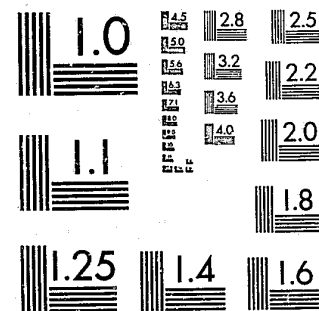


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INCREASING POLICE PRODUCTIVITY

A Report On The Reorganization Of
The East Hartford Police Department

by:
Richard Dart
Val Lubans
Ralph Showalter

July, 1974

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SOCIAL DEVELOPMENT CORPORATION

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ACKNOWLEDGEMENTS

The work of this study could not have been done in the short five-month period allowed by the contract without the direct support and interest of the Mayor of East Hartford, Richard H. Blackstone, and of the East Hartford Police Chief, Clarence Drumm. Chief Drumm's willingness to consider fundamental change in every aspect of his policing operation and his careful and frequent review of study findings kept the recommendations practical and expedited their implementation.

Personnel of the East Hartford Police Department, at every rank, generously cooperated with us in the study process. Officers of the local police union, especially President Richard Tracy, provided assistance in interpreting the study purposes to the police force and in thinking through with us the probable impact of various change alternatives.

Chief Drumm made available to us during most of the months of study, the time of EHPD Officers, David Killian and Daniel Thayer, who assisted our staff in the data collection. Their help on time consuming, necessary work freed the project director to analyze the data and to confer with Chief Drumm and his staff on recommendations and implementation.

Richard Dart, with the assistance of Val Lubans, directed the SDC staff who consulted to the study. The SDC personnel were John Dailey, Ronald Zien and Ralph Showalter.

About the authors of this report:

Richard Dart is in charge of the Bristol, Connecticut Office of Social Development Corporation and was the Director of the Reorganization of the East Hartford Police Department study.

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Ralph Showalter is President of Social Development Corporation, Bethesda, Maryland.

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PREFACE

There are many ways to describe the current crisis in American police systems. A police chief is apt to see it as an overwhelming demand to handle increasing crime and services with a reduced budget; a mayor may see it, in obverse, as the clear need to increase the efficiency of manpower and equipment of the police department while holding the line on scarce dollars; the public generally may reflect a deteriorating image of "the police" who somehow fail to cope with crime and corruption.

The Social Development Corporation view is that the problem is primarily one of mismanagement of police department resources--especially of the primary and highest cost item--personnel. We believe that the solution lies in sensible planning for career-long professionalization of police manpower. The key is to increase police productivity.

Fundamental to our emphasis of long-term planning is a conviction that workers (including policemen) who work in a structure oriented toward defined goals, whose minds are kept alive and engaged by their work, and who know they have an opportunity to advance up a ladder of increased capability, responsibility and pay will perform well. Police-men in that kind of system will do a better job in prevention of crime, apprehension of criminals, maintenance of order and provision of police services.

With these views in mind we contracted with the Town of East Hartford to assist Chief Drumm in a fundamental reorganization of his Department. The new Department structure, administrative systems and plans for police professionalization described in this report will, we hope, be the basis for a more effective Police Department.



This project was funded by the State of Connecticut Planning Committee on Criminal Administration. This is one of a series of SDC police administration studies funded by State agencies under the Federal Omnibus Crime Control and Safe Streets Act of 1968. Others are:

Use of Manpower in a City Police Force,
Showalter & Bennett, SDC, 1973

Career Ladders in a Criminal Justice System.
An Exploratory Study for the Dayton Montgomery
County Criminal Justice Center, Bennett, Dart,
Showalter, Social Development Corporation, 1974.

A Career System for Law Enforcement Agencies
In Multnomah County, Oregon.
SDC; to be published in September 1974.

