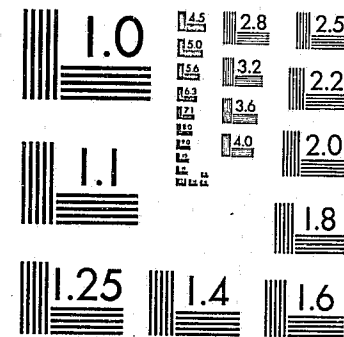


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Washington, D. C. 20531

08/04/82

Touche Ross & Co.

CITY OF ATLANTA
BUREAU OF POLICE SERVICES

MANAGEMENT DEVELOPMENT PROGRAM

ADMINISTRATIVE GUIDELINES

LEAA GRANT 80-DF-AX-0027

U.S. Department of Justice
National Institute of Justice

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Prepared By:

Touche Ross & Co.

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PREFACE

NO. 103

MAR 10 1964

This document presents the City of Atlanta Bureau of Police Services Management Development Program. The project to develop this program was funded by the Federal Law Enforcement Assistance Administration to enable a model management assessment and development program to be developed which could be transferred to other law enforcement agencies as well.

Timing of the project was appropriate since the Bureau is advancing toward establishing specific objectives, developing and following action strategies, budgeting by program, decentralizing operations and computerizing data bases and analytical processes. These advancements require objective assessment of management requirements so that the Bureau's managerial human resources may be developed as required to implement the overall plan to improve police practices.

Therefore, the specific project objectives were:

- To assess the human resource needs of the Bureau of Police Services at the management level
- To produce a plan for the development of human resources at the management level
- To develop a model process to accomplish this assessment and development which may be readily adapted by other police agencies.

Additional objectives were established as the project proceeded which included providing an appropriate career "track" for each police manager, developing "performance contracts" between the Bureau and its managers and to clarify and reinforce the responsibilities of each management rank (Lieutenant, Captain, Major, Deputy Chief and Chief).

Approach

A consulting organization, Touche Ross & Co., was selected to assist the Bureau in developing the Management Development Program (MDP). The approach or work plan which other police organizations would also follow included:

- Conducted review sessions with Public Safety Commissioner and Police Chief to understand Bureau's (5-year plan) objectives and management development philosophies
- Reviewed current and future management resource needs with Deputy Chiefs
- Outlined project approach

- Summarized findings and detailed project work tasks for review by Deputy Chiefs and Project Director
- Designed a job analysis approach which included individual field interviews of incumbent managers and developed a questionnaire to challenge existing job descriptions
- Conducted multiple group interview meetings to review the results of the job analysis and to identify and prioritize job tasks and determine relevant job requirements, i.e., related knowledge, skills and abilities (KSAs)
- Summarized and analyzed group results
- Scheduled and conducted one-on-one field interviews to verify group meeting results
- Drafted job descriptions for Lieutenant, Captain and Major for review by Deputy Chiefs
- Interviewed Deputy Chiefs for their respective job tasks/responsibilities and requisite KSAs
- Refined job profiles as appropriate from incumbents' comments
- Developed a second set of job positions, based on future managerial requirements needed to implement the Bureau's five-year objectives
- Implemented a self-assessment questionnaire by which the incumbent managers identified elements in managerial, technical and personal development areas in which they needed additional training and experience
- Analyzed and summarized self-assessment results in addition to inventorying education, special training, past performance and management/total police tenures
- Documented overall MDP, including training requirements, job rotation, performance contracts and schedule to correct management deficiencies
- Presented MDP documentation and job profiles to Public Safety Commissioner for review and comment.

Results

The results of this approach was an MDP which included:

- Mandatory training modules spanning a three-year period that was based on job requirements, current and future
 - . Module I - basic managerial requisites
 - . Module II - rank role and responsibilities
 - . Module III - advanced Bureau management

- Rotation of assignments throughout the Bureau to increase a manager's understanding of total Bureau operations and departmental interdependence
- Performance assessment through "Performance Contracts," including identifying specific job tasks, requirements, expected contributions and documenting actual versus planned performance with suggestions for improvement of each item assessed. Elements identified for assessment include current job tasks/requirements and activities designed to contribute toward the Bureau's achievement of its current and longer-range objectives.

The overall program is believed to exhibit such characteristics as motivation through positive reinforcement, objective assessment of performance, relevance to each job, flexibility to meet current and future organizational demands, formal and experimental training and expedites talent usage. The MDP also reinforces other personnel administrative components (i.e., selection, classification and compensation). Details on each component and MDP implementation and maintenance activities are outlined in the Administrative Guidelines.

In summary, the foundation for this Management Development Program has been the Bureau's Plan for Police Practices Advancement and the belief that management potential must be developed and reinforced systematically.

Changing community trends in crime, citizen involvement, and general socioeconomic variables require that a police services organization have the management strength and skill to respond to these trends effectively and efficiently. This Management Development Program is designed to provide the Bureau of Police Services with those requirements.

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I. OBJECTIVES AND FEATURES

I. OBJECTIVES AND FEATURES

The program's objectives and features should be reviewed in order to provide a basis for understanding its specific components which are detailed in the following sections.

Objectives

The Management Development Program (MDP) must be designed to achieve specific objectives against which its effectiveness may be measured. These objectives are:

- To provide the Bureau of Police Services (BPS) with managerial capabilities to lead the BPS through its Plan for Police Practices Advancement and to address the City of Atlanta's dynamic environment.
- To identify and improve the requisite capabilities of management personnel to perform their respective responsibilities.
- To assess the relative capabilities of BPS managers for human resource planning and management.
- To clarify and reinforce responsibilities for each management rank within the BPS.
- To enable the development of performance contracts between the BPS and its managers.
- To provide an appropriate career "track" for each manager relative to his capabilities.

Atlanta's Program Features

In addition to the preceding objectives which the MDP is designed to achieve, the program must contain certain features in order to be administratively feasible. These features include:

- Positive Motivation

Reinforcement of a manager's strengths and design and follow-through on a tailor-made course of action to improve appropriate areas without intimidation.

- Performance Based

Assessment of a manager's capability will be based upon his level of achievement relative to the other managers beginning at a common starting point in time and proceeding through a comprehensive and standard training program and field experiences.

- Job Relevance

Position requisites and training curriculums are to be based on knowledges, skills and abilities (KSA's) determined applicable for specific responsibilities through job analysis - not based on generally perceived training and experience requirements.

- Timely

Responsive to current and future organizational demands through flexibility in design.

- Manadatory Comprehensive Training

A "stair-step" approach to curriculum design for each managerial rank in which emphasis shifts from component to component depending upon rank, but always includes refreshers on the basics. Components are:

- . Basic police management
- . Rank roles and responsibilities
- . Advanced bureau management

- Formal and Experiential Training

Formal educational training of a "classroom" type should be complemented by varied field experiences provided through rotation of assignments.

- Proper Resource Mix

Internal staff, local education institutions, other law enforcement agencies and specialized schools should all be utilized as appropriate to facilitate infusion of fresh ideas and alternative view points.

- Total System Interface

Management development is not a stand alone process, but linked inextricably with personnel selection, performance evaluation, job analysis and promotional/examination processes. This interface should build upon the data developed from each system and reinforce their mutual objectives.

- Expedite Talent Usage

Processes should be present to enable candidates to progress through the program as soon as requisites are demonstrated.

Features of Development Programs in "Well Managed" Organizations

Atlanta's MDP features are consistent with those attributes which top executives in the nation's leading companies and public organizations state are essential for a positive human resource management system.

These attributes include:

- A management philosophy that development occurs on the job assisted by coaching, job rotation and formal training
- Development begins with manager's first position and follows a planned progression
- Coaching and career planning are important to all managers and is part of every performance evaluation
- Management development training includes analytical and functional training
- Self development activities are viewed as an individual's commitment and is supported by top management
- Internal training resources are used with significant balancing by outside "guest" presentors
- Training should be creative and flexible is scheduling and conducted at locations which minimize extensive job interruption

An overview of the program which incorporates these features is summarized in the next section.

II. PROGRAM OVERVIEW

II. PROGRAM OVERVIEW

An overview of the entire MDP provides a perspective which will facilitate understanding of each component to be detailed in the following sections.

Content

All ABPS managers including Lieutenant to Chief of Police are required to participate. The Management Development Program (MDP) consists of three components:

- Training modules in basic knowledges, skills and abilities (requisites), duties by rank and advanced bureau management
- Assignment Rotation
- Performance Contracts

Training

Training consist of three modules: I - Managerial, II - Rank Role and Responsibilities, and III - Bureau Management.

- Modules I and II are required training for all ranks.
- All "managers" must satisfactorily complete Module I - Managerial Training, initial core curriculum and subsequent annual refreshers.
- Module I core curriculum will be conducted annually for promotees into the rank of Lieutenant.
- All managers must satisfactorily complete Module II (Rank Role and Responsibility Training) initial core curriculum and subsequent annual refreshers designed for their respective ranks.
- Module II core curriculum will be presented annually for promotees into ranks of Lieutenant, Captain and Major.
- Managers achieveing performance in the top one-third (1/3) of their respective rank for Modules I and II will be selected for Module III (Bureau Management).
- Managers achieving performance in the bottom 1/3 of their respective rank for Modules I and II will be provided with special opportunities to improve their position through repetitive training or be subject to other administrative action.

Assignment Rotation

- Lieutenants, for example, must satisfactorily complete a minimum of three months service in at least one unit in each of the Bureau's four divisions before being considered for the rank of Captain.
- Majors and Captains must satisfactorily complete a minimum of three months of service in at least one additional unit (other than in which served as a Lieutenant) in each of the Bureau's four divisions before being considered for the rank of Deputy Chief.
- Deputy Chiefs should be required to head each of the Bureau's four Divisions for a period of 18 months each before being qualified for consideration as Chief of Police.
- Assessment of rotation performance shall be made by MDP administrator and field supervisor during rotation period using the manager Performance Contract instrument.

Performance Contracts

Actual on-the-job field performance will be assessed through the Manager Performance Contracts instrument designed for the MDP.

"Performance Contracts" will be developed between the individual manager and Bureau command based upon the assessment of each manager's performance in all components of the MDP. Contract provisions will indicate expectancies or standards based on rank norms, improvement plan and results to be realized.

Detail descriptions of such components follows.

III. COMPONENTS

III. COMPONENTS

The program's components consist of modular training, assignment rotation and performance contracts. Each component is reviewed below.

Modular Training

The first of three MDP components is Formal Training which consist of three modules including:

- Module I: Managerial
- Module II: Rank Roles and Responsibilities
- Module III: Bureau Management

This training approach was determined to be appropriate after extensive research and interviewing of bureau managers. The three modules are phased in order to build and reinforce as the participant progresses through the curriculum. An assessment will be made by the MDP administrator of the relative performance of all ABPS managers at completion of both Modules I and II. Assessment results may be summarized as follows:

- The top 1/3 performers, by combined I & II, results are selected for "Module III: Bureau Management" and the Assignment Rotation component.
- The second 1/3 in performance will continue to attend Modules I and II annual refresher training and will receive second priority scheduling into the Assignment Rotation component.
- The first 1/3 performers will receive training tutorial assistance, career counselling and be given a specified time period in which to achieve the rank's performance norm for Modules I and II or reclassification to a non-management rank would be initiated.

Module I: Managerial Sequences

It was determined that all manager ranks have a common basic set of "managerial requisites" or set of knowledge, skills and abilities required to perform their respective responsibilities. A sequence, therefore, of basic managerial requisites was designed into three sequences of five to seven subject areas each and lasting approximately three months per sequence.

These managerial sequences are shown in Exhibit I. Also illustrated in Exhibits II, III and IV are suggested weekly class schedules for each sequence. These schedules were designed to allow each manager to select one of three sessions held for each subject which is appropriate for his work schedule and learning pace. This six-hour-per-week approach is preferred to one 6-8 hour block in which 5 to 7 subject matters are reviewed consecutively due to differences in individual learning curves and physical stamina. Specific course contents for each subject are outlined in Exhibit V.

Module II: Rank Roles and Responsibilities

The Rank Roles and Responsibility training is the second of three modules. Module I - Managerial training reviewed the basic knowledge and ability requisites relevant to all specific responsibilities of each rank. Module II will next address specific roles and responsibilities for each management rank.

Responsibilities, as presented in the Position Profile for each rank, provide a basis for the curriculum. Secondly, relevant standard operating procedures (SOP's) associated with those responsibilities are also to be reviewed. An overview of the key requisites addressed in the first year's Module I will be presented with specific reference to each rank's responsibilities and respective SOP's. The inter-relationships of each rank, fourthly, is addressed from a "next up and next down" perspective as to where responsibility for selected SOP's starts and ends with each rank. And lastly, Bureau organization is analyzed with emphasis by Division on current structure, unique requirements, immediate and longer objectives, and inter-relationship with the other Divisions.

Time requirements may vary for each subject area from 2 to 5 hours and in total may span 6 to 9 months depending on final scheduling and other factors. Subject areas are outlined in Exhibit VI.

Module III: Bureau Management

The third training module on Bureau Management is designed for the top performers in the first two training modules. Its content is based on: a) extension of basic management functions and skills, and b) the Bureau's current Plan for Police Practices Advancement. An outline of topical areas are presented in Exhibit VII as categorized into the following areas:

- Community Relations
- Field Operations
- Investigative Function

- Overall Management

- . Technical
- . Non-technical

- Individual

A description of the Assignment Rotation component follows.

Assignment Rotation

Manager assignment rotation is the second MDP component. Its purpose, process and results is presented below.

