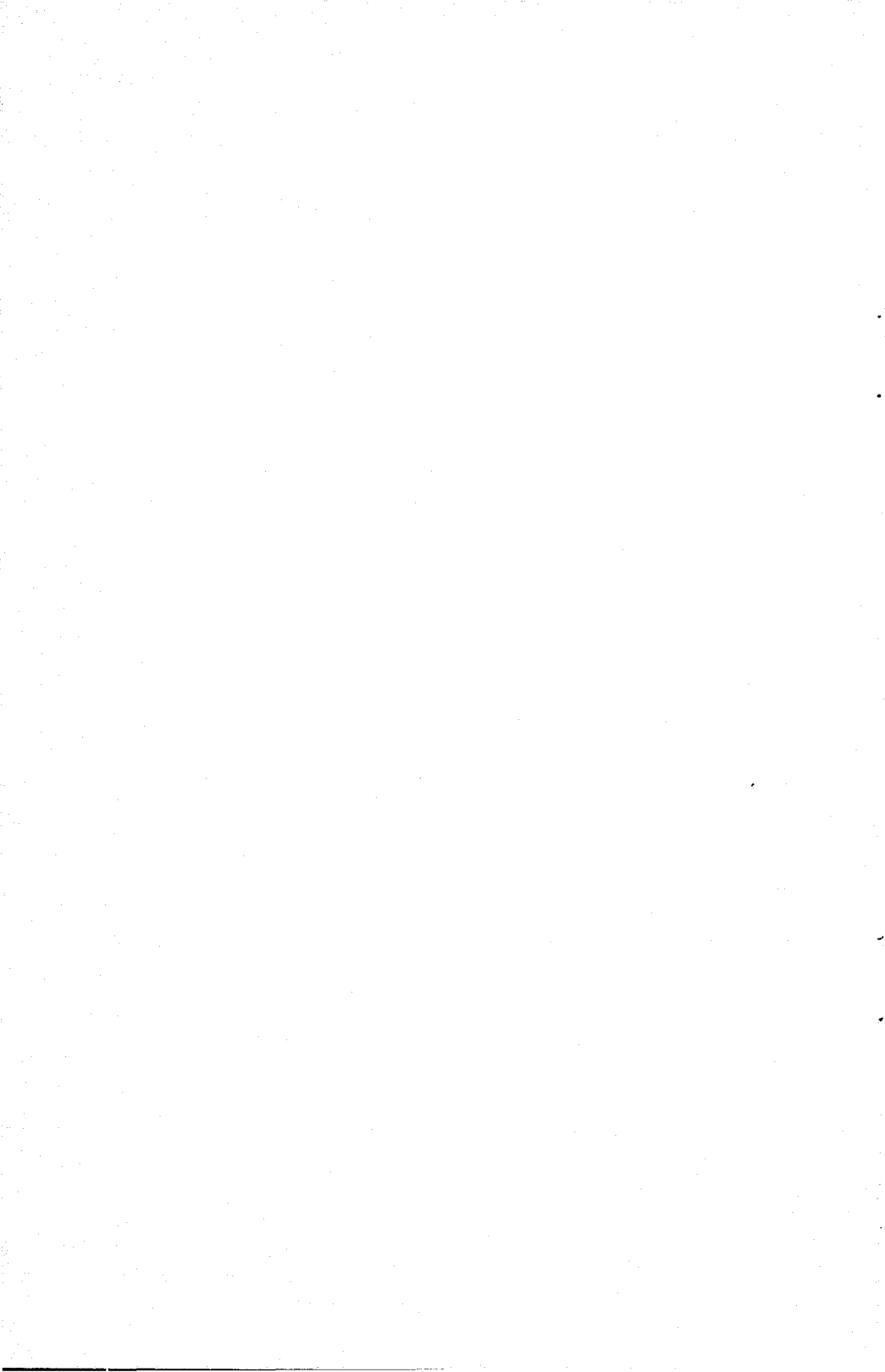
This publication is one of four in a series which is designed to assist the chiefs and sheriffs of the state and to improve law enforcement in Utah. It is based upon the premise that diversity is preferable to uniformity. It is based upon the assumption that law enforcement should remain essentially a local rather than a state function. It is based upon the belief all police agencies can be improved and that setting ideals, goals, and standards to attain is one way of improving them.

It is our hope that each chief and sheriff will carefully consider the ideas contained herein and in those areas where they feel improvements can be made in their own department will attempt to implement these changes. It is also our hope that state agencies and state law enforcement organizations will carefully consider those areas which apply to them and be prepared to assist local departments if requested.

This effort is the culmination of over two years work by the Police Task Force on Criminal Justice Standards and Goals and by staff members of the Utah Council on Criminal Justice Administration. It is based upon the *Police* volume of the National Advisory Commission on Criminal Justice Standards and Goals. Much of the material is identical to that found in that volume. Much of it has been modified or added to make it meet the unique needs and problems of Utah. Some of the standards have already been implemented by some individual departments, by legislation, or by state agencies. Some reflect existing practices or are consistent with existing legislation.

The standards in this volume discuss all aspects of personnel system and employee relations. Advanced concepts of human resource development, discussion of the proper role of police unions, pay, training, and discipline are some of the topics treated.

Each standard is followed by a brief recommendation suggesting which would be the most appropriate group to implement the standard.



STANDARD 10.1 ASSIGNMENT OF CIVILIAN POLICE PERSONNEL

STANDARD

Every police agency should, if desirable following an investigation of feasibility, assign civilian personnel to positions that do not require the exercise of police authority or the application of the special knowledge, skills, and aptitudes of the professional peace officer. To determine the proper deployment of civilian and sworn personnel, every agency immediately:

1. Should identify those sworn positions which:
 - a. Do not require that the incumbent have peace officer status under local, state, or federal statute;
 - b. Do not require that the incumbent exercise the full police power and authority normally exercised by a peace officer;
 - c. Do not require that the incumbent possess expertise which can be acquired only through actual field experience as a sworn police officer; and
 - d. Do not contribute significantly to the professional development of sworn personnel.
2. Should designate as civilian those positions that can be filled by a civilian employee according to the foregoing criteria;
3. Should staff with qualified civilian personnel all positions designated for civilians;
4. Should provide a continuing audit of all existing and future positions to determine the feasibility of staffing with civilian personnel;
5. Should develop a salary and benefit structure for civilian personnel commensurate with their position classifications;
6. Should insure that an opportunity for career development exists within each civilian position classification where the nature of the position does not limit or bar such opportunity;
7. Should conduct indepth personal background in-

vestigations of civilian applicants for confidential or sensitive positions. These background investigations should be as thorough as those of sworn applicants;

8. Should provide civilian training programs that insure the level of proficiency necessary to perform the duties of each assignment;

9. Should inform all civilian employees of the requirements for sworn police status and interview them to determine their interest or desire to seek such status subsequently, and should record all information obtained during such interviews;

10. Should assign those civilian employees who express a desire to seek sworn status later to positions that will contribute to their professional development as police officers.

METHOD OF IMPLEMENTATION

Implementation by individual departments.

STANDARD 10.2 SELECTION AND ASSIGNMENT OF RESERVE POLICE OFFICERS

STANDARD

Every police agency should consider employment of police reserve officers immediately to supplement the regular force of sworn personnel and increase community involvement in local police service.