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PART I

STUDY SETTING AND ABSTRACT OF REPORT



BRIEF ABSTRACT OF THE REPORT

A detailed Functional Job Task Analysis of all the positions in the department led to recommended changes in the department's job functions, a new records system, a management information system, a performance evaluation system, a sector team policing plan, a career ladder and training plan, and a new schedule of four days on and three days off to facilitate team policing and training opportunities. All of these changes are predicated on a total structural reorganization of the department from top to bottom.

As was anticipated in the plan of the study, implementation of the recommended changes was begun during the study process so that each of the new systems and practices was already established or being installed at the conclusion of the study.¹

¹ Each item in this brief summary paragraph is explained in detail in subsequent parts of this report, especially in Part III and in the Attachments.



EAST HARTFORD & ITS POLICE DEPARTMENT (As of January, 1974)

The Town of East Hartford, encompassing 18.2 square miles, is located midway between the Cities of New York and Boston in the central portion of the Connecticut River Valley. The town is bounded on the West by the Connecticut River and the City of Hartford, on the North by the Town of South Windsor, to the East by the Town of Manchester, and by the Towns of Glastonbury and Wethersfield to the South.

First settled in 1636, and incorporated in 1783, East Hartford represents a transition zone between Hartford's central city environment and the suburban towns to the East. As a part of the 29-town Capitol Region, East Hartford ranks 21st in land area, but 3rd in density of population, with a total population of approximately 58,000. It is the 3rd most populated community in the Region. During the period 1960-1970, the Town experienced the 2nd highest growth rate in the Region, with a 31 per cent increase during the 10 years.

Originally a predominantly agricultural community, East Hartford began a transformation into a residential and industrial town in 1929, when it became the home of the United Aircraft Corporation and its Pratt and Whitney Aircraft Division. With a skilled labor market and offering easy access to water and highway transportation, East Hartford ranks 5th in the State in total employment, employing over 47,000 people. Approximately 35,000 workers are employed at more than 115 manufacturing establishments, many of which produce items for United Aircraft Corporation, the Town's largest employer. Over one half of the labor force occupies "white collar" positions, with "blue collar" employees comprising two-thirds of the remaining segment.

The Town's population is predominantly middle class, approximately 98.5% white, 1% black and .5% "other races" comprised largely of Spanish-surnamed individuals. The average citizen is 27 years old, and has completed 12 years of education. The median family income for 1970 was slightly more than \$12,000, comparing favorably with the regional average of \$10,000.

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In recent years, the Town has experienced an increase in the number of renter-occupied dwellings and a decrease in owner-occupied housing. This has resulted in increased numbers of transient residents who are attracted to the area by the availability of housing and employment.

In January, 1974, the East Hartford Police Department was composed of 88 sworn and 9 civilian positions. Since the Department's inception in 1913 with one officer and a force of constables, it had grown to a sworn complement of 68 patrolmen, one policewoman, 10 sergeants and six lieutenants. Seventeen jobs were allocated above the rank of patrolman including Chief and Assistant Chief.

The average sworn member is approximately 37 years old, and has been with the department 10 years. These averages reflect an age span of 40 years, from 23 to 63 years old, and encompass a service span of 24 years, ranging from one month to 24 years of service.

Applicants for sworn positions are selected on the basis of written and oral exams administered by the East Hartford Personnel Department, successful completion of polygraph and physical examinations, and thorough background and character investigations. Only applicants between the ages of 21 to 35 are accepted, and are subject to a one-year probationary period.

The mandatory retirement age is 65, although members may option to retire at any time following their completion of 25 years of service. The average annual attrition rate is approximately 13 per cent.

The average sergeant has 17 years of service and is 49 years old; lieutenants average 51 years of age, with an average of 18 years of service to the Department.

Police Problems

East Hartford's location between the City of Hartford and suburban communities east of the Connecticut River combined with the Town's rather unique development as a transition zone between a central city and suburban areas, present distinct police problems.

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East Hartford has frequently been referred to as "The Crossroads of New England" due to the numerous major Federal and State multi-lane highways intersecting within the Town's boundaries. As an easily accessible major employment center in Connecticut, with additional thousands of suburban commuters passing through East Hartford daily to and from places of employment in the Greater Hartford area, motor vehicle traffic control, and the vehicle accidents attendant to these high traffic volumes, daily demand a major portion of available police manpower.