Purpose

To prepare the Bureau's management resources with the knowledge and experience in all of its organizational functions to strengthen current inter-relationships and prepare for future manager reallocations.

Process

Qualified managers will be assigned as is practical to temporary "tours" of duty in different Divisional units to gain knowledge and experience throughout the Bureau according to prescribed requirements by rank such as:

<u>Current Rank</u>	<u>Period</u>	<u>Assignment</u>	<u>Future Rank</u>
Lieutenant	3 mos. each	1 unit in each of 4 Divisions	Captain
Captain	3 mos. each	1 unit of re-maining Division	Major
Major	3 mos. each	1 additional unit in each Division	Deputy Chief
Deputy Chief	18 mos. each	Commanding all Divisions	Chief

The MDP administrator and immediate supervisor to whom the manager is temporarily assigned, and the manager will complete Parts I and II of the Performance Contract (Exhibit VIII) instrument as indicated at the beginning of the assignment period. Part IV - Self Review will be completed at the end of the assignment period by the manager before his scheduled period ending review session. The supervisor will maintain records on the manager's performance during the period and complete Parts I and II as indicated prior

to the review session with the manager. The supervisor should also discuss his assessment with the next highest ranking officer in the Division. The supervisor should then review his notations on actual performance and recommended improvements with the manager and compare it with the manager's self review. The supervisor should then discuss and file the Assessment with the MDP administrator.

Results

Assuming satisfactory performance was noted, the manager will be scheduled for a different rotation assignment or for reassignment into the same unit until an acceptable rating is obtained. In either case, the MDP staff will calculate the relative performance of managers in each rank for inclusion in their respective Performance Contracts for advancement considerations.

Field Performance Contracts

Field performance is the third component in the MDP. Its features include:

Purpose

This component in essence is the assessment of a manager's day-to-day performance of his primary responsibilities and demonstration of key requisites identified on his rank's position profile.

Process

Semi-annual reviews will be conducted and documented using Performance Contract forms shown as Exhibit VIII. First, initial discussions will take place between each manager and his/her respective supervisor at which specific responsibilities, key requisites, bureau objectives and personal objectives are identified at the beginning of the review period. Also, expectations (or standards) for each of these areas are to be set. Second, the supervisor and manager schedule a review session and a "self review" is conducted by the manager in the interim. Actual performance observations, thirdly, are noted and suggestions for improvement are recorded at the ending of the period. The Career Development Division MDP staff will monitor the assessments for uniform administration throughout the Bureau.

Assessment will be performed according to regular Bureau SOP for performance evaluation using the forms prescribed. The relative position of each manager for each rank will be calculated and the rank norm determined.

Results and Features

Each manager's Performance Contract will be prepared based upon his/her career objectives, past performance and Bureau needs.

Actual field performance, as assessed, will be compared to Contract expectations and the prescribed personnel actions initiated such as promotions and compensation changes.

This "contract" approach to performance assessment is appropriate due to its features which include:

- Based on content-oriented job analysis
- Supporting data documented frequently and continuously
- Multiple facets of job are considered
- Decisions double-checked via converging information lines (rater and rater's supervisor in addition to training scores and multiple supervisor's assessments during Assignment Rotation)
- Responsibilities and expectations are communicated before an assessment, not after the fact
- An "integrated appraisal" approach has content-oriented validity (specific job relatedness) versus criterion-oriented validity (generic or broad criteria)
- Offers positive feedback and reinforcement
- Allows all managers to begin on an equal basis irrespective of alleged prior inequities regarding training and experience opportunities
- Determination of an individual's capability relative to a position's key requisites based on:
 - . Field observation of performance
 - . Measurement of knowledge
 - . Appraisal of potential to
 - .. adjust to change
 - .. apply conceptual principles
 - .. lead group efforts
 - . Does not make assessments against generic indices (e.g., years of education and years of experiences)

The administrative process for coordinating these components is outlined in the next section following Exhibits I through VIII.

EXHIBIT I

MODULE I: MANAGERIAL TRAINING SEQUENCE OUTLINES

The following curriculum outline is recommended for the Managerial Training Curriculum for the Atlanta Bureau of Police Services with approximate hour requirements for each.

SEQUENCE "A"

<u>Subject</u>	<u>Instruction Time</u>
Laws (local, state & federal)	1 class hour per week for 12 consecutive weeks
Basic Budgetary Knowledge	1 class hour per week for 12 consecutive weeks
Case Preparation	1 class hour per week for 4 consecutive weeks
Knowledge of Cultural, Racial and Economic Differences in Atlanta	1 class hour per week for 12 consecutive weeks
Skills in Oral and Written Communication	2 class hours per week for 12 consecutive weeks

SEQUENCE "B"

Basic Managerial Skills	2 class hours per week for 12 consecutive weeks
Basic Mathematical Skills	1 class hour per week for 12 consecutive weeks
Ability to Handle Stress	1 class hour per week for 12 consecutive weeks
Assume Responsibility and Motivate Staff and Give Effective Orders	2 class hours per week for 12 consecutive weeks
Decision-Making	1 class hour per week for 12 consecutive weeks
Effective Use of Human and Capital Resources	1 class hour per week 12 consecutive weeks

SEQUENCE "C"

Evaluation of Staff	1 class hour per week for 12 consecutive weeks	
Ability to Adjust To Various Types of Changes Within the BPS and General Community	1 class hour per week for 12 consecutive weeks	
Understanding the Managers' Own Limitations	1 class hour per week for 12 consecutive weeks	
Develop Leadership Potential In Self and Staff	1 class hour per week for 12 consecutive weeks	
Understanding the Use of Various Types of Specialized Functions Within the BPS	1 three-hour Seminar	3
Understanding the Use(s) of the Computer and Other Technical/Mechanical Equipment	2 three-hour Seminars	6
	Maximum Total Hours	217

EXHIBIT II

MANAGERIAL SEQUENCE "A"

PROPOSED WEEKLY CLASS SCHEDULE

<u>Time</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>
9:00	Laws	Basic Budgets	Skills in Writing	Case Preparation	Cultural
10:00			Skills in Writing	Case Preparation	
11:00	Laws	Basic Budgets			Cultural
12:00	Skills in Writing				
1:00	Skills in Writing				
2:00		Basic Budgets	Skills in Writing		Cultural
3:00	Laws		Skills in Writing		Cultural
4:00				Case Preparation	
5:00					

EXHIBIT III
MANAGERIAL SEQUENCE "B"

PROPOSED WEEKLY CLASS SCHEDULE

<u>Time</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>
9:00	Managerial Skills	Mathematical Skills	Handling Stress	Motivation of Staff	Time Management
10:00	"	Mathematical Skills	Decision Making	"	
11:00	Use of Re-sources	Use of Re-sources	Decision Making	Decision Making	Time Management
12:00	Motivation of Staff		Handling Stress		
1:00	"			Motivation of Staff	
2:00	Managerial Skills	Mathematical Skills		Managerial Skills	Time Management
3:00	"	Use of Re-sources	Handling Stress		
4:00					
5:00					

EXHIBIT IV
MANAGERIAL SEQUENCE "C"

PROPOSED WEEKLY CLASS SCHEDULE

<u>Time</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>
9:00	Evaluation of Staff	Adjusting to Comm. Changes	Understanding Managers' Own Limitations	Developing Leadership Potential in Self & Staff	Specialized Functions of the BPS
10:00		Adjusting to Community Changes		Developing Leadership Potential in Self & Staff	
11:00	Evaluation of Staff		Understanding Managers' Own Limitations		
12:00					
1:00		Adjusting to Community Changes		Developing Leadership Potential in Self & Staff	Understanding the Use of Computer and Other Technical Equipment
2:00	Evaluation of Staff				
3:00			Understanding Managers' Own Limitations		
4:00					
5:00					

EXHIBIT V

MODULE I: MANAGERIAL TRAINING

General Course Descriptions for First Sequence

Title: Laws (local, state and federal)

Objective: This course will cover all aspects of recent court decisions at the local, state and federal levels and the impact of those decisions on public safety work.

- Elements:
- Interpretation of recent court decision
 - Analysis of the impact which such decision will have on various aspects of public safety work
 - Instruction in finding case law and writing summaries of the law
 - Analysis of trends in court decisions regarding significant criminal cases.

Title: Basic Budgetary Skills

Objective: This course will examine the entire budgetary process of Atlanta City Government, the Bureau of Public Safety and Police Services, in particular.

- Elements:
- Analysis of the budget cycle
 - Compilation of data used in "building" the budget
 - The politics of the budgetary process
 - Design of model budgets
 - Presentation of model budgets before a panel.

Title: Case Preparation

Objective: Development of skills for preparing documents which will be used in criminal cases.

- Elements:
- Developing criteria to determine what evidence should be included in the presentation
 - Writing and documentation of the case
 - Understanding the role of all participants in the case
 - Preparation of model cases
 - Video-taped sessions where cases are presented for review and comment by peers and others
 - Analysis of cases from other jurisdictions.

Title: Knowledge of Cultural, Racial and Economic Differences in Atlanta

Objective: Participants will examine cultural, racial and economic differences in Atlanta from the perspective of history, physical design, recent court decisions, and the economic structure of the region.

- Elements:
- Assessment of the attitudes which participants hold toward persons who are culturally different and who occupy a different position in the economic structure, than the position held by the participant
 - Discussion of role reversal techniques which will provide an opportunity for participants to "exchange" roles with others in the community
 - Develop plans which will use the cultural diversity of Atlanta as a positive force in public safety work.

Title: Skills in Written and Oral Communication

Objective: Develop and refine the written and oral skills of participants.

- Elements:
- Instruction in sentence structure and basic grammar
 - Report writing techniques
 - Writing speeches for presentation
 - Use of model cases and other assignments for practice
 - Video-taped sessions will be used as part of the training format
 - Practice in writing letters and departmental communications.

MODULE I: MANAGERIAL TRAINING

General Course Description for Second Sequence

Title: Primary Managerial Skills

Objective: This course is designed to provide managers of the Atlanta Bureau of Police Services with skills in personnel administration, management techniques, and developing effective management styles.

- Elements:
- Personnel administration and evaluation
 - Planning for human resource needs
 - Skills in coordinating intra- and inter-departmental activities
 - Research skills
 - Techniques in long-range planning
 - Developing positive managerial styles
 - Development of good inter-personal communication skills with other managers and superior officers.

Title: Primary Mathematical Skills

Objective: This course is designed to assist managers of Atlanta Bureau of Police Services in the use of mathematics as part of their daily management activities.

- Elements:
- Development of primary mathematical skills, i.e., basic relevant statistics
 - Collection of data which will be used in mathematical analysis
 - Report writing using mathematical data
 - Designing and reading graphs
 - Use of statistical analysis for future planning.

Title: Handling Stress Effectively

Objective: Assist managers of the Atlanta Bureau of Police Services to develop and use techniques of stress control and reduction.

- Elements:
- Identify the early warning signs of stress
 - Reducing stress in the manager and his/her staff
 - Developing a managerial style which includes tolerance of a certain level of stress
 - Skills which will help managers to "manage stressful situations at work."

Title: Managerial Leadership

Objective: Develop a framework for managers of the Atlanta Bureau of Police Services to use as a basis to provide predictable and dependable managerial leadership.

- Elements:
- Develop techniques for increasing the productivity of staff
 - Giving effective orders
 - Understanding staff behavior as it relates to acceptance of responsibility
 - Using the staff meeting as a forum to plan changes which will have an impact on the particular unit

Title: Time Management

Objective: Develop skills in time management which will include daily, weekly and quarterly time scheduling.

- Elements:
- Develop time schedules on a daily, weekly and quarterly basis
 - Planning time schedules which take into account emergency situations that disrupt the normal scheduling
 - Understanding and using time schedules
 - Initiating activities in given time sequences
 - Techniques to use in making up for "lost" time.

Title: Decision-Making

Objective: Provide a framework in which managers of the Atlanta Bureau of Police Services will develop skills in decision-making.

- Elements:
- Use of gaming techniques for making decision
 - Techniques for anticipating reactions to the managers' decisions

- Use of case studies to examine various types of decisions
- Correcting a "wrong" decision
- Accepting the responsibility of an incorrect decision
- Evaluating the importance of reaching a decision.

Title: Effective Use of Human and Capital Resources

Objective: Assist managers of the Atlanta Bureau of Police Services to develop skills in resource management and allocation.

- Elements:
- Determining the most effective use of human and capital resources to reach stated objectives of the Atlanta Bureau of Police Services
 - Substitution of one resource for another
 - Measuring cost-effectiveness
 - Resource development strategies.

MODULE I: MANAGERIAL TRAINING

General Course Descriptions for Third Sequence

Title: Staff Evaluation

Objective: This class is designed to provide managers of the Atlanta Bureau of Police Services with a working knowledge in the use of various instruments and techniques commonly used in staff evaluations.

- Elements:
- Use of tests to determine staff assignment to positions
 - Using instruments to determine levels of staff productivity
 - Counselling staff who have problems related to their level job performance
 - Developing criteria to decide when staff should be transferred or terminated.

Title: Management of "Change"

- Elements:
- Understanding the reasons for changes within the BPS
 - Understanding dynamic changes which occur in the general community and how such changes may affect the overall operations of the Atlanta Bureau of Police Services
 - Regular participation with leaders from various communities to discuss detailed aspects of community changes and how these leaders could work with the Atlanta BPS to enhance the effectiveness of public safety work
 - Develop several organizational models which relate to the changes within the Atlanta BPS
 - Develop a working model for increased community participation with the Atlanta Bureau of Police Services
 - Review the techniques used by other public safety departments to handle organizational and community changes.