1. Utah should establish minimum standards for reserve police officer selection and training according to the following criteria:

a. Reserve officer selection standards should be the same as those for regular sworn personnel.

b. Reserve officer training standards should be equivalent to those for regular sworn personnel, but reserve specialists should be trained according to the requirements of the specialty which they will perform.

2. Every police agency that has identified a specific need to augment its regular force of sworn personnel should

immediately establish a police reserve program. To realize the maximum benefit from such a program, every agency:

- a. Should establish recruitment and selection criteria the same as those for regular sworn personnel.**
- b. Should provide reserve generalist training equivalent to that provided regular sworn personnel.**
- c. Should insure that the reserve training program meets or exceeds state standards that regulate the training of regular, part-time, or reserve officers;**
- d. Should assign the reserve officer to supplement regular police personnel in the day-to-day delivery of police services;**
- e. Should establish a reserve inservice training program equivalent to that for regular sworn personnel; and**
- f. Should furnish the reserve officer with the same uniform and equipment as a regular sworn officer only upon his completion of all training requirements. Until he has completed all training requirements, his uniform should readily identify him as a reserve officer, and he should perform his duties only under the direct supervision of a regular sworn officer.**

METHOD OF IMPLEMENTATION

The Utah Peace Officer Standards and Training Division should continue efforts to provide training to all reserve officers throughout the state.

Implementation by individual departments.

STANDARD 13.1 GENERAL POLICE RECRUITING

STANDARD

Every police agency should insure the availability of qualified applicants to fill police officer vacancies by aggressively recruiting applicants when qualified candidates are not readily available.

1. The police agency should administer its own recruitment program.

- a. The agency should assign to specialized re-**

cruitment activities employees who are thoroughly familiar with the policies and procedures of the agency and with the ideals and practices of professional law enforcement.

b. Agencies without the expertise to recruit police applicants successfully should seek expertise from the central personnel agency at the appropriate level of state or local government, or form cooperative personnel systems with other police agencies that are likely to benefit from such an association: every police agency, however, should retain administrative control of its recruitment activities.

2. The police agency should direct recruitment toward attracting the best qualified candidates within the EEO Guidelines. In so doing it:

a. Should make college-educated applicants the primary targets of all recruitment efforts.

b. Should concentrate recruitment resources according to the agency's need for personnel from varied ethnic backgrounds.

3. The police agency should provide application and testing procedures at decentralized locations in order to facilitate the applicant's access to the selection process.

a. The initial application form should be a short, simple record of the minimum information necessary to initiate the selection process.

4. The police agency should allow for the completion of minor routine requirements, such as obtaining a valid driver's license, after the initial application but before employment.

5. The police agency, through various incentives, should involve all agency personnel in the recruitment and selection process.

6. The police agency should seek professional assistance — such as that available in advertising, media, and public relations firms — to research and develop increasingly effective recruitment methods.

The police agency should evaluate the effectiveness of all recruitment methods continually so that successful methods

may be emphasized and unsuccessful ones discarded.

METHOD OF IMPLEMENTATION

The Utah Intergovernmental Personnel Agency police testing program should be expanded to more departments.

Police need to make efforts to have a greater voice in their local personnel offices.

STANDARD 13.2 COLLEGE RECRUITING

STANDARD

Every police agency that does not have a sufficient number of qualified applicants having appropriate college backgrounds to fill police officer vacancies as they occur should immediately implement a specialized recruitment program to satisfy this need.

1. The police agency should establish permanent liaison with:

a. Placement officers and career counselors in colleges and universities within a 50-mile radius of the police agency.

b. Faculty members and heads of departments that provide a curriculum specifically designed to prepare students for the police service.

2. Where feasible, the police agency should implement a police student worker program that provides part-time employment for college students between the ages of 17 and 25 who have shown a sincere interest in a law enforcement career. Police student workers:

a. Should be full-time students carrying a study load of at least 12 units per semester and should work for the police agency no more than 20 hours per week; during school vacations, full-time employment may be appropriate.

b. Should meet the same physical, mental, and character standards required of police officers; appropriate and reasonable exceptions may be made for height and weight in relation to age.

c. Should be assigned duties that prepare them for their future responsibilities as regular police officers; student workers, however, should not have the authority of a regular police officer or be authorized to carry firearms.

d. Should, after earning a baccalaureate degree, continue in the cadet program until a vacancy occurs on the regular police force.

e. Should continue in the cadet program for the period of time required to earn the baccalaureate degree, if by age 25 they are one academic year away from earning the degree.

3. The police agency should compete actively with other governmental and private sector employers in recruitment efforts at nearby colleges and universities. The opportunity for a police officer to perform a valuable social service, and the opportunity for a progressive career, should be emphasized in college recruitment.

4. Recruitment efforts should also emphasize the impact college graduate officers can have in improving the sensitivity of law enforcement to broader social issues, and should, therefore, include students who majored in academic areas other than police science.

METHOD OF IMPLEMENTATION

IPA, POST, UPOA, Chiefs and Sheriffs Associations, and/or individual departments should establish permanent liaison with local schools, as well as with out-of-state schools with police science or law enforcement departments. Such organizations could send a representative to schools to interview and actively recruit candidates. Police departments, in cooperation with educators, should develop their own cadet programs.

STANDARD 13.3 MINORITY RECRUITING

STANDARD

Every police agency immediately should insure that it presents no artificial or arbitrary barriers — cultural or institutional — to discourage qualified individuals from seeking employment or from being employed as police officers.

Every police agency should engage in positive efforts to employ ethnic minority group members. When a substantial ethnic minority population resides within the jurisdiction, the police agency should take affirmative action to achieve a ratio of minority group employees in approximate proportion to the makeup of the population.

Every police agency seeking to employ members of an ethnic minority group should direct recruitment efforts toward attracting large numbers of minority applicants. In establishing selection standards for recruitment, special abilities such as the ability to speak a foreign language, strength and agility, or any other compensating factor should be taken into consideration in addition to height and weight requirements.

Every police agency seeking to employ qualified ethnic minority members should research, develop, and implement specialized minority recruitment methods. These methods should include:

1. Every police agency should engage in positive efforts to employ ethnic minority group members. When a substantial ethnic minority population resides within the jurisdiction, the police agency should take affirmative action to achieve a ratio of minority group employees in approximate proportion to the makeup of the population.

2. Every police agency seeking to employ members of an ethnic minority group should direct recruitment efforts towards attracting large numbers of minority applicants. In establishing selection standards for recruitment, special abilities such as the ability to speak a foreign language, strength and agility, or any other compensating factor should be taken into consideration in addition to height and weight requirements.

3. Every police agency seeking to employ qualified ethnic minority members should research, develop, and implement specialized minority recruitment methods. These methods should include:

- a. Assignment of minority police officers to the specialized recruitment efforts;

- b. Liaison with local minority community leaders to emphasize police sincerity and encourage referral of minority applicants to the police agency;

c. Recruitment advertising and other material that depict minority group police personnel performing the police function;

d. Active cooperation of the minority media as well as the general media in minority recruitment efforts;

e. Emphasis on the community service aspect of police work; and

f. Regular personal contact with the minority applicant from initial application to final determination of employability.

4. Every police chief executive should insure that hiring, assignment, and promotion policies and practices do not discriminate against minority group members.

5. Every police agency should evaluate continually the effectiveness of specialized minority recruitment methods so that successful methods are emphasized and unsuccessful ones discarded.