Although extensively commercialized in certain areas, East Hartford is predominately a middle class residential community. This environment is reflected in the problems confronting police. Crimes of violence (murder, rape, assault) are not altogether unknown, but are not as common in the Town as in surrounding communities with lower per capita incomes. With over 19,000 dwelling units in the Town, the incidents of theft, burglary and robbery constitute a persistent problem. This problem is aggravated by the easy entry and exit to residential areas afforded by numerous area highways, and accelerated by the Town's close proximity to densely populated areas of low income, such as those present in the neighboring City of Hartford.

An area of on-going police attention and concern, in this town where the average resident's age is 27 years old, is drug abuse.

The industrial aspect of the community also presents police with problem areas, notably the need for constant aggressive action directed towards the prevention of theft and vandalism at the numerous manufacturing, warehouse, and shipping facilities located throughout the Town.

In the fall of 1973, the State of Connecticut Planning Committee on Criminal Administration, the Mayor and Town Council of East Hartford and the East Hartford Police Chief recognized a need to examine the structure, administrative practices and deployment of resources of the East Hartford Police Department with a view to improving its effectiveness. It was begun in January and completed in June, 1974.

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PART II

METHOD OF STUDY

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GENERAL APPROACH

This study was undertaken with several strong convictions about the effectiveness of studies in producing organizational change. These ideas set the tone and emphasis of the methodology. Stated as propositions these views and their effect on the study process in East Hartford are as follows:

1. Intimate involvement in the study process by personnel (of all rank levels) who will be directly affected by it will insure reliability of study data, the practicality of new alternatives and prepared the ground work for implementation of recommendations growing out of the study. Therefore, we involved the police union, the Mayor, the Town Council, the police chief and his administrators, to the extent their schedules and interests would allow, in all parts of the study from setting goals to collecting and analyzing data to finally formulate alternative proposals for the new organization and its systems. Also in this connection two EHPD police officers assisted in the collection of data and in communication with the police personnel about the study.
2. Corollary to involvement of the studied people we believe that the actual recommendations of the study--the new practices, procedures, organizational structure and so on--must be in fact the "agency's recommendations" not the "consultant's recommendations." These must be reached as a consensus of all parties at interest to assure that the proposed changes will actually be implemented. Therefore, we and the Chief deliberately planned and carried through many purposeful deliberations and conferences with all parties whose roles would be affected by the reorganizations suggested by the data.
3. Once a new element of change can be agreed to, it should be implemented as rapidly as possible within the constraints of legal requirements and with a phase-in schedule that reduces adverse effects of adjustment. This proposition was strongly supported by Mayor Blackstone, who, like many administrators, has "seen a lot of study recommendations gather dust on the shelf and little change result from them." Therefore, Chief Drumm, with the cooperation of the Mayor, the police union and the Town Council began the implementation of nearly all of the proposed changes, even the most fundamental of them, while the study was in process.

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4. Organizational change must be aimed at achieving stated objectives and goals and its elements must be systematic and harmonic for optimal impact. Therefore, we assisted the parties in thinking through the needs and purposes and feasible goals of the East Hartford Police Department and our research and analysis sought to develop proposals for change that would be compatible with each other and that, implemented in concert, would achieve these goals.
5. Implied in all of the above propositions is the idea that institutional change is not likely to be produced by outside agents who simply (however skillfully) examine, analyze and recommend without attention to the unique features of the Town, its budgetary and political constraints, the imprint of its past practices and its degrees of freedom for change. Therefore, we did not bring technical "cookie cutter" management concepts and methods to bear on East Hartford Police Department; rather we drew the directions and form of the reorganization plan out of the local people--the people whose work lives and public service are our study material. We refined our technical tools to assist this particular Police Department.

We did not, then, try to design an ideal police department for all towns of 58,000 people; we helped Chief Drumm and his colleagues to provide an improved policing system for East Hartford, within the current budget and with incumbent personnel.