Title: Understanding the Managers' Own Limitations

Objective: Provide criteria which will enable each manager of the Atlanta Bureau of Police Services to accept, in a positive way, their own limitations.

- Elements: - Techniques of self-evaluation and assessment
- Strategies for correcting "deficiencies"
 - Acceptance of constructive criticism
 - Acceptance of the possibility of reassignment which would make better use of the manager's skills
 - Establishing good and effective levels of communication.

Title: Bureau Specialization

Objective: This seminar is designed to introduce all managers to the specialized functions of the BPS and how such specialized functions can be of use to managers in their respective units.

- Elements: - Explanation of how each specialized function is related to the overall design of the BPS
- Explanation of how each specialized function is designed to operate independently of other functions
 - Presentation and explanation of the staffing pattern used in the specialized function.

Title: Understanding the Uses of the Computer and Other Technical/Mechanical Equipment

Objective: Provide each manager of the Atlanta Bureau of Police Services with a working knowledge of the computer system and other mechanical equipment and how each of these systems are related to public safety work.

- Elements: - Instruction in the uses and limitations of the computer
- Basic programming techniques
 - Operation of the computer system and how the same systems of other jurisdictions complement the system used by the BPS
 - Various uses of mechanical equipment of the BPS
 - Criteria for selecting staff to operate such equipment
 - The effective use of such equipment as part of the overall management process.

EXHIBIT VI

MODULE II: RANK ROLES AND RESPONSIBILITIES

Training Outline

The following curriculum outline is recommended for Module II: Rank Role and Responsibility training for the Management Development Program. Suggested course-hour requirements are cited:

<u>Subject</u>	<u>Instruction Time</u>
Primary Responsibilities <ul style="list-style-type: none"> . Specific duties . Related SOP's . Relevant requisites 	12
Organizational Role <ul style="list-style-type: none"> . Inter-relationship with peers . Relationship with subordinates . Interface with supervisors 	6
Bureau Organization by Division <ul style="list-style-type: none"> . Current structure/requirements . Short/long-range objectives . Inter-divisional relationships 	6

EXHIBIT VII

TRAINING MODULE III: BUREAU MANAGEMENT

The following curriculum outline is recommended for Module III: Bureau Management training for the ABPS Management Development Program. It is based primarily on two principles; first - Plan for Police Practices Advancement and second - Advanced Management extension of Module I. Specific course details and instructional time requirements should be developed by the MDP administrator with staff input, consideration of Module I and II experience, and current Bureau planning objectives. Topics are categorized into five areas including:

Community Relations

- Socioeconomic trends
- Neighborhood evaluation and organization
- Inter-relationship between traditional police practices and community crime prevention
- Improving police response to community crime detection and apprehension activities
- Increasing community input into overall police operations
- Public relations principles and Bureau procedures.

Field Operations

- Patrol beat design
- Automated staff scheduling
- Directed patrol management.

Investigative Function

- Case screening
- Investigative strategies
- Organization and resource.

Overall Management

- Technical
 - . Crisis and contingency management
 - . Work engineering (simplification/standards)

- . Relevant automated technology (MIS, data analysis resource deployment)
- . Budgeting systems
- . Performance planning/monitoring processes
- . Problem solving analytical techniques.
- Non-Technical
 - . Staff development
 - . Organization design
 - . Improving interjurisdictional relationships
 - . "Organization Development" techniques
 - . Management of Bureau's communications and documentation.

Individual

- Stress and support systems
- Financial management
- Time management
- Interpersonal communication skills
- Physical fitness for executives
- Career counselling.

ATLANTA BUREAU OF POLICE SERVICES
MANAGEMENT DEVELOPMENT PROGRAM

PERFORMANCE CONTRACT

Field X
Rotation _____

Name: John Smith Period From Jan. 1 / To Oct. 1, 1981
 Rank: Lieutenant Immediate Supervisor: Cpt. Jones
 Div/Unit: CDD/Personnel Secondary Supervisor: Dep Chief Hill

PERFORMANCE LEVEL CRITERIA

- LEVEL FIVE - Performance which is always and considerably above the other incumbents in the position to which the employee is assigned; work is characterized by continuous unusual accomplishments.
- LEVEL FOUR - Performance above the requirements of the position to which assigned; work constantly exceeds normal job requirements.
- LEVEL THREE - Work fully meets the requirements assigned to the position; may occasionally exceed normal job requirements.
- LEVEL TWO - Performance that fails to meet the requirements of the position to which an employee is assigned. Immediate improvement anticipated.
- LEVEL ONE - Substandard work performance below job requirements for which improvement is not anticipated.

PART I: PRIMARY RESPONSIBILITIES

Beginning	Ending	Level
1) Item: Maintains accurate records and personnel reports	Actual: Backlog varied from 0 to 10 days with a 4 day average. Accuracy audits averaged approx. 92%	2
Expectancy (3) Record filing should not exceed a 2 day backlog and quarterly random audits should result in 95% accuracy	Recommendation: Orient Division personnel to form requirements and apply work simplification analysis to procedures	
2) Item: Assist with training programs	Actual: All quarterly presentations made with very good response (i.e., test scores 4 and verbal feedback)	4
Expectancy (3) Participate in quarterly recruit orientation seminars re: procedures with positive feedback from instructors	Recommendation: Prepare handouts of material outlines and summarize significant points in a Q-A format brochure	
3) Item: Reads and transmits intra-bureau communications	Actual: Group meetings were held to casually review SOP's; but no follow-up was evidenced	2
Expectancy (3) CDD personnel should be routinely briefed on new SOP's and bulletins with follow-up discussion	Recommendation: Set agenda to first quiz staff on last SOP's/bulletins reviewed	
4) Item: Enforce departmental policies and procedures	Actual: No infractions were noted	3
Expectancy (3) No infractions should be noted	Recommendation: Review relevant P&P for opportunities to cut red tape and propose changes to Deputy Chief	
5) Item:	Actual:	
Expectancy (3)	Recommendation:	

(Add Pages as Necessary)

Actual : Maximum = SubTotal

11

20

55%

PERFORMANCE CONTRACT
(continued)

PART II: KEY REQUISITES

Beginning	Ending	Level
MANAGERIAL		
1) Item: Knowledge of labor organizations and relevant management principles	Actual: All inquiries re: labor issues and FOP technicalities were answered accurately and promptly.	3
Expectancy Be familiar with City codes relative to organized labor and FOP practices	Recommendation: Note points in policy which may be potential trouble spots based on other municipal experiences	
2) Item: Knowledge of appropriate laws	Actual: Quarterly reports were comprehensive and cited potential problems from non-regional court litigation	4
Expectancy To provide quarterly reports re/ compliance with new and existing EEOC/court ruling	Recommendation: Review various legal publications for subscription	
3) Item: Understanding various types of specialized functions in BPS	Actual: Not all meetings were conducted, yet, he began conducting analysis which will be helpful in addressing morale issues	3
Expectancy Schedule to meet with each unit manager over next year to understand job differences	Recommendation: Complete departmental meetings and finalize analysis	

TECHNICAL

1) Item: Understands relevant computer processes	Actual: All functions being performed accurately and ideas for new programs designed	4
Expectancy Perform all sort and retrieval functions on CRT	Recommendation: Review programs used by other agencies (e.g., EEOC reporting)	
2) Item: Ability to apply relevant mathematical skills	Actual: -----	2
Expectancy Demonstrate basic ratio, percentage, trend analysis and accuracy	Recommendation: Double check math and schedule independent reviews	
3) Item: Ability to prepare effective reports	Actual: All reports (not including data analysis) were exceptional. Best we have generated in years	5
Expectancy Brief, clear and within standardized formats	Recommendation: Discuss possible improvements with supervisor more frequently	

INDIVIDUAL

1) Item: Effective oral communications	Actual: We often cite Smith as an example to other CDD staff	4
Expectancy To present material in a concise and logical manner	Recommendation: Prepare a mini course for CDD staff on tips	
2) Item: Assumes responsibility for making decisions	Actual: Still request second opinions on even routine matters	2
Expectancy To not request that supervisor make decisions when procedures are present	Recommendation: Meet with CDD supervisors to review why he requests help and clarify limits of authority	
3) Item: Manage time by priority and effort required	Actual: Deadlines met within limits buy high priority items often superseded by less important ones	3
Expectancy Deadlines met 90%	Recommendation: Re-evaluate priority criteria with Deputy Chief and review with Clerks	

Actual : Maximum = Subtotal

30

45

66%

PERFORMANCE CONTRACT
(continued)

PART III: BUREAU OBJECTIVES
(Relative to Five-Year Plan)

Area	Plan	Results
- Community Relations		4
To better understand CDD total operation and BPS public relations policies so public inquiries may be more appropriately managed	Review policies with P.R. offices and conduct work sessions with internal staff	Plan followed with decreased complaint from inquiries
- Bureau Management		3
To apply work simplification techniques to the personnel section	Attend work simplification workshops and outline analytical method by 6 months and implement in 12 months	6-month timetable met. 12-month schedule behind but with justification
- Functional/Technical		4
To review all forms and recording processes for compliance with EEOC guidelines	Establish a checklist in conducting semi-annual reviews and have reviewed by EEOC representatives	Checklist and review complete 1/2 of all applicable processes checked.
- Individual		4
To improve interpersonal communication skills	Attend seminar at Ga. State University on Communications and set monthly readings were reviews of supervisor to review improvement and suggestions	Seminar not attended, but outside. Communications substituted. Performance considerably approved.

PART IV: FORMAL TRAINING

Module: Core/Refresher	Plan	Results
I. Managerial (Care)		3
- Attend 75% of all classes as required	- Enroll in classes as close to shift change as possible	- Plan followed. Resulted in 2 triad
- Perform within top 2/3	- Review curriculum and begin outside reading	
II. Rank, Role & Responsibility	- Form study groups	

III. Bureau Management

Actual : Maximum = Subtotal
☐ : ☐ = ☐

PERFORMANCE DOCUMENT
(continued)

PART V: SUMMARY

Overall Assessment

Parts: I 55 %, II 66 %, III ____ % (If Applicable) = AVR60.8%

Opportunities: Overall performance has consistently demonstrated great effort. However, more actual improvement could be realized by budgeting time and involve staff more in the agendas

Strengths:

- Dedication to law enforcement
- Desire to produce quality and quantity
- Willingness to identify and seek help on weak areas
- Knowledge of job technicalities

Results (x) and Remarks

X Rank Status, X Remuneration, Education, Other

- According to Bureau policy, this appraisal indicates that Smith is performing within the second triad of his peers and, therefore, requires improved performance within the top 1/3 for promotion.
- Compensation under merit policies qualifies for salary market adjustment, but no bonus until 2 of 3 MDP components rank in top 1/3 of peers.

Acknowledgement & Comments

- Bureau Management

- We greatly encourage the continued efforts of Lt. Smith
- He received the review well and offered good ideas for improving his position
- He also outlined suggestions for what his supervisors could do to assist him which were reasonable. We will make every effort to comply and periodically review.

Cpt. Jones 10/15/81
Primary Supervisor/Date

Chief Bill 10/17/81
Secondary Supervisor/Date

- Police Manager:

- This review was more job relevant and comprehensive than previous ones
- The standards/expectancies are harder than we had, but are at least documented before the year begins

John Smith 10/20/81
Signature /Date

ATLANTA BUREAU OF POLICE SERVICES
MANAGEMENT DEVELOPMENT PROGRAM

PERFORMANCE CONTRACT

PART VI: SELF REVIEW

Field X
Rotation _____

Name: John Smith Period From Jan. 1 / To Oct. 1, 1981
Rank: Lieutenant Immediate Supervisor: Cpt. Jones
Div/Unit: CDD/Personnel Secondary Supervisor: Dpt. Chief Hill

COMPONENTS

Strengths

Opportunities

- Primary Responsibilities:
 - Assistance with training programs is my strongest
- Key Requisites:
 - Knowledge of laws and technical (legal) areas are best
 - Mathematic skills and decision making appear to be my most needed improvement areas
- Bureau Objectives:
 - Most objectives proceeding well. I don't feel restricted to methods discussed, but will experiment.
 - Work simplification/or engineering is difficult. Need to do more reading on techniques and obtain ideas from staff
- Formal Training:
 - Attendance at classes and completion of homework. Technical areas are good
 - To develop study guides and increase hours of independent study. "Softer" management skills need work

IMPROVEMENT PLAN

- What are your immediate and long-term career objectives?
 - Immediate = Do a good job in Personnel section and become familiar with other CDD operations
 - Long-Term = Promotion to Captain
- What should be done by you and the Bureau to help meet those objectives? I will more conscientiously follow the plans and recommendations in the contract. I would like to "audit" more advanced classes and would use additional reading materials
- How can the Bureau assist you in improving your performance?
 - I would like more frequent reviews by my supervisors.
- What will you do to improve your performance? In addition to following more closely the plans in this contract, I will ask for more guidance/suggestions from other CDD staff and will communicate more with my counterparts in other agencies

Other Comments: None

Signature: John Smith

Date: September 10, 1981

Exhibit VIII-B
ATLANTA BUREAU OF POLICE SERVICES
MANAGEMENT DEVELOPMENT PROGRAM

PERFORMANCE CONTRACT

Field _____
Rotation _____

Name: _____ Period From _____ / To _____
Rank: _____ Immediate Supervisor: _____
Div/Unit: _____ Secondary Supervisor: _____

PERFORMANCE LEVEL CRITERIA

- LEVEL FIVE - Performance which is always and considerably above the other incumbents in the position to which the employee is assigned; work is characterized by continuous unusual accomplishments.
- LEVEL FOUR - Performance above the requirements of the position to which assigned; work constantly exceeds normal job requirements.
- LEVEL THREE - Work fully meets the requirements assigned to the position; may occasionally exceed normal job requirements.
- LEVEL TWO - Performance that fails to meet the requirements of the position to which an employee is assigned. Immediate improvement anticipated.
- LEVEL ONE - Substandard work performance below job requirements for which improvement is not anticipated.