METHOD OF IMPLEMENTATION

Minority community leaders, the Governor's Ombudsman, UIPA, POST, and representatives of sheriffs and chiefs associations should jointly evaluate present programs and methods. Their conclusions should then be included into any new or ongoing program.

STANDARD 13.4; STATE MANDATED MINIMUM STANDARDS FOR THE SELECTION OF POLICE OFFICERS

STANDARD

Utah should adopt the minimum standards for police selection as recommended by POST guidelines.

1. POST should insure that standards are met by inspecting for local compliance, and certifying as competent to exercise police authority, only those police officers who have met the mandated standards. The commission should establish minimum standards for:

a. Age, with consideration given to lowering the present minimum age of 21 and to establish a minimum re-

cruitment age that reflects the physical demands placed upon a police officer and the retirement liability of police agencies;

b. Physical health, strength, stature, and ability with consideration given to the physical demands of police work;

c. Character, with consideration given to the responsibilities of police officers and the need for public trust and confidence in police personnel;

d. Personality profile, with consideration given to the need for personnel who are psychologically healthy and capable of enduring emotional stress; and

e. Education, with consideration given to the mental skills and knowledge necessary to perform the police function properly.

2. POST should establish minimum standards that incorporate compensating factors, such as education, language skills, or experience in excess of that required if such factors can overcome minor deficiencies in physical requirements, such as age, height, or weight.

3. The state should provide sufficient funds to enable POST:

a. To employ a full-time executive director and a staff large enough to carry out the basic duties of the commission; and

b. To meet periodically.

METHOD OF IMPLEMENTATION

If the concept of enforcing minimum standards by law is adopted, legislation must be passed giving that authority to the POST council, the UIPA Council, or some other body.

If enforcement is left to the discretion of individual departments, no legislation is needed.

STANDARD 13.5 THE SELECTION PROCESS

STANDARD

Every police agency, civil service commission or merit sys-

tem which selects police officers immediately should employ a formal process for the selection of qualified police applicants. This process should include a written test of mental ability or aptitude, or an oral interview, a physical examination, a psychological examination, and an in-depth background investigation.

1. Every police agency, civil service commission or merit system which selects police officers should measure applicants' mental ability through the use of job-related ability or aptitude tests rather than general aptitude tests. These job-related ability tests should meet the requirements of Federal Equal Employment Opportunities Commission guidelines.

2. Every police agency, civil service commission or merit system which selects police officers should retain the services of a qualified psychiatrist or psychologist to conduct psychological testing of police applicants in order to screen out those who have mental disorders or are emotionally unfit for police work.

3. Every police agency, civil service commission, or merit system which selects police officers should use the results of psychological testing as a positive predictor of later performance within the police service only when scientific research establishes the validity and reliability of such a predictor.

4. Every police agency, civil service commission or merit system which selects police officers should conduct an in-depth background investigation of every police applicant before employment. The policies and procedures governing these investigations at least should insure that:

a. To the extent practicable, investigations are based upon personal interviews with all persons who have valuable knowledge of the applicant;

b. The polygraph examination is used where appropriate, but is not allowed to substitute for a field investigation.

c. The rejection of police applicants is job-related; and

d. Police applicants are not disqualified on the basis of arrest or conviction records alone, without consideration of circumstances and disposition.

5. Every police agency, civil service commission or

merit system which selects police officers should direct into other temporary employment within the agency qualified police applicants who because of lack of vacancies cannot be employed immediately in the position for which they have applied.

METHOD OF IMPLEMENTATION

Implementation by individual jurisdictions.

STANDARD 13.6 EMPLOYMENT OF WOMEN

STANDARD

Every police agency should immediately insure that it does not discourage qualified women from seeking employment as sworn or civilian personnel or prevent them from realizing their full employment potential. Every police agency should:

1. Institute selection procedures to facilitate the employment of women; no agency, however, should alter selection standards solely to employ female personnel;

2. Insure that recruitment, selection, training, and salary policies neither favor nor discriminate against women;

3. Provide career paths for women allowing each individual to attain a position classification commensurate with her particular degree of experience, skill, and ability; and

4. Immediately consider abolishing all separate organizational entities composed solely of policewomen.

METHOD OF IMPLEMENTATION

Implementation by individual departments. Enforcement by the Office of Economic Opportunity.

STANDARD 14.1 POLICE SALARIES

STANDARD

Every local government should establish and maintain salaries that attract and retain qualified sworn personnel cap-

able of performing the increasingly complex and demanding functions of police work.

1. Every local government should immediately establish an entry-level sworn police personnel salary that enables the agency to compete successfully with other employers seeking individuals of the same age, intelligence, abilities, integrity, and education.

In setting an entry-level salary the following should be considered:

- a. The employment standards of the agency;
- b. The specific police functions performed by the agency;
- c. The economy of the area served by the agency; and
- d. The availability of qualified applicants in the local labor market.

2. Every local government should immediately establish a wide salary range within its basic occupational classification, with the maximum salary sufficient to retain qualified personnel by providing them with the opportunity for significant salary advancement without promotion to supervisory or management positions.

3. Every local government should immediately establish a salary review procedure to insure the automatic annual adjustment of police salaries to reflect the prevailing wages in the local economy and to meet the competition from other employers. The criteria applied in this annual salary review procedure should not be limited to cost of living increases, average earnings in other occupations, or other economic considerations which, applied in isolation, can inhibit effective salary administration.

4. Every local government should immediately establish a sufficient salary separation between job classifications to provide promotional incentives and to retain competent supervisors and managers.

5. Every local government should immediately establish within its salary structure a merit system that rewards demonstrated excellence in the performance of assigned duties.

6. Every local government should immediately establish or maintain a police salary structure separate and distinct from that of any other government agency.

METHOD OF IMPLEMENTATION

The Utah Intergovernmental Personnel Agency and the Utah League of Cities and Towns should assist individual departments in obtaining adequate salaries and salary standards. The Utah State Legislature should consider the feasibility of financing a minimum entry-level salary for police personnel throughout the state.

STANDARD 14.2 POSITION CLASSIFICATION PLAN

STANDARD

Every local government should establish immediately a broad police classification plan based upon the principle of merit. The plan should include few position classifications but multiple pay-grade levels within each classification to enable the agency's chief executive to exercise flexibility in the assignment of personnel. The plan should also provide, within the basic position classification, sufficient career incentives and opportunities to retain qualified generalists and specialists in nonmanagement positions.

1. Every police agency with more than three levels of classification below the chief executive should consider the adoption of three broad occupational classifications for sworn personnel, to permit mobility within each classification and salary advancement without promotion. The three fundamental classifications should include:

- a. A patrolman-investigator classification for the generalist and specialist at the basic rank level;**
- b. A supervisor-manager classification for supervisory and midmanagement personnel; and**
- c. A command-staff classification for police executives and administrators.**

2. Every agency's classification plan should include, within each position classification, several pay grade levels, each of which requires a certain degree of experience, skill,

and ability, or which entails the performance of a specialized function. The plan should provide compensation commensurate with the duties and responsibilities of the job performed, and should permit flexibility in the assignment of personnel.

3. Every police agency should provide career paths that allow sworn personnel to progress not only as managers but as generalists and specialists as well. Nonmanagerial career paths should provide the incentive necessary to encourage personnel with proven professional and technical expertise to remain within the functions they choose, while continuing to provide efficient and effective delivery of police service.

a. Nonmanagerial career paths should incorporate progressive career steps for the generalist and specialist; these steps should be predicated on the completion of appropriate levels of education and training, and the achievement of experience and expertise within a professional-technical area. Progression to the end of a nonmanagerial career path should bring a salary greater than that for the first level of supervision.

b. Managerial career paths should also incorporate progressive career paths, predicated on the completion of appropriate levels of education and training and the achievement of management skills necessary to function satisfactorily at the next level of management.