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Data Collection and Analysis

The above propositions indicate the general approach used in the study and some of the essential techniques are implied there. For example, discussions with the Mayor, the Chief and union leaders produced a consensus in an early phase of the study that we should:

- . Design an organization that will allow for the greatest amount of team effort to be brought to bear on the problems facing the department.
- . Design a structure in which each job is assigned a specific accountability and positions of leadership are provided with a support staff.
- . Design a structure that most effectively and efficiently serves the essential functions of the department (Crime Prevention, Law Enforcement, Public Service and Administration).
- . Develop a deployment plan within the existing budget that will provide simultaneously for effective and efficient delivery of police services while allowing field personnel to receive extensive on-going in-service training.
- . Develop a reorganization plan that, using existing personnel, can be implemented immediately.

Our specific data collection and analysis tools are derived from a discipline called Functional Job Task Analysis that we have used in many studies of manpower use in industry and services.¹ In East Hartford, this standard technique was radically changed and refined for our purposes.

¹See, for examples of its use in police departments, the methodology sections of the two studies cited at the bottom of the Preface page.



The SDC data collection staff was bolstered by the two East Hartford police officers, David Killian and Daniel Thayer. These men were trained in the use of the SDC Standard Police Task Data Manual (SPTDM) and the concepts of Functional Job Task Analysis. This two-man task force and SDC staff using the SPTDM studied the seventeen departmental jobs (97 positions). In addition to the SPTDM (and additional study tools developed for the project discussed below) the study group used individual group interviews and observation. Many weeks were spent in both structural and informal discussion about the Department, its history, environment and needs. During the months of the study every facet and aspect of the Department was studied and recommendations for changes proposed. The study staff presented itself as staff support to the organization and was graciously accepted, receiving full and unrestrained cooperation from every department and town official contacted. SDC staff used the help of East Hartford's Personnel, Town Planning, Finance, Engineers and Building Department Offices as well as the Office of the Mayor and in all cases was provided with information and material requested. Within the Police Department representatives of every rank, responsibility, and office gave of their time and insights. Management personnel and union leaders sat in conference at the same table working on the problems of collecting and analyzing the data.

After training in the use of the Standard Police Task Data Manual (SPTDM) and in interview and observation techniques the study team generated quality descriptive job task material for each of the 17 jobs (See Attachments). These data were then reviewed and task clusters (one or more tasks having a common objective) were identified and placed under job activities. This facet of the work was also facilitated by use of the SPTDM. A Job Analysis Sheet (See Attachment A) was developed to relate these data to departmental goals (Crime Prevention, Public Service, Administration, Law Enforcement) and coded in terms of frequency, level of responsibility, work functions, etc. Once charted on the Job Analysis Sheet, a job could be easily and quickly evaluated for its level of operation, kinds and frequency of activities performed, the job's relationship to the goals of the department, as well as additional facts. This system was tested by submitting the completed Job Analysis Sheets to Departmental Staff asking them for an evaluation of a job being studied. The results were very satisfying in that distinctive analyses and recommended restructuring of the jobs were made by



Department personnel. Their useful analysis was facilitated by the Job Analysis Sheets, which clearly reflect the workers' tasks and required skills. This procedure was followed for all seventeen Department jobs.

Concurrently with the gathering of descriptive job task data, the study task force compiled subjective analyses from employees regarding the positive and negative aspects of their job and their relationship to other jobs within the department. These subjective materials (see Attachment B for an example) were reviewed and compared with coded task data to providing a basis for fuller analyses and understanding of job data.

Once the data were compiled and analyzed a number of alternative proposals were developed based upon the findings and the departmental objectives. These proposals were then studied and recommendations made to the Town Mayor and Chief of Police, members of their respective staffs, and the police union president and his executive staff. Proposals were also presented at general meetings of the police union members for consideration and comment. As a result of these conferences modifications were considered and with the assistance of the above parties, the proposals were adjusted and presented as an optimum structure and resource deployment model.