PART I: PRIMARY RESPONSIBILITIES

Beginning	Ending	Level
1) Item: _____	Actual: _____	
Expectancy (3)	Recommendation: _____	
2) Item: _____	Actual: _____	
Expectancy (3)	Recommendation: _____	
3) Item: _____	Actual: _____	
Expectancy (3)	Recommendation: _____	
4) Item: _____	Actual: _____	
Expectancy (3)	Recommendation: _____	
5) Item: _____	Actual: _____	
Expectancy (3)	Recommendation: _____	

(Add Pages as Necessary)

Actual ÷ Maximum = Subtotal
 ÷ =

PERFORMANCE CONTRACT
(continued)

PART II: KEY REQUISITES

	<u>Beginning</u>	<u>Ending</u>	<u>Level</u>
<u>MANAGERIAL</u>			
1) Item:		Actual	
Expectancy		Recommendation:	
2) Item:		Actual:	
Expectancy		Recommendation:	
3) Item:		Actual:	
Expectancy		Recommendation:	
<u>TECHNICAL</u>			
1) Item:		Actual:	
Expectancy		Recommendation:	
2) Item:		Actual:	
Expectancy		Recommendation:	
3) Item:		Actual:	
Expectancy		Recommendation:	
<u>INDIVIDUAL</u>			
1) Item:		Actual:	
Expectancy		Recommendation:	
2) Item:		Actual:	
Expectancy		Recommendation:	
3) Item:		Actual:	
Expectancy		Recommendation:	

Actual : Maximum = Subtotal
☐ : ☐ = ☐

PERFORMANCE CONTRACT
(continued)

PART III: BUREAU OBJECTIVES
(Relative to Five-Year Plan)

<u>Area</u>	<u>Plan</u>	<u>Results</u>
- Community Relations		
- Bureau Management		
- Functional/Technical		
- Individual		

PART IV: FORMAL TRAINING

<u>Module: Core/Refresher</u>	<u>Plan</u>	<u>Results</u>
I. Managerial		
II. Rank, Role & Responsibility		
III. Bureau Management		

Actual : Maximum = Subtotal
☐ : ☐ = ☐

PERFORMANCE DOCUMENT
(continued)

PART V: SUMMARY

Overall Assessment

Parts: I __%, II __%, III __% (If Applicable) = AVR __%

Opportunities:

Strengths:

Results (x) and Remarks

__ Rank Status, __ Remuneration, __ Education, __ Other

Acknowledgement & Comments

- Bureau Management

Primary Supervisor/Date

Secondary Supervisor/Date

- Police Manager:

Signature /Date

ATLANTA BUREAU OF POLICE SERVICES
MANAGEMENT DEVELOPMENT PROGRAM

PERFORMANCE CONTRACT

PART VI: SELF REVIEW

Field _____
Rotation _____

Name: _____ Period From _____/To _____

Rank: _____ Immediate Supervisor: _____

Div/Unit: _____ Secondary Supervisor: _____

COMPONENTS

Strengths

Opportunities

- Primary Responsibilities:

= Key Requisites: _____

= Bureau Objectives: _____

= Formal Training: _____

IMPROVEMENT PLAN

- What are your immediate and long-term career objectives?

- What should be done by you and the Bureau to help meet those objectives?

- How can the Bureau assist you in improving your performance?

- What will you do to improve your performance?

Other Comments:

Signature: _____ Date: _____

IV. PROGRAM ADMINISTRATION

IV. PROGRAM ADMINISTRATION

Administration of the MDP is significant in order for the training, assignment rotation, and performance contracts to produce management talent within the Bureau. This talent is required to achieve the "Plan for Police Practices Advancement." It consists of implementation, maintenance and quality control, promotion and compensation, and other general considerations. A review of these separate issues follows.

Implementation

Where should the MDP be assigned organizationally? How should the MDP be staffed? What are timing and budget considerations? These questions are key to successful implementation.

- Organizational Placement:

The Management Development Program should be administered by a separate unit within the Career Development Division. It should not be relegated as a subfunction to an existing unit such as training or administration. The MDP is a broad program which encompasses and must interface with all personnel activities and the Bureau's budgeting and operating functions. Some of the functions which must be coordinated with MDP include:

- . Classification
- . Compensation
- . Selection validation
- . Performance appraisal
- . Resource allocation through staff rotation
- . Coordinating internal and external training resources
- . Assuring that individual objectives are consistent with the five-year plan
- . Career counselling and out placement.

- Program Staffing:

The MDP should be directed by a high ranking manager such as a Major who is knowledgeable of all Bureau functions and who is recognized as one who will "make things happen." Some of the activities he will perform include:

- . Counsel and train other police managers including the highest levels in proper career coaching techniques

- . Work with Divisional command to take corrective action on managers who are not adequately conforming with the MDP
- . Select, coordinate and monitor internal and external training resources
- . Outline and monitor an MDP "track" for each manager including schedules and needs for rotation, field evaluations and training through all three modules
- . Coordinate field rotation assignments with Divisional commanders in a manner that will satisfy individual performance needs and Division manpower requirements
- . Provide a direct liaison function with the Chief of Police and Public Safety Commissioner to continuously report on overall MDP status, personnel exceptions, conformity with the five-year plan and program needs.

These administrative activities will require one full-time clerical person to assist the MDP administrator and occasional assistance of an additional manager such as a Lieutenant. This occasional support is especially important during the first six months of implementation.

Timing and Budget

Timing sequence for full implementation spans three years as seen in Exhibit A. Training Module I - Managerial, begins in 1982 including its three sequences of courses of three months per sequence and one-month breaks between each sequence. Training Module II - Rank Role/Responsibility, begins in 1983 with a nine-month curriculum. Training Module III - Bureau Management, may commence in the last quarter of 1983 or begin in 1984 as shown in the exhibit. Annual refresher courses twice a year at 40 hours each (one each during first and third quarters) follow thereafter for each module. These "refreshers" are for education of new promotees into a given rank and for incumbents.







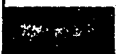



Training cost as illustrated in Exhibit B for the curriculums outlined are based on \$70.00 per instructor hour and reproduction of materials at \$5.00 per manager. These instructional costs are for external instructors providing one-half the hourly training input and internal instructors providing the balance. Caution should be noted if all internal resources are considered since "fresh" input is necessary.

Assignment rotation does not have direct cost. Implementation should start immediately after Module I - Managerial training has been completed. This one-year delay will allow for staffing levels to be replenished and management talent to be improved by the training, thereby enabling rotation more readily. Performance

EXHIBIT A
ATLANTA BUREAU OF POLICE SERVICES
MANAGEMENT DEVELOPMENT PROGRAM

IMPLEMENTATION SCHEDULE

Touche Ross & Co

COMPONENT	TIMING			
	1982	1983	1984	1985
FORMAL TRAINING				
. Managerial				
. Rank, Role & Responsibility				
. Bureau Management				
ASSIGNMENT ROTATION				
PERFORMANCE CONTRACTS				

▶: Annual Refreshers and Basics for New Manager - Promotees

EXHIBIT B
MANAGEMENT DEVELOP PROGRAM

Budget and Timing

Component	Calendar Years			
	1982	1983	1984	1985+
<u>Training</u>				
- Module I: Instruction	\$18,000(1)	\$ 5,600(2)	\$ 5,600(2)	\$ 5,600(2)
Material	1,500	150	150	150
- Module II: Instruction	-	12,600	3,000(2)	3,000(2)
Material	-	1,500	150	150
- Module III: Instruction	-	-	8,400	2,800(2)
Material	-	-	1,000	400
	<u>19,500</u>	<u>19,850</u>	<u>18,300</u>	<u>12,100</u>

Notes:

- 1 - Total cost at \$70/hr. instruction fees
- 2 - Annual refreshers for incumbents and new promotees
- 3 - Materials estimated

<u>Assignment Rotation</u>	Inactive	Active	Active	Active
----------------------------	----------	--------	--------	--------

Performance Contract

8 hrs/yr. training (4 classes of 25 men each) in contract mechanics and interpersonal communication skills	3,000	1,000(2)	1,000(2)	1,000(2)
--	-------	----------	----------	----------

Program Staff

- MDP Administrator	30,000	30,000	30,000	30,000
- One-half time manager	12,000	12,000	12,000	12,000
- Clerical Support	9,000	9,000	9,000	9,000
- Office Supplies	1,000	1,000	1,000	1,000
- Technical Assistant	8,000	-	-	-
	<u>60,000</u>	<u>52,000</u>	<u>52,000</u>	<u>52,000</u>
Annual Totals	<u>\$82,500</u>	<u>\$72,850</u>	<u>\$71,300</u>	<u>\$65,100</u>

contract implementation is perhaps the most important component, but the least expensive. Its implementation should start as soon as practical after training (4 classes at a minimum of 8 hours each of 25 managers per class) has been completed. This training must include the actual mechanics of how and when to complete the Performance Contract document, but also interpersonal communication skills.

Program staffing cost is constant at approximately \$52,000 except for an additional \$8,000-\$10,000 the first year for possible external technical assistance in initiating the overall implementation.

Quality Control

Maintenance or "quality control" of the MDP is critical. Several check points should be monitored by the MDP staff. Specific procedures should be developed for checking these points on an on-going basis since adjustments will have to be made annually to be consistent and supportive with changing Bureau objectives and strategies. These check points include:

- Relevance of training curriculums to five-year plan and day-to-day needs
- Effectiveness of instructors
- Assignment rotation planning and compliance
- Performance Contract compliance and counselling quality
- Perception of the managers and their participation

Questionnaires, interviews, statistical score analysis and other procedures are applicable to monitoring these check points.

Promotion and Compensation

Successful completion of each of the MDP components should be rewarded by promotion and/or compensation considerations. Basically, advancement through the training modules may be as follows:

- Bottom triad (or lowest 1/3) performers based on instructors' grades should be required to repeat the instruction one more time and achieve grades equal to those in the top 2/3 or be subject to administrative action.

- Second triad (or middle third) in performance in Modules I and II will be required to take annual refresher only, but may not advance to Bureau Management training - Module III or be promoted

- Top triad may advance through Module III - Bureau Management.

Overall promotion is based on exam scores, training levels, Performance Contract results and assignment rotation performance. These variables are outlined in Exhibit C.

Compensation packages should also be considered on a competitive basis in either one-time cash awards (which are an advantage to the City in that base compensation is not perpetually increased and provides incentive for continued high performance) or step increases within pay of grades. An example of this latter option is that no one is allowed to enter the top quartile of a pay grade without performing within the top triad of his rank; and, advancement into the third quartile of the pay range only for the second triad performers. First triad performers do not exceed the mid-point of the pay grade.

Promotion and compensation should be based on competitive performance which is difficult to administer unless guided by a multi-dimensional (training, field performance and job related) measurement system such as the MDP.

Overall Considerations

Several overall considerations should be highlighted and periodically reviewed to keep the MDP "on track". A look at historical events which developed the need for the program, continuously changing future variables (which will require program flexibility) and keys to successful initial implementation will provide a foundation for administering the MDP. They are outlined as follows:

Historical Perspective

Historical factors contributed to the need for the Management Development Program. Some of these factors are:

- Insufficient manpower diluted management ranks and subsequently obscured responsibilities, tasks and authority
- Inconsistent interpretation of standard operating procedures
- No mandatory training requirements for advancement
- No required internal training programs for management ranks
- Selection of management personnel for even limited external training was not based on established criteria or organizational/programmatic plans

EXHIBIT C
POSITION PROMOTION REQUIREMENTS

Touche Ross & Co

Position	Exam	Training			Performance Contracts	Assignment Rotation	Overall
		I Managerial	II Rank R&R	III Bureau Mgt.			
From Lieutenant to Captain	TBD	(Including Top 1/3	Satisfying Top 1/3	All Refreshers)	Top 2/3 or Level 3	Level 3 Rating	2nd 1/3
From Captain to Major	TBD	Top 1/3	Top 1/3	Top 2/3	Top 1/3 or Level 4	Level 4 Rating	Top 1/3
From Major to Deputy Chief	TBD	Top 1/3	Top 1/3	Top 1/3	Top 1/3 or Level 4	Level 4 Rating	Top 1/3
46 From Deputy Chief to Chief of Police	TBD	Top	Top	Top	Top	Level 4 Rating	Top

TBD = To be determined

- No promotions since 1976 fostered lack of motivation
- Managers allowed to pass decision-making upward
- Hesitancy to move out inadequate performers
- Staffing assignments made without formal training/preparation
- "Managers" generally "street" oriented (basic administrative skills often lacking).