4. Every police agency should insure that the merit principle dominates promotions and assignments. Any existing civil service procedure should apply only to retention in, or promotion to, broad position classifications. Movement between pay-grade levels within such position classifications should remain free from restrictive civil service procedures, but subject to internal controls, to insure placement and corresponding pay on the basis of merit.

a. Every classification plan that encourages the practices of a "spoils system," or in which the advancement of personnel is not governed by the merit principle, should be corrected or abolished.

b. Every agency should insure that no civil service system imposes any restriction on the agency's classification plan that would unnecessarily inhibit flexibility in the assignment of personnel or encourage mediocrity in job performance.

METHOD OF IMPLEMENTATION

The Intergovernmental Personnel Agency in cooperation with the Utah Chiefs of Police Association and the Utah Sheriffs Association should develop a standard police classification system for various sizes of departments. Implementation of individual position classification plans should be by each individual department.

STANDARD 15.1 EDUCATIONAL INCENTIVES FOR POLICE OFFICERS

STANDARD

Every police agency should immediately adopt a formal program of educational incentives to encourage police officers to achieve a college-level education. Colleges and universities, particularly those providing educational programs expressly schedule classes at a time when police officers can attend.

1. When it does not interfere with the efficient administration of police personnel, duty and shift assignment should be made to accommodate attendance at local colleges; any shift or duty rotation system should also be designed to facilitate college attendance.

2. Financial assistance to defray the expense of books, materials, tuition, and other reasonable expenses should be provided to a police officer when:

a. He is enrolled in courses or pursuing a degree that will increase, directly or indirectly, his value to the police service; and

b. His job performance is satisfactory.

3. Incentive pay should be provided for the attainment of specified levels of academic achievement. This pay should be in addition to any other salary incentive. It should be at least 2.5 percent of the employee's current salary for each 30 semester units of college work completed in pursuance of a degree that will lead, directly or indirectly, to service betterment warranting the expense of the salary incentive.

4. Colleges and universities, particularly those providing educational programs expressly for police personnel,

should schedule classes at hours and locations that will facilitate the attendance of police officers.

a. Classes should be scheduled for presentation during the daytime and evening hours within the same academic period, semester, or quarter.

b. When appropriate, colleges and universities should present classes at locations other than the main campus so police officers can attend more conveniently.

METHOD OF IMPLEMENTATION

This standard should be implemented by individual police agencies and city councils with the assistance of the Utah League of Cities and Towns and the Utah Chiefs of Police Association.

STANDARD 15.2 COLLEGE CREDIT FOR THE COMPLETION OF POLICE TRAINING PROGRAMS

STANDARD

Every police agency should pursue the affiliation of police training programs with academic institutions to upgrade its level of training and to provide incentive for further education.

1. All police training courses for college credit should be academically equivalent to courses that are part of the regular college curriculum.

2. Every member of the faculty who teaches any course for credit in the police training curriculum should be specifically qualified to teach that course.

a. The instructor in a police training course, for which an affiliated college is granting credit, should be academically qualified to teach that course.

b. Police personnel not academically qualified to teach a course in the regular college curriculum may, if otherwise qualified, serve as teaching assistants under the supervision of an academically qualified instructor.

METHOD OF IMPLEMENTATION

Representatives from each of the relevant colleges should work out a uniform policy with POST and the Board of Regents.

STANDARD 16.1 STATE LEGISLATION AND FISCAL ASSISTANCE FOR POLICE TRAINING

STANDARD

The state should maintain legislation establishing mandatory minimum basic training for police, a representative body to develop and administer training standards and programs for police, and financial support for mandated training for police on a continuing basis to provide the public with a common quality of protection and service from police employees throughout the state. The state should continue to certify all sworn police employees.

1. The state should maintain legislation that mandates minimum basic training for every sworn police employee prior to the exercise of authority of his position.

2. The state should maintain legislation establishing a state commission to develop and administer state standards for the training of police personnel. The majority of this commission should be composed of representatives of local law enforcement agencies. Other members should be from the criminal justice system, local government, and criminal justice education and training centers. The state should provide sufficient funds to enable this commission to meet periodically and to employ a full-time staff large enough to carry out the basic duties of the commission. In addition to any other duties deemed necessary, this commission should:

- a. Develop minimum curriculum requirements for mandated training for police;
- b. Certify police training centers and institutions that provide training that meets the requirements of the state's police training standards;
- c. Establish minimum police instructor qualifications and certify individuals to act as police instructors;
- d. Inspect and evaluate all police training programs to insure compliance with the state's police training standards;
- e. Provide a consulting service for police training and education centers; and
- f. Administer the financial support for police training and education.

3. The state, through the police training office, should continue to certify as qualified to exercise police authority every sworn police employee who satisfactorily completes the state basic police training and meets other entrance requirements.

METHOD OF IMPLEMENTATION

The Utah State Legislature should assume complete responsibility for the funding of the Utah Peace Officer Standards and Training Division.

STANDARD 16.2 PROGRAM DEVELOPMENT

STANDARD

Every police training academy and criminal justice training center should immediately develop effective training programs, the length, content, and presentation of which will vary according to specific subject matter, participating police employees, and agency and community needs.

1. Every police training academy should insure that the duration and content of its training programs cover the subject every police employee needs to learn to perform acceptably the tasks he will be assigned.

2. Every police training academy should define specific courses according to the performance objective of the course, and should specify what the trainee must do to demonstrate achievement of the performance objective.

3. Every police training academy serving more than one police agency should enable the police chief executives of participating agencies to choose for their personnel elective subjects in addition to the minimum mandated training.

4. Every police training academy should insure that its training programs satisfy state standards for police training as well as meet the needs of participating police agencies and that its training is timely and effective. These measures should of least include:

a. Regular review and evaluation of all training

programs by an advisory body composed of police practitioners, et al; from participating agencies.

b. Periodic field observation of the operations of participating police agencies by the training staff; and

c. Continual critique of training programs through feedback from police employees who have completed the training programs and have subsequently utilized that training in field operations and from their field supervisors.

METHOD OF IMPLEMENTATION

Implementation by the Utah Peace Officer Standards and Training Division.

STANDARD 16.3 PREPARATORY TRAINING

STANDARD

Every police agency should take immediate steps to provide training for every police employee prior to his first assignment within the agency, prior to his assignment to any specialized function requiring additional training, and prior to his promotion.

1. Utah should require that every sworn police employee satisfactorily complete a minimum of 400 hours of basic police training. In addition to traditional basic police subjects, this training should include:

a. Instruction in law, psychology, and sociology specifically related to interpersonal communication, the police role, and the community the police employee will serve;

b. Assigned activities away from the training academy to enable the employee to gain specific insight in the community, criminal justice system, and local government;

c. Remedial training for individuals who are deficient in their training performance but who, in the opinion of the training staff and employing agency, demonstrate potential for satisfactory performance; and

d. Additional training by the employing agency in its policies and procedures, if basic police training is not administered by that agency.