A study of the objectives of the prescriptive phase of project work indicated that modified task information procedures would be of value. As job related training figured prominently within the Departments principle objectives, an analysis sheet and job task information more supportive of this objective was needed. A new format was developed which the staff called "implicit task analysis" as opposed to the previous method of explicit task analysis. This new procedure allowed the study team to design new job descriptions and analyses faster, and in a manner that within the process itself identifies job knowledge, abilities and skills, relationship to departmental goals, extent of involvement, job responsibilities, process for job completion, job performance criteria, job function, training and education relationships. This new methodology (see Attachments) was then used to prepare prescriptive material for the 22 jobs proposed to staff the new organizational structure. Using these prescriptive data traditional job descriptions were also prepared for consideration and by the Town of East Hartford and the Police Department.

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To achieve meaningful reorganization and to guide future operations, the East Hartford Police Department adopted four basic goals. These were: effective and efficient enforcement of law, prevention of crime, public service and safety, and organizational administration. The study staff developed project proposals to conform with these goals. A manual management information system was developed by the staff for the Departments use in monitoring and compiling Department operations information and providing a data base for productivity measurements. This information, after processing and computation, can be analyzed by Department staff personnel and used to make decisions and plan Department operations. Data generated by this system were used by the study staff to measure field operations and were the basis of developing means to achieve deployment, job structuring, and reorganization objectives.

It was the desire of the study staff to provide the Police Department with a process, similar to the process used in the study, through which future Department operations can be managed.

- Personnel in each division, section, and unit should be made familiar with all Department goals and trained to develop objectives within the goals relative to their respective assignments.
- From objectives, means should be designed to accomplish the established objective.
- The means activity should then be monitored and analyzed with measurements established to determine productivity and impact upon objective achievement.
- Inter-related effects should also be measured and analyzed for the purpose of means modification and development.

The intent is to achieve a concept of policing by objectives as opposed to by accident or by reaction. It is not proposed that "policing by objectives" equates with some of the more complex principles of "management by objectives" although modeled after this concept. The emphasis is more specifically on problem solving. This entails a process for identifying police problems and a process for measuring the effect planned action has upon these problems. This study attempted to aid this by providing a planned structure for the Department, planned structuring of jobs within the Department and development of systems to analyze Department efforts.

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PART III

STUDY RECOMMENDATIONS AND PRODUCTS



This part of the report describes the directly measurable results of the study; the reorganization plan, the new administrative systems, the systems manuals and so on. We do not make an attempt to assess the more subjective impact of the study: new insights about police professionalization and new staff image among policemen or other upgrading of perspectives among police administrators. Measures of these more elusive effects are not a part of our contract. However, we note here that although we believe that the study produced valuable "hard" products that are described below, in the long run the initiation of changes in attitudes about performance of work and of career professionalization may actually be the more significant legacy of the effort.

The New Department Structure

The plan for reorganization evolved in several main steps. Because of the funding sequence, recommendations regarding the command structure were prepared early in the study process.¹ These recommendations were accepted by the Mayor and the Chief, were further strengthened by our findings and in April were authorized by the Town Council.

The other structural changes and new systems were developed and accepted and introduced in the subsequent weeks of work. The institution of the 4-3 schedule and sector-team policing have been agreed to by all parties but their introduction, which will require extensive preparations, has been scheduled for the fall of 1974. The phase-in plan includes orientation of personnel for their new roles and functions during the summer months and use of the overlap (training) hours during the first four months of operation in the new system for additional acculturation and skill training of the team personnel and others.

¹ A small consultant contract was made to SDC in late 1973 to study the EHPD command structure and to make recommendations concerning it prior to the funding of the Reorganization Project.



DEPARTMENTAL STRUCTURE

In the early nineteen hundreds the East Hartford Police Department was one full time officer who supervised a force of constables. Since that time it has grown to its current authorized strength of 97 total personnel. However, the growth, as in most Connecticut police departments, has not always been the product of a deliberate or orderly process. Divisions, bureaus, sections, special assignments and individual responsibilities often were created as responses to immediate problems or demands. Rarely were present capabilities or future needs considered in the growth process.