Future Implications

Various future internal and external changes will be occurring (planned or evolved) which also demonstrate the need for the Bureau to increase its managerial effectiveness. These factors include:

- New methods
 - . Management of patrol operations
 - . Management of criminal investigations
 - . Call screening
 - . "Mini-chief" concept
 - . Productivity measures
 - . Decentralized support functions
- Personnel systems
 - . Promotional exams
 - . Mandatory training requisites
 - . Complex legal requirements
- Externalities
 - . Increased citizen involvement
 - . Fiscal constraints
 - . Criminal sophistication
 - . Elections/political shifts

Keys to Success

Success depends not only on the design of the MDP, but on other key factors as well including:

- Management positions must be filled to allocation
- Promotions must occur on a timely basis
- Training must not be theoretical, but relevant to each position, Bureau strategy and City of Atlanta objectives

- Program must have top management commitment to:
 - . Monitor each manager's progress through the three components
 - . Manage training session (scheduling, trainer selection, course revisions)
 - . Monitor changes in position roles, responsibilities, requisites and future requirements
 - . Coordinate with the Training Academy to assure that non-manager instruction (e.g., for sergeants) is consistent with the MDP
- Maximize use of external training resources to introduce new perspectives
- Consider periodic external reviews for quality control audits and programmatic technical assistance for the first full cycle (3 years) of implementing all components
- Management must provide enough resources to communicate the MDP to all managers, non-managers and significant others outside the Bureau.

In summation, the MDP is a significant management tool with which to develop the human resources necessary to meet the Bureau's five-year plan and provide the necessary level of service for the City of Atlanta. The program's administration should have the highest level of support especially in the initial years for all aspects of the MDP to be implemented as designed and to be recognized from within and outside of the Bureau as a viable, effective and professional approach to maximizing the potential of the Bureau's human resources.

APPENDIX

CITY OF ATLANTA

BUREAU OF POLICE SERVICES

Current and Future Position Descriptions for the
Management Development Program

Two sets of position descriptions were developed for incorporation into police manager's performance contracts with the Bureau of Police Services. Information follows regarding the manner in which each set was developed, how the content is arranged, and the method of interfacing the descriptions with the performance contracts which is part of the overall Management Development Program (MDP). The positions described in these documents are identified as "managers" including Lieutenant, Captain, Major, Deputy Police Chief and Police Chief.

Current "Position Profiles"

- Parameters:

- . Generic descriptions were to be developed by manager rank with no differentiation, for example, between a Lieutenant or Major in field operations versus career development to allow for Bureau Staff assignment flexibility.
- . Contents based on current duties performed even though manpower reductions and lack of promotions for years have "melted" many management responsibilities across all ranks.

- Approach:

- . Group interviews were conducted for each manager rank to identify and prioritize tasks performed and their requisite knowledge, skills and abilities.
- . Descriptions were drafted based on data developed by group consensus.
- . Individual interviews were conducted to review the draft description and verify their contents.

- Contents:

The contents of these descriptions are formatted as follows:

- . Title
- . Primary responsibilities
- . Key requisites:
 - .. managerial
 - .. technical
 - .. individual

- Performance Contract:

The performance Contract as presented in the MDP is designed to interface with these position profiles as follows:

- . Contract - Part I would include all or part of the Primary Responsibilities listed on the Position Profile as identified by the incumbent and his manager. Performance "expectancies" or standards for each would be developed at the beginning of the rating period. Actual performance would be described, recommendations for improvement outlined, and one of five possible ratings assigned at the end of the rating period.
- . Contract - Part II would include those Key Requisites selected by the incumbent and his manager which are also listed on the Position Profile. The same period beginning and ending activities as for Part I would also be performed in Part II.
- . Contract - Part III Objectives, Part IV Formal Training are not linked directly with the Position Profile, but have input sources from the "five-year plan" and the MDP training modules respectively.

- Comment:

Several significant points should be noted about the profiles. For example, the primary responsibilities vary by rank. Key requisites for Chief and Deputy Chief are identical as are requisites between Major, Captain and Lieutenant. Differentiating degrees of requisites by rank may be identified in the Performance Contract based on functional assignments within the Bureau.

Future "Manager Profiles"

- Parameters:

- . Include the Bureau's Plan for Police Practices Advancement (five-year plan) as a primary basis.
- . Assume adequate promotions have taken place and staffing levels are filled and adequate.
- . Generic descriptions by rank - no discrimination between functional assignments.
- . Identify management objectives, functions and skills - not specific tasks.
- . Forecast how the position should perform in the future when the organizational structure, objectives and procedures have been clarified.

- Approach:

- . Role assignments were clarified such as which position would be Zone Commander, Assistant Zone Commander and Watch Commander.
- . General management functions were identified and emphasis for each determined by manager rank .
- . Five-year plan components outlined.
- . Skills necessary to perform functions and accomplish five-year plan elements were listed and defined.
- . Description developed.

- Contents:

The contents of the Manager Profiles are formatted as follows:

- . Title
- . Role:
 - .. overall responsibility
 - .. reporting relationships
- . Management functions (area of emphasis by rank):
 - .. planning
 - .. organizing
 - .. controlling
 - .. motivating
 - .. developing
- . Expected Contributions to Bureau Objectives (based on five-year plan):
 - .. community relations
 - .. field operations
 - .. investigation
 - .. overall management
 - .. individual
- . Key Requisites

- Performance Contract:

The Performance Contract presented in the MDP is designed to use the Manager Profiles as an input source as follows:

<u>Contract Part</u>	<u>Profile Input Source</u>
I - Primary Responsibilities	Management Functions
II - Key Requisites	Management Skills

. Contract Part

Profile Input Source

III - Objectives

Expected Contributions

IV - Formal Training

MDP Modules by Rank

- Comment

The distinguishing characteristics between the management profiles by rank are in the role definitions and functional area of emphasis. General management functions, skills and expected contributions are identical between ranks. Degrees by rank between these latter three areas are to be identified in the Performance Contracts based on functional assignment (administration, investigation, career development or field operations) and annual work plans linked to the five-year program.

CURRENT POSITION PROFILE

CITY OF ATLANTA
BUREAU OF POLICE SERVICES

Position Profile: Chief of Police

Primary Responsibilities

1. Responsible for overall management and operation of the Atlanta Bureau of Police Services.
2. Participate with the Public Safety Commissioner in the development of Bureau policies and procedures.
3. Insure consistency between Bureau operations and procedures and policies set forth by Public Safety Commissioner.
4. Assist Public Safety Commissioner in formulation and delivery of public responses to issues and problems affecting public safety within the city.
5. Monitor daily management and operations of the Bureau of Police Services and initiate corrective action as appropriate.
6. Insure effective integration of community needs and priorities with the delivery of police services throughout the city.
7. Insure that Bureau personnel are held accountable for the performance of their duties and responsibilities.
8. Discipline Bureau personnel within Departmental guidelines.
9. Direct and monitor the assignment and utilization of Bureau resources.
10. Coordinate on-going planning activities relating to future Bureau operation.
11. Coordinate and monitor the recruitment, selection and on-going development/promotional activities throughout the Bureau.
12. Insure effective coordination between operations of all divisions with the Bureau of Police Services.
13. Insure the preparation and timely submission of all appropriate management reports to the Public Safety Commissioner.
14. Participate with other Bureau Chiefs/Directors in the discussion, formulation and implementation of issues affecting the Department of Public Safety.
15. Participate as the primary spokesman in a variety of discussions and presentations with the community and business organizations/individuals related to public safety and delivery of specific police services.
16. Insure the efficient preparation and administration of the Bureau of Police Services' budget.
17. Maintain effective relationship with other local, state, and federal law enforcement agencies and organizations.

Key Requisites

Managerial

- Significant understanding of the formal and informal policies and procedures of the other Bureau Divisions.
- Familiar with relevant local, state and federal laws and guidelines.
- Knowledge of fiscal budgeting and monitoring techniques.
- Ability to attain maximum level of services within allocated resources.
- Knowledge of city government operations and legislative processes.

Technical

- Comprehensive knowledge of advanced police practices and procedures.
- Understanding of general automated computer capabilities and their specific application to general management and law enforcement activities.
- Ability to perform appropriate research and analytical activities relevant to both general administrative issues and specific divisional responsibilities.
- Ability to apply sociological and psychological principles to individual and group applications.

Individual

- Formal education at the Bachelor of Arts level with emphasis in criminal justice/law enforcement (or equivalent) and certification from the following: SPI, FBI and technical seminars.
- Knowledge of sociological and psychological principles.
- Develops staff effectively.
- Ability to plan, organize and budget personal time and production efficiently.
- Advanced oral and written communication skills.
- Preparation and delivery of public-community relation activities and materials.

June, 1981

CITY OF ATLANTA
BUREAU OF POLICE SERVICES

Position Profile: Deputy Police Chief

Primary Responsibilities

1. Administers a division within the Bureau of Police Services and performs specific related tasks peculiar to that respective division.
2. Provides input into the development of Bureau policies.
3. Interprets and disseminates Bureau policies and procedures to Division personnel.
4. Assists Public Safety Commissioner and Police Chief in formulating public responses as appropriate.
5. Monitors day-to-day Division operations.
6. Assures that the Division has an efficient process for the assignment of responsibilities and specific tasks to appropriate personnel and subsequently for managing their accountability.
7. Disciplines Division personnel within approved guidelines.
8. Deploys allocated material and human resources within the Division.
9. Accounts for assigned property and personnel time utilization.
10. Provides input into the fiscal and criminal strategic planning processes.
11. Performs programmatic planning for each respective Division.
12. Performs staff recruitment, selection and development activities as appropriate.
13. Coordinates with the activities and requirements of other Bureau Divisions.
14. Reports status of divisional activities to senior command personnel.
15. Maintains effective relationships with other law enforcement agencies, civic and business representatives.

Key Requisites

Managerial

- Significant understanding of the formal and informal policies and procedures of the other Bureau Divisions.
- Familiar with relevant local, state and federal laws and guidelines.
- Knowledge of fiscal budgeting and monitoring techniques.
- Ability to attain maximum level of services within allocated resources.
- Knowledge of city government operations and legislative processes.

Key Requisites (continued)

Technical

- Comprehensive knowledge of advanced police practices and procedures.
- Understanding of general automated computer capabilities and their specific application to general management and law enforcement activities.
- Ability to perform appropriate research and analytical activities relevant to both general administrative issues and specific divisional responsibilities.
- Ability to apply sociological and psychological principles to individual and group applications.

Individual

- Formal education at the Bachelor of Arts level with emphasis in criminal justice/law enforcement (or equivalent) and certification from the following: SPI, FBI and technical seminars.
- Knowledge of sociological and psychological principles.
- Develops staff effectively.
- Ability to plan, organize and budget personal time and production efficiently.
- Advanced oral and written communication skills.
- Preparation and delivery of public-community relation activities and materials.

June, 1981

CITY OF ATLANTA
BUREAU OF POLICE SERVICES

Job Profile: Majors

Primary Responsibilities

Overall responsibility is that of a Zone Commander or equivalent.
Specific responsibilities include:

1. Assign personnel and logistical support according to crime patterns and other factors.
2. Reviews work assignment of assigned personnel.
3. Disseminates interdepartmental communications.
4. Participates in budget process.
5. Evaluates staff which includes disciplinary action when needed and developmental counseling.
6. Monitors staff preparation of major court cases.
7. Plans and/or participates in Police Academy training program.
8. Provides summaries and interpretations of court decisions.
9. Participates in community organization meetings.
10. Seeks management innovations for local application.
11. Assures that primary responsibilities of subordinate position are being performed.
12. Other tasks as may be assigned by superior officers.

Key Requisites

Managerial

- Knowledge of appropriate laws (local, state, and federal).
- Understanding the limits of authority and responsibility.
- Understanding the various types of specialized functions of the Bureau of Police Services.
- Knowledge of cultural, racial and economic differences of Atlanta.
- Knowledge of basic budgetary procedures.
- Knowledge of current department rules, procedures and general orders.
- Basic managerial skills for allocating resources effectively.
- Knowledge of city government operations and legislative processes.
- Delegates authority and responsibility.
- Knowledge of criminal justice system processes.
- Knowledge of labor organizations and relevant management principles.

Key Requisites (continued)

Technical

- Understanding the use(s) of the computer and other technical/mechanical equipment.
- Ability to prepare cases adequately.
- Relevant mathematical skills.
- Interprets results from programmed computer analysis and develops actions for improving operations.
- Ability to manage basic research projects.
- Ability to prepare effective reports and proposals.

Individual

- Experience in and demonstrated knowledge of various units within the Bureau of Police Services.
- Effective oral communication including public speaking.
- Sufficient writing skills for reports, memos, etc.
- Motivates officers and other staff.
- Ability to provide a perspective to officers as to why an order/directive is given and the importance for them to carry out the order/directive.
- Ability to develop potential in staff.
- Handles stress from changes in Bureau, community, and personal life.
- Gives effective orders and other assignments.
- Assumes responsibility for making reasonable decisions.
- Develops two-way communications for constructive comments.
- Delegates authority and responsibility.
- Evaluates skills and abilities of assigned staff and counsel accordingly.
- Manages personal time by priorities, and allocation by required effort.
- Administers fair discipline.
- Determines one's own strengths and takes positive action to enhance opportunities to improve.

Note: The responsibilities and relevant key requisites were identified and prioritized in group meetings of incumbents by rank and verified in individual interviews.

June, 1981

CITY OF ATLANTA
BUREAU OF POLICE SERVICES

Job Profile: Captains

Primary Responsibilities

Overall responsibility is that of Assistant Zone Commander.
Specific responsibilities include:

1. Undertakes activity to improve Police Services.
2. Assigns sworn and non-sworn personnel and equipment based on conditions and needs.
3. Reviews and writes reports related to processing informers.
4. Recommends appropriate preventive counsel and disciplinary actions and administers such actions as appropriate.
5. Supervises work at major disorder and/or events.
6. Supervises and/or coordinates activities at major crime scene.
7. Participates in budget process.
8. Monitors preparation of court cases
9. Participates in community organization meetings.
10. Assures that primary responsibilities of subordinates are performed.
11. Other tasks as may be assigned by superior officers.