2. During the first year of employment with a police agency, and in addition to the minimum basic police training, every police agency should provide full-time sworn police employees with additional formal training, coached field training, and supervised field experience through methods that include where feasible:

- a. Field training with a supervisor.
- b. Rotation in field assignments to expose the employee to varying operational and community experiences;
- c. Documentation of employee performance in specific field experiences to assist in evaluating the employee and to provide feedback on training program effectiveness;
- d. Self-paced training material, such as correspondence courses, to assist the employee in acquiring additional job knowledge and in preparing for subsequent formal training;
- e. Periodic meetings between the supervisor, the employee, and the training academy staff to identify additional training needs and to provide feedback on training program effectiveness.

3. Every police agency should provide every unsworn police employee with sufficient training to enable him to perform satisfactorily his specific assignment and to provide him with a general knowledge of the police role and the organization of the police agency.

4. Every police agency should provide every police employee newly assigned to a specialized task the specific training he needs to enable him to perform the task acceptably.

5. Every police agency should provide sufficient training to enable every newly promoted employee to perform the intended assignment satisfactorily.

METHOD OF IMPLEMENTATION

Implementation by the Utah Peace Officer Standards and Training Division and individual departments.

STANDARD 16.4 INTERPERSONAL COMMUNICATIONS TRAINING

STANDARD

Every police agency should immediately develop and improve the interpersonal communications skills of all officers. These skills are essential to the productive exchange of information and opinion between the police, other elements of the criminal justice system, and the public; their use helps officers to perform their task more effectively.

1. Where appropriate, an outside consultant should be used to advise on program methodology, to develop material, to train sworn officers instructors and discussion leaders, and to participate to the greatest extent possible in both the presentation of the program and its evaluation.

2. Every recruit training program should include instruction in interpersonal communications, and should make appropriate use of programmed instruction as a supplement to other training.

3. Every police agency should develop programs such as workshops and seminars that bring officers, personnel from other elements of the criminal justice system, and the public together to discuss the role of the police and participants' attitudes toward that role.

METHOD OF IMPLEMENTATION

Implementation by individual departments with assistance from the Utah Peace Officer Standards and Training Division.

STANDARD 16.5 INSERVICE TRAINING

STANDARD

Every police agency should provide for annual and routine training to maintain effective performance throughout every sworn employee's career.

1. Every police agency should provide 40 hours of formal inservice training annually to sworn police employees up to and

including captain or its equivalent. This training should be designed to maintain, update, and improve necessary knowledge and skills. Where practicable and beneficial, employees should receive training with persons employed in other parts of the criminal justice system, local government, and private business when there is a common interest and need.

2. Every police agency should recognize that formal training cannot satisfy all training needs and should provide for decentralized training. To meet these day-to-day training needs, every police agency should provide as soon as practicable:

- a. A minimum of one police employee who is a state certified training instructor;
- b. Audio-visual equipment compatible with training material available to the police agency;
- c. Home study materials available to all police employees; and
- d. Periodic on-duty training programs directed at the specific needs of the police employees.

3. Every police agency should insure that the information presented during annual and routine training is included, in part, in promotion examinations and that satisfactory completion of training programs is recorded in the police employee's personnel folder in order to encourage active participation in these training programs.

METHOD OF IMPLEMENTATION

Implementation by the Utah Peace Officer Standards and Training Division and individual departments.

STANDARD 16.6 INSTRUCTION QUALITY CONTROL

STANDARD

Every police training academy and criminal justice training center should develop immediately quality control measures to insure that training performance objectives are met. Every training program should insure that the instructors, presentation methods, and training materials are the best available.

1. Every police training academy should present all training programs with the greatest emphasis on student-oriented instruction methods to increase trainee receptivity and participation. Training sessions of one-hour's duration or longer should include at least one of the following:

a. Active student involvement in training through instructional techniques such as role playing, situation simulation, group discussions, reading and research projects, and utilization of individual trainee response systems; passive student training such as lecture presentation should be minimized;

b. Where appropriate, team teaching by a police training instructor and a sworn police employee assigned to field duty;

c. The use of audio-visual aids to add realism and impact to training presentations;

d. Preconditioning materials, such as correspondence courses and assigned readings, made available prior to formal training sessions;

e. Self-paced, individualized instruction methods for appropriate subject matter; and

f. Where appropriate, computer assistance in delivery of instruction of instruction material.

2. Every police training academy should restrict formal classroom training to a maximum of 25 trainees.

3. Every police training academy and every police agency should insure that all its instructors are certified by the state requiring:

a. Certification for specific training subjects based on work experience and educational and professional credentials;

b. Satisfactory completion of a state-certified minimum 80-hour instructor training program; and

c. Periodic renewal of certification based in part on the evaluation of the police training academy and the police agency.

4. Every police training academy should distribute instructional assignments efficiently and continually update all training materials. These measures should include:

a. periodic monitoring of the presentations of every police training instructor to assist him in evaluating the effectiveness of his methods and the value of his materials;

b. Rotation of police training instructors through operational assignments or periodic assignment to field observation tours of duty;

c. Use of outside instructors whenever their expertise and presentation methods would be beneficial to the training objective;

d. Continual assessment of the workload of every police training instructor; and

e. Administrative flexibility to insure efficient use of the training academy staff during periods of fluctuation in trainee enrollment.

5. Every police agency and police training academy should review all training materials at least annually to determine their current value and to alter or replace them where necessary.

METHOD OF IMPLEMENTATION

Implementation by Utah Peace Officer Standards and Training.

STANDARD 17.1 PERSONNEL DEVELOPMENT FOR PROMOTION AND ADVANCEMENT

STANDARD

Every police agency should adopt a policy of promotion to higher ranks and advancing to higher paygrades only those personnel who successfully demonstrate their ability to assume the responsibilities and perform the duties of the position to which they will be promoted or advanced. Personnel who have the potential to assume increased responsibility should be identified and placed in a program that will lead to full development of that potential.

1. Every police agency should screen all personnel in order to identify their individual potential and to guide them toward achieving their full potential. Every employee should be developed to his full potential as an effective patrol officer, a competent detective, a supervisor or manager, or as a specialist

capable of handling any of the other tasks within a police agency. This screening should consist of one or more of the following:

- a. Management assessment of past job performance and demonstrated initiative in the pursuit of self-development;
- b. Oral interviews; and
- c. Job-related mental ability tests.

2. Every police agency should offer comprehensive and individualized programs of education, training, and experience designed to develop the potential of every employee who wishes to participate. These individualized development programs should be based on the potential identified through the screening process and the specific development needs of the employee. These individualized programs should consist of one or more of the following:

- a. College seminars and courses;
- b. Direct reading;
- c. In-house and out-of-house training classes;
- d. Job rotation;
- e. Internship; and
- f. The occasional opportunity to perform the duties of the position for which an individual is being developed.

3. Personnel who choose to pursue a course of self development rather than participate in the agency-sponsored development program should be allowed to compete for promotion and advancement.

METHOD OF IMPLEMENTATION

Implementation by individual departments with assistance from the Utah Intergovernmental Personnel Agency.

STANDARD 17.2 FORMAL PERSONNEL DEVELOPMENT ACTIVITIES

STANDARD

Every police agency should implement formal programs of

personnel development. Such programs should be designed to further the employee's professional growth and increase his capacity for his present or future role within the agency.