Since the character of police work is constantly changing, many police departments and their various divisions have not been able to keep pace with the changes. For example, police training, and especially in-service training, after having been set in a pattern, now does not always correspond to either those skills which are called upon most often by the public or the duty to which an officer might be assigned or promoted.

Furthermore, as development of towns and cities begins to level off and increased operating budgets are derived more and more from increased taxes, taxpayers are reluctant to pay more for any increase in municipal services. Instead, pressure is put upon town executives to find means with which to increase productivity without substantial increases in town operating budgets. The taxpayers' demand for cost effective municipal operations has become a challenge for East Hartford administrators.

Prior to the appointment of Police Chief Drumm in August 1973, the department was composed of five bureaus, one division, and three offices that all reported to and were supervised by the Chief of Police (See Organization Chart 1). Bureaus were in some cases equal to divisions and some times subordinate; some were headed by Captains, some by Sergeants, or perhaps Lieutenants. The offices of one (e. g., Dog Warden) was directly responsible to the Chief.

The Department's complement included an Assistant Chief, Patrol Division Captain, Detective Bureau Captain, seven Lieutenants, ten Sergeants, three ranked Detectives, sixty-six patrolmen, one Police woman, one Dog Warden, four civilian Dispatchers, and four Clerks. Due to deaths and retirements, the new Chief found himself with the job of the Assistant Chief, and two Captaincies vacant.

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Original Organization

During his first few weeks, the new chief's examination revealed an organization (See Chart 1) in which communication between divisions and bureaus was difficult, in which there was no chain of command, in which efforts were often duplicated and in which cost effectiveness was a new concept.

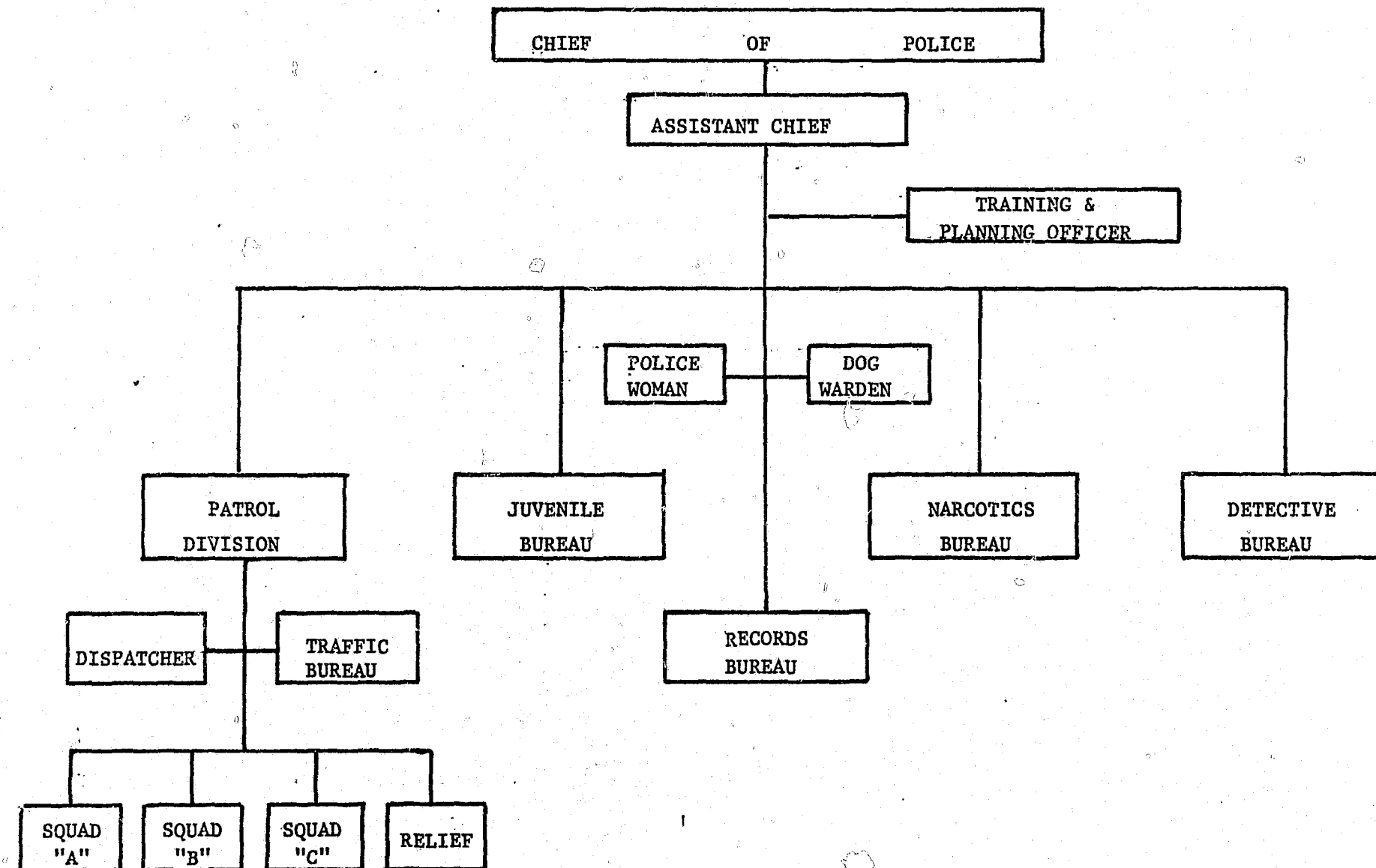
The original East Hartford Police Department organization was not unlike many other police departments and the ways in which they have grown. According to the organizational table the Chief of Police had only the Assistant Chief reporting to him and the Assistant coordinated the activities of all the bureaus, divisions and persons in the department. But in fact, everybody reported only to the Chief of Police, and the Assistant Chief, despite his paper responsibilities, was effectively bypassed and isolated from departmental operations. The Chief of Police handled, therefore, not only policy matters but also matters best suited for first line supervision.