Key Requisites

Managerial

- Knowledge of appropriate laws (local, state, and federal).
- Understanding the limits of authority and responsibility.
- Understanding the various types of specialized functions of the Bureau of Police Services.
- Knowledge of cultural, racial and economic differences of Atlanta.
- Knowledge of basic budgetary procedures.
- Knowledge of current department rules, procedures and general orders.
- Basic managerial skills for allocating resources effectively.
- Knowledge of city government operations and legislative processes.
- Delegates authority and responsibility.
- Knowledge of criminal justice system processes.
- Knowledge of labor organizations and relevant management principles.

Key Requisites (continued)

Technical

- Understanding the use(s) of the computer and other technical/mechanical equipment.
- Ability to prepare cases adequately.
- Relevant mathematical skills.
- Interprets results from programmed computer analysis and develops actions for improving operations.
- Ability to manage basic research projects.
- Ability to prepare effective reports and proposals.

Individual

- Experience in and demonstrated knowledge of various units within the Bureau of Police Services.
- Effective oral communication including public speaking.
- Sufficient writing skills for reports, memos, etc.
- Motivates officers and other staff.
- Ability to provide a perspective to officers as to why an order/directive is given and the importance for them to carry out the order/directive.
- Ability to develop potential in staff.
- Handles stress from changes in Bureau, community, and personal life.
- Gives effective orders and other assignments.
- Assumes responsibility for making reasonable decisions.
- Develops two-way communications for constructive comments.
- Delegates authority and responsibility.
- Evaluates skills and abilities of assigned staff and counsel accordingly.
- Manages personal time by priorities, and allocation by required effort.
- Administers fair discipline.
- Determines one's own strengths and takes positive action to enhance opportunities to improve.

Note: The responsibilities and relevant key requisites were identified and prioritized in group meetings of incumbents by rank and verified in individual interviews.

CITY OF ATLANTA
BUREAU OF POLICE SERVICES

Job Profile: Lieutenants

Primary Responsibilities

Overall responsibility is that of a Watch Commander or equivalent.
Specific responsibilities include:

1. Plans and directs staff assignments efficiently and effectively.
2. Maintains accurate records and personnel reports.
3. Supervises officers in emergencies and other extraordinary situations.
4. Assists in carrying out various types of training programs.
5. Investigates internal problems and public service complaints.
6. Reads and transmits intra-bureau communications.
7. Participates in criminal investigations as appropriate.
8. Enforces departmental policies and procedures.
9. Prepares court cases.
10. Performs other tasks as may be assigned by superior officers.

Key Requisites

Managerial

- Knowledge of appropriate laws (local, state, and federal).
- Understanding the limits of authority and responsibility.
- Understanding the various types of specialized functions of the Bureau of Police Services.
- Knowledge of cultural, racial and economic differences of Atlanta.
- Knowledge of basic budgetary procedures.
- Knowledge of current department rules, procedures and general orders.
- Basic managerial skills for allocating resources effectively.
- Knowledge of city government operations and legislative processes.
- Delegates authority and responsibility.
- Knowledge of criminal justice system processes.
- Knowledge of labor organizations and relevant management principles.

Key Requisites (continued)

Technical

- Understanding the use(s) of the computer and other technical/mechanical equipment.
- Ability to prepare cases adequately.
- Relevant mathematical skills.
- Interprets results from programmed computer analysis and develops actions for improving operations.
- Ability to manage basic research projects.
- Ability to prepare effective reports and proposals.

Individual

- Experience in and demonstrated knowledge of various units within the Bureau of Police Services.
- Effective oral communication including public speaking.
- Sufficient writing skills for reports, memos, etc.
- Motivates officers and other staff.
- Ability to provide a perspective to officers as to why an order/directive is given and the importance for them to carry out the order/directive.
- Ability to develop potential in staff.
- Handles stress from changes in Bureau, community, and personal life.
- Gives effective orders and other assignments.
- Assumes responsibility for making reasonable decisions.
- Develops two-way communications for constructive comments.
- Delegates authority and responsibility.
- Evaluates skills and abilities of assigned staff and counsel accordingly.
- Manages personal time by priorities, and allocation by required effort.
- Administers fair discipline.
- Determines one's own strengths and takes positive action to enhance opportunities to improve.

Note: The responsibilities and relevant key requisites were identified and prioritized in group meetings of incumbents by rank and verified in individual interviews.

June, 1981

FUTURE POSITION PROFILE

CITY OF ATLANTA

BUREAU OF POLICE SERVICES

Manager Profile: Police Chief

Role

The overall role of the Police Chief within the Bureau of Police Services is as follows:

- Manages the activities and resources of the Bureau of Police Services in a responsible, ethical, efficient and effective manner.
- Reports generally to Commissioner of Public Safety unless otherwise assigned and is responsible for all subordinate personnel assigned to the Bureau.

Management Functions

The position of Police Chief as with other police management positions performs five primary functions - planning, organizing, controlling, motivating and developing. The distinguishing characteristic between the management positions is the weighting or emphasis on one function, but not totally excluding the others. Therefore, the area of emphasis for the Police Chief is in establishing overall, long-range bureau objectives, policies, philosophy, structure and standards of performance. This management function provides the parameters within which the Deputy Police Chiefs plan their Divisional activities and resources.

The other primary management functions performed by the Police Chief are summarized as follows:

- Planning - The process of making assumptions about the future and gathering facts and opinions to visualize and achieve the proposed activities. It involves: establishing objectives, communicating the objectives, surveying resources, establishing policies, choosing alternatives and taking action, creating procedures and rules, establishing budgets, establishing timetables, and deciding on standards.
- Organizing - This refers to the process of arranging people, tasks and resources in the most orderly and efficient way. Organizing involves: structuring or grouping employees and their activities, assigning specific work to specific groups or individuals, deciding on the chain of command, span of control and delegation of authority and allocating equipment and other materials.
- Controlling - This essentially involves monitoring the implementation of agreed organization plans. Controlling involves: establishing standards consistent with overall Bureau standards established by the Chief of Police.

- Motivating - A manager motivates by creating an organizational environment or climate in which employees can perform to the best of their ability. Employee motivation is affected by: the work itself, a sense of achievement received from performing the work, recognition received for work performed, the possibility of advancement and growth, and a sense of trust and responsibility.
- Developing - This refers to on-going learning and growth both for the manager and the employees. Developing involves: continuing education and training to stay abreast of the current state of the art in one's field, making projections based on current trends, determining learning and training needs, selecting appropriate learning activities and assuring that personnel are following their respective tracks in the Management Development Program.

Expected Contributions to Bureau Objectives

The performance of the management functions outlined above, especially establishing objectives, policies, procedures and standards, should be based upon the Bureau's Plan for Police Practices Advancement. This five-year oriented program addresses objectives and strategies in the areas of community relations, field operations, investigation, personnel development and overall management processes. These elements as outlined below will be incorporated into the Police Chief's Performance Contract with the Commissioner of Public Safety which will include expected contributions/objectives established for each area. These areas are:

- Community Relations - Understands community socio-economic trends, evaluates neighborhood needs and organization, facilitates transfer between traditional police practices and community crime prevention, improves police response to community crime detection and apprehension activities, increases community input into overall police operations, employs public relations principles and Bureau procedures.
- Field Operations - Reviews patrol beat design, utilizes automated staff scheduling, ensures directed patrol management.
- Investigative Function - Administers case screening, initiates investigative strategies, analyzes organization and resources.
- Overall Management (Technical) - Develops contingency management plans/procedures for crisis, conducts work engineering (simplification/standards), understands and uses relevant automated technology (e.g., MIS, data analysis and resource deployment), reviews and follows budgeting systems, develops and monitors performance planning/monitoring processes, initiates problem solving analytical techniques.
- Overall Management (Non-Technical) - Follows staff development plans and systems, analyzes organization design, improves interjurisdictional relationships, employs organization development techniques, refines Bureau's communications and documentation.

- Individual - Analyzes stress and develops support systems, plans for personal financial management, improves time management, trains for improving interpersonal communication skills, follows physical fitness development schedules, provides and receives career counselling.

Key Requisites

Ability to accomplish the expected contributions outlines above requires performing management functions and skills. Skills are both technical and managerial in nature. Technical skills and knowledge are developed through experience and training in specialized areas relevant to field operations, administration and investigation. The key requisites which follow are applicable in all Bureau functional areas and at all Bureau management levels.

- Managerial
 - . Continuing sensitivity - Sensitive to events and can tune into what is going on around them. Perceptive and open to information - "hard" information, such as figures and facts and "soft" information, such as the feelings of other people.
 - . Analytical, problem-solving and decision/judgment-making skills - Including the ability to cope with ambiguity and uncertainty, striking a balance between the necessity at times to be guided by subjective feelings without ignoring objective logic.
 - . Proactivity - Achieve rather than merely responding to demand. Includes such qualities as seeing a job through, being dedicated and committed, having a sense of mission, and taking responsibility for things that happen rather than passing the buck to someone else.
- Technical
 - . Relevant professional knowledge - Includes technical knowledge (patrol beat design, community needs analyses, resource allocation) relevant to results required, knowledge of basic management principles and theories such as planning, organizing and controlling.
 - . Creativity - Ability to come up with unique new responses to situations, and to have the breadth of insight to recognize and take up useful new approaches but also having the ability to recognize a good idea when it comes from someone else.
- Individual
 - . Social skills and abilities - Interpersonal skills that are essential in such activities as communicating, delegating, negotiation, resolving conflict, persuasion selling, using and responding to authority and power.

- . Emotional resilience - Resilient means that they feel the stress (they do not become thick-skinned and insensitive) but are able to cope with it by maintaining self-control and by giving to some extent.
- . Self-knowledge - Ability to retain a relatively high degree of self-control over their actions, they must be aware of self-attributes, own view of their job and their role, by their goals, values, feelings, strengths and weaknesses, and of the part they are playing in determining behavior.

CITY OF ATLANTA

BUREAU OF POLICE SERVICES

Manager Profile: Deputy Police Chief

Role

The overall role of the Deputy Police Chief within the Bureau of Police Services is as follows:

- Administers a Division within the Bureau and performs specific related task peculiar to that Division.
- Reports generally to Chief of Police unless otherwise assigned and is responsible for all subordinate personnel assigned to that Division.

Management Functions

The position of Deputy Police Chief as with other police management positions performs five primary functions - planning, organizing, controlling, motivating and developing. The distinguishing characteristic between the management positions is the weighting or emphasis on one function, but not totally excluding the others. Therefore, the area of emphasis for the Deputy Police Chief is in performing the planning function which provides input for the Chief of Police to establish overall, long-range bureau objectives, policies, philosophy, structure and standards of performance. The results of this planning function provides the basis for the next management level to perform their functional emphasis of organizing their resources to implement these plans in the most efficient and effective manner.

These primary management functions are summarized as follows:

- Planning - The process of making assumptions about the future and gathering facts and opinions to visualize and achieve the proposed activities. It involves: establishing objectives, communicating the objectives, surveying resources, establishing policies, choosing alternatives and taking action, creating procedures and rules, establishing budgets, establishing timetables, and deciding on standards.
- Organizing - This refers to the process of arranging people, tasks and resources in the most orderly and efficient way. Organizing involves: structuring or grouping employees and their activities, assigning specific work to specific groups or individuals, deciding on the chain of command, span of control and delegation of authority and allocating equipment and other materials.
- Controlling - This essentially involves monitoring the implementation of agreed organization plans. Controlling involves: establishing standards consistent with overall Bureau standards established by the Chief of Police.

- Motivating - A manager motivates by creating an organizational environment or climate in which employees can perform to the best of their ability. Employee motivation is affected by: the work itself, a sense of achievement received from performing the work, recognition received for work performed, the possibility of advancement and growth, and a sense of trust and responsibility.
- Developing - This refers to on-going learning and growth both for the manager and the employees. Developing involves: continuing education and training to stay abreast of the current state of the art in one's field, making projections based on current trends, determining learning and training needs, selecting appropriate learning activities and assuring that personnel are following their respective tracks in the Management Development Program.

Expected Contributions to Bureau Objectives

The performance of the management functions outlined above, especially the planning function for the Deputy Police Chief, should be based upon the Bureau's Plan for Police Practices Advancement. This five-year oriented program addresses objectives and strategies in the areas of community relations, field operations, investigation, personnel development and overall management processes. These elements as outlined below will be incorporated into the Deputy Chief's Performance Contract with the Police Chief which will include expected contributions/objectives established for each area. These areas are:

- Community Relations - Understands community socio-economic trends, evaluates neighborhood needs and organization, facilitates transfer between traditional police practices and community crime prevention, improves police response to community crime detection and apprehension activities, increases community input into overall police operations, employs public relations principles and Bureau procedures.
- Field Operations - Reviews patrol beat design, utilizes automated staff scheduling, ensures directed patrol management.
- Investigative Function - Administers case screening, initiates investigative strategies, analyzes organization and resources.
- Overall Management (Technical) - Develops contingency management plans/procedures for crisis, conducts work engineering (simplification/standards), understands and uses relevant automated technology (e.g., MIS, data analysis and resource deployment), reviews and follows budgeting systems, develops and monitors performance planning/monitoring processes, initiates problem solving analytical techniques.
- Overall Management (Non-Technical) - Follows staff development plans and systems, analyzes organization design, improves interjurisdictional relationships, employs organization development techniques, refines Bureau's communications and documentation.