1. Every agency should allow all sworn personnel to participate voluntarily in at least 40 consecutive hours of formal personnel development activity annually, while on duty, and at full pay. Such activity may include:

a. Forty consecutive hours of in-house or out-of-house classroom training directed toward the development of personal, vocational, conceptual, or managerial skills;

b. Internship of at least 40 consecutive hours with another police, criminal justice, government, or private organization that can contribute significantly to the professional development of the intern;

c. The assumption of the position, responsibility, and authority of an immediate superior for a minimum of 80 consecutive hours when such assignment would contribute significantly to the professional development of the subordinate;

d. Employee participation in administrative and operational research and reporting that would not ordinarily be his responsibility but would contribute significantly to his professional development;

e. Provision of leaves of absence with pay to allow the achievement of academic objectives that contribute significantly to the employee's professional growth and capacity for current and future assignments;

f. Employee service as a member of or an adviser to management committees and boards on which he would not normally serve, such as fleet safety boards, when such service would contribute significantly to the development of an employee's awareness and understanding of management philosophy and insight.

2. Every police agency with specialized units for detective, vice, traffic, staff, and other functions should develop a formal system for personnel rotation. This system should be designed to develop generalist, specialist, and managerial resources.

a. Newly hired personnel should be rotated through geographic areas of varying crime incidence and

major functional assignments in order to give them the valuable perspective and professional understanding that only experience in a wide range of agency functions and areas can provide.

METHOD OF IMPLEMENTATION

Implementation by individual departments.

STANDARD 17.3 PERSONNEL EVALUATION FOR PROMOTION AND ADVANCEMENT

STANDARD

Every police agency should immediately begin a periodic evaluation of all personnel in terms of their potential to fill positions of greater responsibility. The selection of personnel for promotion and advancement should be based on criteria that relate specifically to the responsibilities and duties of the higher position.

1. Every agency periodically should evaluate the potential of every employee to perform at the next higher level of responsibility.

a. This evaluation should form a part of the regular performance evaluation that should be completed at least annually.

b. Specific data concerning every employee's job performance, training, education, and experience should support the periodic evaluation for promotion and advancement.

2. Every police agency should use job analyses in the development of job related tests and other criteria for the selection of personnel for promotion and advancement. Selection devices should consist of one or more of the following:

a. Management assessment of past job performance, performance in the individualized development program, and demonstrated initiative in the pursuit of self development;

b. Oral interviews; and

c. Job related mental aptitude tests.

3. Every police agency should disallow the arbitrary awarding of bonus points for experience and achievement not related to the duties of the position for which the individual is being considered. Arbitrary awards include:

- a. Bonus points for military service;
- b. Bonus points for heroism.

4. No agency should use any psychological test as a screening device or evaluation tool in the promotion and advancement process until scientific research confirms a reliable relationship between personality and actual performance.

5. Every agency should require that personnel demonstrate the ability to assume greater responsibility prior to promotion or advancement and should continue to observe employee performance closely during a probationary period from the date of promotion or advancement.

METHOD OF IMPLEMENTATION

Implementation by individual departments with the assistance of the Utah Intergovernmental Personnel Agency.

STANDARD 17.4 ADMINISTRATION OF PROMOTION AND ADVANCEMENT

STANDARD

Every police chief executive, by assuming administrative control of the promotion and advancement system, should insure that only the best qualified personnel are promoted or advanced to positions of greater authority and responsibility in higher pay grades and ranks. Where feasible, agencies that have not developed competent personnel to assume positions of higher authority should seek qualified personnel from outside the agency rather than promote or advance personnel who are not ready to assume positions of greater responsibility.

1. The police chief executive should oversee all phases of his agency's promotion and advancement system including the testing of personnel and the appointing of personnel to positions of greater responsibility. The police chief executive

should make use of the services of a central personnel agency when that personnel agency is competent to develop and administer tests and is responsive to the needs of the police agency.

2. The police chief executive should consider recruiting personnel for lateral entry at any level from outside the agency when it is necessary to do so in order to obtain the services of an individual who is qualified for a position or assignment.

METHOD OF IMPLEMENTATION

Implementation by individual police departments.

STANDARD 17.5 PERSONNEL RECORDS

STANDARD

Every police agency immediately should establish a central personnel information system to facilitate management decision-making in assignment, promotion, advancement, and the identification and selection of individuals for participation in personnel development programs.

1. The personnel information system should contain at least the following personnel information:

- a. Personal history;
- b. Education and training history;
- c. Personnel performance evaluation history;
- d. Law enforcement experience;
- e. Assignment, promotion, and advancement history;
- f. Commendation records;
- g. Sustained personnel complaint history;
- h. Medical history;
- i. Occupational and skills profile;
- j. Results of special tests; and
- k. Photographs.

2. The personnel information system should be protected against unauthorized access; however, employees should have access to agency records concerning them, with the exception of background investigation data.

3. The system should be updated at least annually and, ideally, whenever a significant change in information occurs; and

4. The system should be designed to facilitate statistical analysis of personnel resources and the identification of individuals with special skills, knowledge, or experience.

METHOD OF IMPLEMENTATION

Implementation by individual organizations.

STANDARD 18.1 THE POLICE EXECUTIVE AND EMPLOYEE RELATIONS

STANDARD

Every police chief executive should immediately acknowledge his responsibility to maintain effective employee relations and should develop policies and procedures to fulfill this responsibility.

1. Every police chief executive should actively participate in seeking reasonable personnel benefits for all police employees.

2. Every police chief executive should provide an internal two-way communication network to facilitate the effective exchange of information within the agency and to provide himself with an information feedback device.

3. Every police chief executive should develop methods to obtain advisory information from police employees — who have daily contact with operational problems — to assist him in reaching decisions on personnel and operational matters.

4. Every police chief executive should provide a grievance procedure for all police employees.

5. Every police chief executive should have available to him employee relations specialists to provide assistance in:

a. Developing employee relations programs and procedures;

- b. Providing general or specific training in management-employee relations; and
- c. Collective negotiations.

6. Recognizing that police employees have a right, subject to certain limitations, to engage in political and other activities protected by the first amendment, every police agency should promulgate written policy that acknowledges this right and specifies proper and improper employee conduct in these activities.

7. Every police chief executive should acknowledge the right of police employees to join or not join employee organizations that represent their employment interests, and should give appropriate recognition to these employee organizations.

METHOD OF IMPLEMENTATION

Implementation by individual departments.

STANDARD 18.2 POLICE EMPLOYEE ORGANIZATIONS

STANDARD

Every police employee organization to maintain its own internal integrity, should immediately formalize written policies, rules, and procedures.

1. Every police employee organization should place in writing the scope of its activities to inform all members of their organization's programs and their representatives' activities.

2. Every police employee organization should adhere to rules and procedures designed to insure internal democracy and fiscal integrity. These rules and procedures should include:

- a. Provisions to protect members in their relations with the police employee organization;
- b. Standards and safeguards for periodic elections;
- c. Identification of the responsibilities of the police employee organization officers;
- d. Provisions for maintenance of accounting and fiscal controls, including regular financial reports;

e. Provisions for disclosure of financial reports and other appropriate documents to members, regulating agencies; and

f. Acknowledgment of responsibility to the governmental entity legally charged with regulation of such employee organizations.

METHOD OF IMPLEMENTATION

Implementation should be by each individual police employee organization. The Utah State Legislature should consider the feasibility of requiring the accountability of police employee organizations to the public as a whole, through statutory adoption of the concepts in this standard.

STANDARD 18.3 COLLECTIVE NEGOTIATION PROCESS

STANDARD

Every police agency and all police employees should be allowed to engage in collective negotiations in arriving at terms and conditions of employment that will maintain police service effectiveness and insure equitable representation for both parties.