- Individual - Analyzes stress and develops support systems, plans for personal financial management, improves time management, trains for improving interpersonal communication skills, follows physical fitness development schedules, provides and receives career counselling.

Key Requisites

Ability to accomplish the expected contributions outlines above requires performing management functions and skills. Skills are both technical and managerial in nature. Technical skills and knowledge are developed through experience and training in specialized areas relevant to field operations, administration and investigation. The key requisites which follow are applicable in all Bureau functional areas and at all Bureau management levels.

- Managerial

- . Continuing sensitivity - Sensitive to events and can tune into what is going on around them. Perceptive and open to information - "hard" information, such as figures and facts and "soft" information, such as the feelings of other people.
- . Analytical, problem-solving and decision/judgment-making skills - Including the ability to cope with ambiguity and uncertainty, striking a balance between the necessity at times to be guided by subjective feelings without ignoring objective logic.
- . Proactivity - Achieve rather than merely responding to demand. Includes such qualities as seeing a job through, being dedicated and committed, having a sense of mission, and taking responsibility for things that happen rather than passing the buck to someone else.

- Technical

- . Relevant professional knowledge - Includes technical knowledge (patrol beat design, community needs analyses, resource allocation) relevant to results required, knowledge of basic management principles and theories such as planning, organizing and controlling.
- . Creativity - Ability to come up with unique new responses to situations, and to have the breadth of insight to recognize and take up useful new approaches but also having the ability to recognize a good idea when it comes from someone else.

- Individual

- . Social skills and abilities - Interpersonal skills that are essential in such activities as communicating, delegating, negotiation, resolving conflict, persuasion selling, using and responding to authority and power.

- Emotional resilience - Resilient means that they feel the stress (they do not become thick-skinned and insensitive) but are able to cope with it by maintaining self-control and by giving to some extent.
- Self-knowledge - Ability to retain a relatively high degree of self-control over their actions, they must be aware of self-attributes, own view of their job and their role, by their goals, values, feelings, strengths and weaknesses, and of the part they are playing in determining behavior.

CITY OF ATLANTA

BUREAU OF POLICE SERVICES

Manager Profile: Major

Role

The overall role of the Major within the Bureau of Police Services is as follows:

- Commander of a zone or equivalent within the Bureau and performs specific related tasks peculiar to that zone.
- Reports generally to the Deputy Police Chief unless otherwise assigned and is responsible for all subordinate personnel assigned to this respective span of control.

Management Functions

The position of Police Major as with other police management positions performs five primary functions - planning, organizing, controlling, motivating and developing. The distinguishing characteristic between the management positions is the weighting or emphasis on one function, but not totally excluding the others. Therefore, the area of emphasis for the Police Major is in performing the organizing function which provides input for the Deputy Police Chief in performing the planning function. Organizing by the Major also provides the basis for the next management level or Captain to perform their functional emphasis of controlling their resources to implement these plans in the most efficient and effective manner.

These primary management functions for the Major with emphasis on organizing are summarized as follows:

- Planning - The process of making assumptions about the future and gathering facts and opinions to visualize and achieve the proposed activities. It involves: establishing objectives, communicating the objectives, surveying resources, establishing policies, choosing alternatives and taking action, creating procedures and rules, establishing budgets, establishing timetables, and deciding on standards.
- Organizing - This refers to the process of arranging people, tasks and resources in the most orderly and efficient way. Organizing involves: structuring or grouping employees and their activities, assigning specific work to specific groups or individuals, deciding on the chain of command, span of control and delegation of authority and allocating equipment and other materials.
- Controlling - This essentially involves monitoring the implementation of agreed organization plans. Controlling involves: establishing standards consistent with overall Bureau standards established by the Chief of Police.

- Motivating - A manager motivates by creating an organizational environment or climate in which employees can perform to the best of their ability. Employee motivation is affected by: the work itself, a sense of achievement received from performing the work, recognition received for work performed, the possibility of advancement and growth, and a sense of trust and responsibility.
- Developing - This refers to on-going learning and growth both for the manager and the employees. Developing involves: continuing education and training to stay abreast of the current state of the art in one's field, making projections based on current trends, determining learning and training needs, selecting appropriate learning activities and assuring that personnel are following their respective tracks in the Management Development Program.

Expected Contributions to Bureau Objectives

The performance of the management functions outlined above, especially the organizing function by the Major, should be based upon the Bureau's Plan for Police Practices Advancement. This five-year oriented program addresses objectives and strategies in the areas of community relations, field operations, investigation, personnel development and overall management processes. These elements as outlined below will be incorporated into the Major's Performance Contract with the Deputy Police Chief and will include expected contributions/objectives established for each area. These areas are:

- Community Relations - Understands community socio-economic trends, evaluates neighborhood needs and organization, facilitates transfer between traditional police practices and community crime prevention, improves police response to community crime detection and apprehension activities, increases community input into overall police operations, employs public relations principles and Bureau procedures.
- Field Operations - Reviews patrol beat design, utilizes automated staff scheduling, ensures directed patrol management.
- Investigative Function - Administers case screening, initiates investigative strategies, analyzes organization and resources.
- Overall Management (Technical) - Develops contingency management plans/procedures for crisis, conducts work engineering (simplification/standards), understands and uses relevant automated technology (e.g., MIS, data analysis and resource deployment), reviews and follows budgeting systems, develops and monitors performance planning/monitoring processes, initiates problem solving analytical techniques.
- Overall Management (Non-Technical) - Follows staff development plans and systems, analyzes organization design, improves interjurisdictional relationships, employs organization development techniques, refines Bureau's communications and documentation.

- Individual - Analyzes stress and develops support systems, plans for personal financial management, improves time management, trains for improving interpersonal communication skills, follows physical fitness development schedules, provides and receives career counselling.

Key Requisites

Ability to accomplish the expected contributions outlines above requires performing management functions and skills. Skills are both technical and managerial in nature. Technical skills and knowledge are developed through experience and training in specialized areas relevant to field operations, administration and investigation. The key requisites which follow are applicable in all Bureau functional areas and at all Bureau management levels.

- Managerial
 - . Continuing sensitivity - Sensitive to events and can tune into what is going on around them. Perceptive and open to information - "hard" information, such as figures and facts and "soft" information, such as the feelings of other people.
 - . Analytical, problem-solving and decision/judgment-making skills - Including the ability to cope with ambiguity and uncertainty, striking a balance between the necessity at times to be guided by subjective feelings without ignoring objective logic.
 - . Proactivity - Achieve rather than merely responding to demand. Includes such qualities as seeing a job through, being dedicated and committed, having a sense of mission, and taking responsibility for things that happen rather than passing the buck to someone else.
- Technical
 - . Relevant professional knowledge - Includes technical knowledge (patrol beat design, community needs analyses, resource allocation) relevant to results required, knowledge of basic management principles and theories such as planning, organizing and controlling.
 - . Creativity - Ability to come up with unique new responses to situations, and to have the breadth of insight to recognize and take up useful new approaches but also having the ability to recognize a good idea when it comes from someone else.
- Individual
 - . Social skills and abilities - Interpersonal skills that are essential in such activities as communicating, delegating, negotiation, resolving conflict, persuasion selling, using and responding to authority and power.

- . Emotional resilience - Resilient means that they feel the stress (they do not become thick-skinned and insensitive) but are able to cope with it by maintaining self-control and by giving to some extent.
- . Self-knowledge - Ability to retain a relatively high degree of self-control over their actions, they must be aware of self-attributes, own view of their job and their role, by their goals, values, feelings, strengths and weaknesses, and of the part they are playing in determining behavior.

CITY OF ATLANTA

BUREAU OF POLICE SERVICES

Manager Profile: Captain

Role

The overall role of the Captain within the Bureau of Police Services is as follows:

- Assistant Zone Commander or equivalent within the Bureau and performs specific related tasks peculiar to that zone.
- Reports generally to the Major unless otherwise assigned and is responsible for all subordinate personnel assigned to his respective span of control.

Management Functions

The position of Police Captain as with other police management positions performs five primary functions - planning, organizing, controlling, motivating and developing. The distinguishing characteristic between the management positions is the weighting or emphasis on one function, but not totally excluding the others. Therefore, the area of emphasis for the Police Captain is in performing the controlling function which provides input for the Major (Zone Commander) in performing the organizing function. Controlling by the Captain also provides the basis for the next management level or Lieutenant to perform their functional emphasis of motivating and developing their resources to implement the Bureau's plans in the most efficient and effective manner.

These primary management functions for the Captain with emphasis on controlling are summarized as follows:

- Planning - The process of making assumptions about the future and gathering facts and opinions to visualize and achieve the proposed activities. It involves: establishing objectives, communicating the objectives, surveying resources, establishing policies, choosing alternatives and taking action, creating procedures and rules, establishing budgets, establishing timetables, and deciding on standards.
- Organizing - This refers to the process of arranging people, tasks and resources in the most orderly and efficient way. Organizing involves: structuring or grouping employees and their activities, assigning specific work to specific groups or individuals, deciding on the chain of command, span of control and delegation of authority and allocating equipment and other materials.
- Controlling - This essentially involves monitoring the implementation of agreed organization plans. Controlling involves: establishing standards consistent with overall Bureau standards established by the Chief of Police.

- Motivating - A manager motivates by creating an organizational environment or climate in which employees can perform to the best of their ability. Employee motivation is affected by: the work itself, a sense of achievement received from performing the work, recognition received for work performed, the possibility of advancement and growth, and a sense of trust and responsibility.
- Developing - This refers to on-going learning and growth both for the manager and the employees. Developing involves: continuing education and training to stay abreast of the current state of the art in one's field, making projections based on current trends, determining learning and training needs, selecting appropriate learning activities and assuring that personnel are following their respective tracks in the Management Development Program.

Expected Contributions to Bureau Objectives

The performance of the management functions outlined above, especially the controlling function by the Captain, should be based upon the Bureau's Plan for Police Practices Advancement. This five-year oriented program addresses objectives and strategies in the areas of community relations, field operations, investigation, personnel development and overall management processes. These elements as outlined below will be incorporated into the Captain's Performance Contract with the Major (Zone Commander) and will include expected contributions/objectives established for each area. These areas are:

- Community Relations - Understands community socio-economic trends, evaluates neighborhood needs and organization, facilitates transfer between traditional police practices and community crime prevention, improves police response to community crime detection and apprehension activities, increases community input into overall police operations, employs public relations principles and Bureau procedures.
- Field Operations - Reviews patrol beat design, utilizes automated staff scheduling, ensures directed patrol management.
- Investigative Function - Administers case screening, initiates investigative strategies, analyzes organization and resources.
- Overall Management (Technical) - Develops contingency management plans/procedures for crisis, conducts work engineering (simplification/standards), understands and uses relevant automated technology (e.g., MIS, data analysis and resource deployment), reviews and follows budgeting systems, develops and monitors performance planning/monitoring processes, initiates problem solving analytical techniques.
- Overall Management (Non-Technical) - Follows staff development plans and systems, analyzes organization design, improves interjurisdictional relationships, employs organization development techniques, refines Bureau's communications and documentation.

- Individual - Analyzes stress and develops support systems, plans for personal financial management, improves time management, trains for improving interpersonal communication skills, follows physical fitness development schedules, provides and receives career counselling.

Key Requisites

Ability to accomplish the expected contributions outlines above requires performing management functions and skills. Skills are both technical and managerial in nature. Technical skills and knowledge are developed through experience and training in specialized areas relevant to field operations, administration and investigation. The key requisites which follow are applicable in all Bureau functional areas and at all Bureau management levels.

- Managerial

- . Continuing sensitivity - Sensitive to events and can tune into what is going on around them. Perceptive and open to information - "hard" information, such as figures and facts and "soft" information, such as the feelings of other people.
- . Analytical, problem-solving and decision/judgment-making skills - Including the ability to cope with ambiguity and uncertainty, striking a balance between the necessity at times to be guided by subjective feelings without ignoring objective logic.
- . Proactivity - Achieve rather than merely responding to demand. Includes such qualities as seeing a job through, being dedicated and committed, having a sense of mission, and taking responsibility for things that happen rather than passing the buck to someone else.

- Technical

- . Relevant professional knowledge - Includes technical knowledge (patrol beat design, community needs analyses, resource allocation) relevant to results required, knowledge of basic management principles and theories such as planning, organizing and controlling.
- . Creativity - Ability to come up with unique new responses to situations, and to have the breadth of insight to recognize and take up useful new approaches but also having the ability to recognize a good idea when it comes from someone else.

- Individual

- . Social skills and abilities - Interpersonal skills that are essential in such activities as communicating, delegating, negotiation, resolving conflict, persuasion selling, using and responding to authority and power.

- . Emotional resilience - Resilient means that they feel the stress (they do not become thick-skinned and insensitive) but are able to cope with it by maintaining self-control and by giving to some extent.
- . Self-knowledge - Ability to retain a relatively high degree of self-control over their actions, they must be aware of self-attributes, own view of their job and their role, by their goals, values, feelings, strengths and weaknesses, and of the part they are playing in determining behavior.

CITY OF ATLANTA

BUREAU OF POLICE SERVICES

Manager Profile: Lieutenant

Role

The overall role of the Lieutenant within the Bureau of Police Services is as follows:

- Watch Commander of a zone or equivalent within the Bureau and performs specific related tasks peculiar to that watch.
- Reports generally to the Police Captain unless otherwise assigned and is responsible for all subordinate personnel assigned to his respective span of control.