1. Legislation enacted by states to provide for collective negotiations between police agencies and public employees should give equal protection for both parties and should include:

a. Provisions for local jurisdictions to enact specific rules for the collective negotiation process;

b. Procedures to prevent either party from circumventing the collective negotiation process;

c. Provisions for police agency retention of certain unrestricted management rights to insure proper direction and control in delivering police services;

d. Provisions to prohibit police employees from participating in any concerted work stoppage or job action; and,

e. Procedures that require adherence to the collective negotiation legislation by all parties.

2. Every police chief executive should insure that his

designated representative is present during all collective negotiations involving the police agency, and that he is allowed to protect the interests of the community, the police agency, and all police employees.

3. Every police agency should insure that all police employees receive training necessary to maintain effective management-employee relations. This training should include:

- a. Sufficient information to provide all employees with a general knowledge of the management-employee relations process;
- b. Specific instructions to persons who represent the police agency in the collective negotiation process; and
- c. Specific instructions to enable every supervisory police employee to perform his duties under any collective negotiation agreement.

4. Every police chief executive should encourage employee organizations to provide training during working hours to enable their representatives to represent members in the negotiation process adequately.

5. Every police chief executive should establish administrative procedures to facilitate the police agency's operation under any collective negotiation agreement.

- a. A weekly or bi-monthly meeting between the police chief executive and union representative to discuss problems within the agencies.

METHOD OF IMPLEMENTATION

Implementation by individual departments with the assistance of individual police employee organizations.

STANDARD 18.4 WORK STOPPAGES AND JOB ACTIONS

STANDARD

Every police chief executive should immediately prepare his agency to react effectively to neutralize any concerted work stoppage or job action by police employees. Any such concerted police employee action should be prohibited by law.

1. Utah should enact legislation that specifically prohibits police employees from participating in any concerted work stoppage or job action. Local legislation should be enacted immediately if state prohibitive legislation does not currently exist.

2. Every police agency should establish formal written policy prohibiting police employees from engaging in any concerted work stoppage or job action.

3. Every police agency should develop a plan to maintain emergency police service in the event of a concerted employee work stoppage.

4. Every police chief executive should consider the initiation of internal disciplinary action, including dismissal, against police employees who participate in a concerted job action or work stoppage. Among the many disciplinary alternatives available to the chief executive are actions against:

- a. All participating employees for violating prohibitive legislation and policy;
- b. Individual employees when their individual conduct warrants special action;
- c. Only those employees who encouraged, instigated, or led the activity; and
- d. None of the participating employees; however, criminal or civil action may be sought for violations of legislative prohibitions.

METHOD OF IMPLEMENTATION

Appropriate legislation should be prepared by the Utah State Legislature. Individual departments should establish employee work stoppage policies and emergency police service plans which include the Office of Emergency Services and the Utah National Guard.

STANDARD 19.1 FOUNDATION FOR INTERNAL DISCIPLINE

STANDARD

Every police agency immediately should formalize policies, procedures, and rules in written form for the administration of

internal discipline. The internal discipline system should be based on essential fairness, but not bound by formal procedures or proceedings such as are used in criminal trials.

1. Every police agency immediately should establish formal written procedures for the administration of internal discipline and an appropriate summary of those procedures should be made public.

2. The chief executive of every police agency should have ultimate responsibility for the administration of internal discipline.

3. Every employee at the time of employment should be given written rules for conduct and appearance. They should be stated in brief, understandable language. They should be drafted with the legal assistance of someone familiar with administrative law.

4. The policies, procedures, and rules governing employee conduct and the administration of discipline should be strengthened by incorporating them in training programs and promotional examinations, and by encouraging employee participation in the disciplinary system.

METHOD OF IMPLEMENTATION

Implementation by individual departments.

STANDARD 19.2 COMPLAINT RECEPTION PROCEDURES

STANDARD

Every police agency immediately should implement procedures to facilitate the making of a complaint alleging employee misconduct, whether that complaint is initiated internally or externally.

1. The making of a complaint should not be accompanied by fear of reprisal or harassment. Every person making a complaint should receive verification that his complaint is being processed by the police agency. This receipt should contain a general description of the investigative process and appeal provisions.

2. Every police agency, on a continuing basis, should inform the public of its complaint reception and investigation procedures.

3. All persons who file a complaint should be notified of its final disposition; personal discussion regarding this disposition should be encouraged.

4. Every police agency should develop procedures that will insure that all complaints, whether from an external or internal source, are permanently and chronologically recorded in a central record. The procedure should insure that the agency's chief executive or his assistant is made aware of every complaint without delay.

5. Complete records of complaint reception, investigation, and adjudication should be maintained. Statistical summaries based on these records should be published regularly for all police personnel and should be available to the public.

METHOD OF IMPLEMENTATION

Implementation by individual departments.

STANDARD 19.3 INVESTIGATIVE RESPONSIBILITY

STANDARD

The chief executive of every police agency immediately should insure that the investigation of all complaints from the public, and all allegations of criminal conduct and serious internal misconduct, are conducted by a specialized individual or unit of the involved police agency. This person or unit should be responsible directly to the agency's chief executive or the assistant chief executive. Minor internal misconduct may be investigated by first line supervisors, and these investigations should be subject to internal review.

1. The existence or size of this specialized unit should be consistent with the demands of the work load.

2. Police agencies should obtain the assistance of prosecuting agencies during investigations of criminal allegations and other cases where the police chief executive concludes

that the public interest would best be served by such participation.

3. Specialized units for complaint investigation should employ a strict rotation policy.

4. Every police agency should deploy the majority of its complaint investigators during the hours consistent with complaint incidence, public convenience, and agency needs.

METHOD OF IMPLEMENTATION

The chief or a designated officer should be responsible for investigations, or an Internal Affairs unit should be established.

STANDARD 19.4 INVESTIGATION PROCEDURES

STANDARD

Every police agency immediately should insure that internal discipline complaint investigations are performed with the greatest possible skill. The investigative effort expended on all internal discipline complaints should be at least equal to the effort expended in the investigation of felony crimes where a suspect is known.

1. All personnel assigned to investigate internal discipline complaints should be given to specific training in this task and should be provided with written investigative procedures.

2. Every police agency should establish formal procedures for investigating minor internal misconduct allegations. These procedures should be designed to insure swift, fair and efficient correction of minor disciplinary problems.

3. Every investigator of internal discipline complaints should conduct investigations in a manner that best reveals the facts while preserving the dignity of all persons and maintaining the confidential nature of the investigation.

4. Every police agency should provide — at the time of employment, and again, prior to the specific investigation — all its employees with a written statement of their duties and

that the public interest would best be served by such participation.

5. Every police chief executive should have legal authority during an internal discipline investigation to relieve police employees from their duties when it is in the interest of the public and the police agency. A police employee normally should be relieved from duty whenever he is under investigation for a crime, corruption, or serious misconduct when the proof is evident and the presumption is great, or when he is physically or mentally unable to perform his duties satisfactorily.

6. Investigators should use all available investigative tools that can reasonably be used to determine the facts and secure necessary evidence during an internal discipline investigation. The polygraph should be administered to employees only at the express approval of the police chief executive.

7. All internal discipline investigations should be concluded 30 days from the date the complaint is made unless an extension is granted by the chief executive of the agency. The complaint and the accused employee should be notified of any delay.

METHOD OF IMPLEMENTATION

Implementation by individual departments.

STANDARD 19.5 ADJUDICATION OF COMPLAINTS

STANDARD

Every police agency immediately should insure that provisions are established to allow the police chief executive ultimate authority in the adjudication of internal discipline complaints, subject only to appeal through the courts or established civil service bodies, and review by responsible legal and governmental entities.

1. A complaint disposition should be classified as sustained, not sustained, exonerated, unfounded, or misconduct not based on the original complaint.

2. An administrative factfinding trial board should be

available to all police agencies to assist in the adjudication phase. It should be activated when necessary in the interests of the police agency, the public, or the accused employee, and should be available at the direction of the chief executive or upon the request of any employee who is to be penalized in any manner that exceeds verbal or written reprimand. The chief executive of the agency should review the recommendations of the trial board and decide on the penalty.

3. The accused employee should be entitled to representation and logistical support equal to that afforded the person representing the agency in a trial board proceeding.

4. Police employees should be allowed to appeal a chief executive's decision. The police agency should not provide the resources or funds for appeal.

5. The chief executive of every police agency should establish written policy on the retention of internal discipline complaint investigation reports. Only the reports of sustained and — if appealed — upheld investigations should become a part of the accused employee's personnel folder. All disciplinary investigations should be kept confidential.

6. Administrative adjudication of internal discipline complaints involving a violation of law should neither depend on nor curtail criminal prosecution. Regardless of the administrative adjudication, every police agency should refer all complaints that involve violations of law to the prosecuting agency for the decision to prosecute criminally. Police employees should not be treated differently from other members of the community in cases involving violations of law.

METHOD OF IMPLEMENTATION

Implementation by individual departments.

STANDARD 19.6 POSITIVE PREVENTION OF POLICE MISCONDUCT

STANDARD

The chief executive of every police agency immediately should seek and develop programs and techniques that will

minimize the potential for employee misconduct. The chief executive should insure that there is a general atmosphere that rewards self-discipline within the police agency.

1. Every police chief executive should implement, where possible, positive programs and techniques to prevent employee misconduct and encourage self-discipline. These may include:

a. Analysis of the causes of employee misconduct through special interviews with employees involved in misconduct incidents and study of the performance records of selected employees;

b. General training in the avoidance of misconduct incidents for all employees and special training for employees experiencing special problems;

c. Referral to psychologists, psychiatrists, clergy, and other professionals whose expertise may be valuable; and

d. Application of peer group influence.

METHOD OF IMPLEMENTATION

Implementation by individual departments.

STANDARD 20.1 ENTRY-LEVEL PHYSICAL AND PSYCHOLOGICAL EXAMINATIONS

STANDARD

Every police agency should require all applicants for police officer positions to undergo thorough entry-level physical and psychological examinations to insure detection of conditions that might prevent maximum performance under rigorous physical or mental stress.

1. Each police agency, when appropriate tests have been validated, should furnish and require as a condition of employment, that each applicant pass a thorough physical and psychological examination. This examination should:

a. Be designed to detect conditions that are likely to cause nonjob-related illnesses, inefficiency, unneces-

sary industrial accidents, and pre-mature retirement;

b. Be conducted under the supervision of a licensed, competent physician; and

c. Include a psychological evaluation conducted under the supervision of a licensed, competent psychologist or psychiatrist.

METHOD OF IMPLEMENTATION

Physical examinations could be administered by the UIPA Police Testing Program. Some sort of special arrangement with user agencies may be needed in sharing financial obligations as well as the liability.

Psychological evaluations can probably best be offered to officers at the POST academy.

STANDARD 20.2 CONTINUING PHYSICAL FITNESS

STANDARD

Every police agency should establish physical fitness standards that will insure every officer's physical fitness and satisfactory job performance throughout his entire career.

1. Every agency should immediately establish realistic weight standards that take into account each officer's height, body build, and age.

2. Every agency should require for each officer a physical examination administered biannually, annually, or semi-annually to determine the officer's level of physical fitness. The frequency of the examinations should increase with the officer's age. If the officer fails to meet the predetermined standards, a program should be prescribed to improve his physical condition.

3. Every agency should provide or make available facilities and programs that enable every officer to maintain good physical condition, to monitor his condition, and to meet predetermined physical standards through program enforcement measures. Consideration should be given to intramural athletics, exercise, weight reduction, and other physical fitness programs.

METHOD OF IMPLEMENTATION

Implementation by individual departments.

STANDARD 20.3 EMPLOYEE SERVICES

STANDARD

Every police agency should have available employee services to assist all employees in obtaining the various employment benefits to which they and their dependents are entitled.

1. The employee services unit should be responsible for at least the following specific employee service functions:

a. Employee services unit personnel thoroughly informed on employee benefits should inform fellow agency employees of these benefits and the means for taking advantage of them.

b. In the event an officer is injured, the employee services unit should insure that the resulting needs of the officer and his family are cared for, with a minimum of inconvenience to the officer or his family.

c. In the event an officer is killed, the employee services unit should assist survivors in settling the officer's affairs.

2. Every agency with 150 or more personnel should assign at least one full-time employee to the employee services unit.

3. Every agency with fewer than 150 personnel should join with other local agencies to appoint a regional coordinator for employee services and, where appropriate, should establish a regional police employee services organization.

METHOD OF IMPLEMENTATION

Implementation by individual departments or, where appropriate, by regional police employee services organizations.

STANDARD 20.4 HEALTH INSURANCE

STANDARD

Every police agency should make available a complete health care program for its officers and their immediate families to insure adequate health care at minimum cost to the agency and the employee.

1. Every police agency should establish a health care program that provides for the particular health care needs of its employees and their immediate families.

a. The health care program should provide at least (1) surgery and related services; (2) diagnostic services; (3) emergency medical care; (4) continuing medical care for pulmonary tuberculosis, mental disorders, drug addiction, alcoholism, and childbirth; (5) radiation, inhalation, and physical therapy; (6) ambulance service; (7) nursing care; (8) prescribed medication and medical appliances; (9) complete dental and vision care; (10) hospital room; and (11) income protection.

b. Every agency should pay all or a major portion of the cost of the health care program to insure that the expense to employees, if any, is as small as possible. The agency should establish controls to insure that the highest available quality and quantity of medical services are provided under its plan. These controls include a system of record handling that facilitates swift, efficient provision of services and feedback of employee reaction to the program.

2. Every police agency should insure that an officer or his beneficiaries are allowed to continue as members of the health care program after the officer's retirement, and that benefit and cost under these circumstances are reasonable.

METHOD OF IMPLEMENTATION

Implementation by individual departments with the assistance, where appropriate, of city or county health care programs.

STANDARD 20.5 STATE RETIREMENT PLAN

STANDARD

Utah should provide an actuarially sound statewide police retirement system for all sworn personnel employed within the state. This system should be designed to facilitate lateral entry.

1. Local agency membership in the retirement system should be voluntary.

2. The system should be designed to accommodate diverse salary schedules of member agencies and to insure equitable distribution of costs and benefits within the system.

3. The system should establish a minimum years of service for normal retirement and a mandatory retirement age for all police personnel.

4. Reciprocal agreements should be formulated between independent, local, state, and interstate police pension systems to allow any police officer to accept any law enforcement position available and still retain his accrued retirement benefits.

METHOD OF IMPLEMENTATION

Implementation by the Utah State Legislature.

END