Management Functions

The position of Police Lieutenant as with other police management positions performs five primary functions - planning, organizing, controlling, motivating and developing. The distinguishing characteristic between the management positions is the weighting or emphasis on one function, but not totally excluding the others. Therefore, the area of emphasis for the Police Lieutenant is in performing the motivating and developing function which provides input for the Captain in performing the controlling function. Motivating and developing by the Lieutenant also provides the basis for the next level or Sergeant to perform their responsibilities.

These primary management functions for the Lieutenant with emphasis on motivating and developing are summarized as follows:

- Planning - The process of making assumptions about the future and gathering facts and opinions to visualize and achieve the proposed activities. It involves: establishing objectives, communicating the objectives, surveying resources, establishing policies, choosing alternatives and taking action, creating procedures and rules, establishing budgets, establishing timetables, and deciding on standards.
- Organizing - This refers to the process of arranging people, tasks and resources in the most orderly and efficient way. Organizing involves: structuring or grouping employees and their activities, assigning specific work to specific groups or individuals, deciding on the chain of command, span of control and delegation of authority and allocating equipment and other materials.
- Controlling - This essentially involves monitoring the implementation of agreed organization plans. Controlling involves: establishing standards consistent with overall Bureau standards established by the Chief of Police.

- Motivating - A manager motivates by creating an organizational environment or climate in which employees can perform to the best of their ability. Employee motivation is affected by: the work itself, a sense of achievement received from performing the work, recognition received for work performed, the possibility of advancement and growth, and a sense of trust and responsibility.
- Developing - This refers to on-going learning and growth both for the manager and the employees. Developing involves: continuing education and training to stay abreast of the current state of the art in one's field, making projections based on current trends, determining learning and training needs, selecting appropriate learning activities and assuring that personnel are following their respective tracks in the Management Development Program.

Expected Contributions to Bureau Objectives

The performance of the management functions outlined above, especially the motivating and developing functions by the Lieutenant, should be based upon the Bureau's Plan for Police Practices Advancement. This five-year oriented program addresses objectives and strategies in the areas of community relations, field operations, investigation, personnel development and overall management processes. These elements as outlined below will be incorporated into the Lieutenant's Performance Contract with the Captain and will include expected contributions/objectives established for each area. These areas are:

- Community Relations - Understands community socio-economic trends, evaluates neighborhood needs and organization, facilitates transfer between traditional police practices and community crime prevention, improves police response to community crime detection and apprehension activities, increases community input into overall police operations, employs public relations principles and Bureau procedures.
- Field Operations - Reviews patrol beat design, utilizes automated staff scheduling, ensures directed patrol management.
- Investigative Function - Administers case screening, initiates investigative strategies, analyzes organization and resources.
- Overall Management (Technical) - Develops contingency management plans/procedures for crisis, conducts work engineering (simplification/standards), understands and uses relevant automated technology (e.g., MIS, data analysis and resource deployment), reviews and follows budgeting systems, develops and monitors performance planning/monitoring processes, initiates problem solving analytical techniques.
- Overall Management (Non-Technical) - Follows staff development plans and systems, analyzes organization design, improves interjurisdictional relationships, employs organization development techniques, refines Bureau's communications and documentation.

- Individual - Analyzes stress and develops support systems, plans for personal financial management, improves time management, trains for improving interpersonal communication skills, follows physical fitness development schedules, provides and receives career counselling.

Key Requisites

Ability to accomplish the expected contributions outlines above requires performing management functions and skills. Skills are both technical and managerial in nature. Technical skills and knowledge are developed through experience and training in specialized areas relevant to field operations, administration and investigation. The key requisites which follow are applicable in all Bureau functional areas and at all Bureau management levels.

- Managerial

- Continuing sensitivity - Sensitive to events and can tune into what is going on around them. Perceptive and open to information - "hard" information, such as figures and facts and "soft" information, such as the feelings of other people.
- Analytical, problem-solving and decision/judgment-making skills - Including the ability to cope with ambiguity and uncertainty, striking a balance between the necessity at times to be guided by subjective feelings without ignoring objective logic.
- Proactivity - Achieve rather than merely responding to demand. Includes such qualities as seeing a job through, being dedicated and committed, having a sense of mission, and taking responsibility for things that happen rather than passing the buck to someone else.

- Technical

- Relevant professional knowledge - Includes technical knowledge (patrol beat design, community needs analyses, resource allocation) relevant to results required, knowledge of basic management principles and theories such as planning, organizing and controlling.
- Creativity - Ability to come up with unique new responses to situations, and to have the breadth of insight to recognize and take up useful new approaches but also having the ability to recognize a good idea when it comes from someone else.

- Individual

- Social skills and abilities - Interpersonal skills that are essential in such activities as communicating, delegating, negotiation, resolving conflict, persuasion selling, using and responding to authority and power.

- Emotional resilience - Resilient means that they feel the stress (they do not become thick-skinned and insensitive) but are able to cope with it by maintaining self-control and by giving to some extent.
- Self-knowledge - Ability to retain a relatively high degree of self-control over their actions, they must be aware of self-attributes, own view of their job and their role, by their goals, values, feelings, strengths and weaknesses, and of the part they are playing in determining behavior.

DEPUTY CHIEF

Name: _____ Date: _____
Rank: _____ Division/Unit: _____

Instructions:

Please circle one of the five performance levels beside each knowledge, skill and ability (KSA) identified below. The KSA's are divided into managerial, technical and individual categories.

This self assessment of your KSA levels will provide the basic data on which the Bureau will determine what training opportunities should be provided.

The levels are defined as follows:

- Level Five: More than adequate to continually exceed requirements assigned to the position.
- Level Four: Adequate to fully meet and sometimes exceed requirements assigned to the position.
- Level Three: Adequate to meet all requirements assigned to the position.
- Level Two: Adequate to meet most but not all requirements assigned to the position.
- Level One: Inadequate to meet routine requirements assigned to the position.

Key Requisites

Managerial

- Knowledge of appropriate laws (local, state and federal).....
- Understands the limits of authority and responsibility.....
- Understands the various types of specialized functions of the Bureau of Police Services.....
- Knowledge of cultural, racial and economic differences of Atlanta.....
- Knowledge of basic budgetary procedures.....
- Knowledge of current department rules, procedures and general orders.....
- Basic managerial skills for allocating resources effectively.....
- Knowledge of city government operations and legislative processes.....

Technical

- Understands the use(s) of the computer and other technical/mechanical equipment.....
- Ability to prepare cases adequately.....
- Interprets results from programmed computer analysis and develops actions for improving operations.....
- Ability to manage basic research projects.....
- Ability to prepare effective reports and proposals.....

Individual

- Experience in and demonstrated knowledge of various units within the Bureau of Police Services.....
- Effective oral communication including public speaking.....
- Sufficient writing skills for reports, memos, etc.....
- Motivates officers and other staff.....
- Ability to provide a perspective to officers as to why an order/directive is given and then to carry out the order/directive.....
- Ability to develop potential in staff.....
- Handles stress from changes in Bureau, community and personal life.....
- Gives effective orders and other assignments.....
- Assumes responsibility for making reasonable decisions.....
- Develops two-way communications between peers and with subordinates.....
- Delegates authority and responsibility.....
- Evaluates skills and abilities of assigned staff and counsels accordingly.....
- Manages personal time by priorities.....
- Administers fair discipline.....
- Determines one's own strengths and takes positive action to enhance opportunities to improve.....

Levels

	1	2	3	4	5
- Knowledge of appropriate laws (local, state and federal).....					
- Understands the limits of authority and responsibility.....					
- Understands the various types of specialized functions of the Bureau of Police Services.....					
- Knowledge of cultural, racial and economic differences of Atlanta.....					
- Knowledge of basic budgetary procedures.....					
- Knowledge of current department rules, procedures and general orders.....					
- Basic managerial skills for allocating resources effectively.....					
- Knowledge of city government operations and legislative processes.....					
- Understands the use(s) of the computer and other technical/mechanical equipment.....					
- Ability to prepare cases adequately.....					
- Interprets results from programmed computer analysis and develops actions for improving operations.....					
- Ability to manage basic research projects.....					
- Ability to prepare effective reports and proposals.....					
- Experience in and demonstrated knowledge of various units within the Bureau of Police Services.....					
- Effective oral communication including public speaking.....					
- Sufficient writing skills for reports, memos, etc.....					
- Motivates officers and other staff.....					
- Ability to provide a perspective to officers as to why an order/directive is given and then to carry out the order/directive.....					
- Ability to develop potential in staff.....					
- Handles stress from changes in Bureau, community and personal life.....					
- Gives effective orders and other assignments.....					
- Assumes responsibility for making reasonable decisions.....					
- Develops two-way communications between peers and with subordinates.....					
- Delegates authority and responsibility.....					
- Evaluates skills and abilities of assigned staff and counsels accordingly.....					
- Manages personal time by priorities.....					
- Administers fair discipline.....					
- Determines one's own strengths and takes positive action to enhance opportunities to improve.....					

Signed: _____
Manager/Date
Supervisor/Date

CONTINUED

1 OF 2

Signed: _____
Manager/Date

Supervisor/Date

Touche Ross & Co

EDUCATIONAL/TRAINING PROFILE

NAME:	RANK:	RACE:	FORMAL EDUCATION	POLICE-RELATED TRAINING, SEMINARS, ETC.	
SS#:	DATE HIRED:				
TOTAL POLICE EXPERIENCE: (Years, Months):					
MANAGER EXPERIENCE:					
1.					
2.					
3.					
4.					
5.					
ASSIGNMENTS:					
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
EVALUATIONS: 1976-1981					
1976:	1977:	1978:	1979:	1980:	1981:

CITY OF ATLANTA BUREAU OF POLICE SERVICES

MANAGER ASSESSMENT SUMMARY

RANK ASSESSED	KEY REQUISITES			PERFORMANCE EVALUATION	MANAGERIAL EXPERIENCE	EDUCATION	COMMENTS	INDIVIDUAL KEY REQUISITES AVERAGES
NAME	MANAGERIAL	TECHNICAL	INDIVIDUAL		POLICE EXPERIENCE	FORMAL AND SPECIAL TRAINING		
	P 40 33 of 82.5%	P 25 19 of 76%	P 75 66 of 86%	2 Highly Satisfactory 1 Above Aver.	M 13 yrs TP 20 yrs	F 14 yrs ST 5	118 total M. T. I. MAX = 140	84.3%
	P 40 27 of 67.5%	P 25 14 of 56%	P 75 52 of 69.3%	1 Excellent 1 Above Average 1 Outstanding 1 H. Sat.	M 8 yrs TP 20 yrs	F 13 yrs ST 7	111 total M. T. I. MAX = 140	79.3%
				NONE				
	P 40 15 of 37.5%	P 25 10 of 40%	P 75 46 of 61.3%	1 Outstanding 1 Excellent 1 Very Good 1 Above Aver. 1 H. Sat.	M 14 yrs TP 21 yrs	F 12 yrs ST 11	71 total M. T. I. MAX = 140	50.7%
	P 40 36 of 90%	P 25 18 of 72%	P 75 66 of 88%	2 Highly Satisfactory 1 Very Good 1 Above Aver.	M 9 yrs TP 14 yrs	F 15 yrs ST 11	120 total M. T. I. MAX = 140	85.7%
	P 40 35 of 87.5%	P 25 19 of 76%	P 75 59 of 78.7%	2 Excellent 1 Outstanding 1 Highly Sat.	M 14 yrs TP 22 yrs	F 12 yrs ST 9	113 total M. T. I. MAX = 140	80.7%

P=PERSONAL
S=SUPERVISOR

N/A = None Available

M = Manager
TP = Total PoliceF = Formal
ST = Special Training and Attended

Touche Ross & Co.

RANK ASSESSMENT ANALYSIS

Captain

Overall Results

- Number of managers: 10
- Total results: Low 47.9% Average 68.5% High 84.3%
- Distribution: 4 - Average + 6

Comment: The Captain self-assessments were consistent with the four management ranks.

Key Requisites

	<u>Low</u>	<u>Avr.</u>	<u>High</u>	<u>Distribution</u>
- Managerial	40%	70%	90%	3-A+7
- Technical	24%	56%	76%	3 7
- Individual	60%	79%	93%	5 5

Comments: The perceived level of proficiency was the lowest in the technical area which is consistent with the four ranks surveyed. Managerial proficiency was second with individual knowledge, skills and abilities rated at the highest confident level.

Performance Evaluations

	<u>Low</u>	<u>Avr.</u>	<u>High</u>	<u>Distribution</u>
- Number in 5 yrs.	1	2.7	5	5-A+5
- Ratings:	Unable to provide trend analysis since at least these different forms and processes were employed during the rating sample period.			

Comments: See Deputy Chief's Comments.

Years Experience

	<u>Low</u>	<u>Avr.</u>	<u>High</u>	<u>Distribution</u>
- Management	7	11.4	18	5-A+5
- Total Police	14	23.4	27	5 5

Comment: Approximately 49% of the total police average experience of 23.4 years has been in management. In fact, total police experience exceeds the average for all management ranks.

Education

	<u>Low</u>	<u>Avr.</u>	<u>High</u>	<u>Distribution</u>
- Formal	10	13	14	5-A+4
- Special Training	2	9.8	15	4 6

Comment: Special training opportunities for Captains were only exceeded by the Majors. Formal education approximates the same number of years as Lieutenant but is less than Major and Deputy Chief by one and two years respectively.

END