The organizational inefficiency engendered by that structure became very clear to the new Chief of Police. A major shortcoming was found in the reporting and operating duplication of four separate investigative units. Instances were found in which cases were worked by various separate units, but they were not aware of it and information about individuals and cases was not exchanged. Another problem of overlapping operations lies in the dispersion of activities and tasks. Not only were many people possibly working on the same cases or at least the same individuals but there was inefficient feedback between street and investigative unit. Furthermore, with activities spread out over several bureaus, accountability and the chain of command were obscured. Another problem derived from these factors was low morale or job frustration.

As it appears, the old structure also produced a difficult command communications flow. One element which contributed to this was the irregular staffing, i. e. unequal rank in equal positions. A mixture of Captains, Lieutenants, and Sergeants were placed in equal responsibilities, with the result that cooperation was sometimes strained because of the unequal rank relationships. Another problem area arose: from the number of command people who provided information to the Chief of Police about essentially similar matters. The result was an excess of information which, rather than facilitating a decision, may have in fact, hindered decision making. Also, coordination of personnel, strategy, materiel and cost effectiveness was difficult to effect with the irregular staffing.

ORGANIZATIONAL CHART
EAST HARTFORD POLICE DEPARTMENT

CHART I



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Problems which specifically confront the Chief of Police in this organization are the assignment of responsibility, the information overload and the diffusion of executive energy. It is difficult to maintain accountability in an organization in which personnel have overlapping, ill defined responsibilities. It is equally difficult to select from among overlapping responsibilities the bureau to perform a particular task without frustrating another bureau which thought itself the appropriate selection.

Again, with numerous people who have overlapping jurisdictions, duplicate information is often provided the Chief of Police. Because of excess and extraneous information, decision making is made unnecessarily complex. Furthermore, because the Chief of Police directly supervises so many bureaus and individuals his energy and attention are diverted to many unimportant matters.

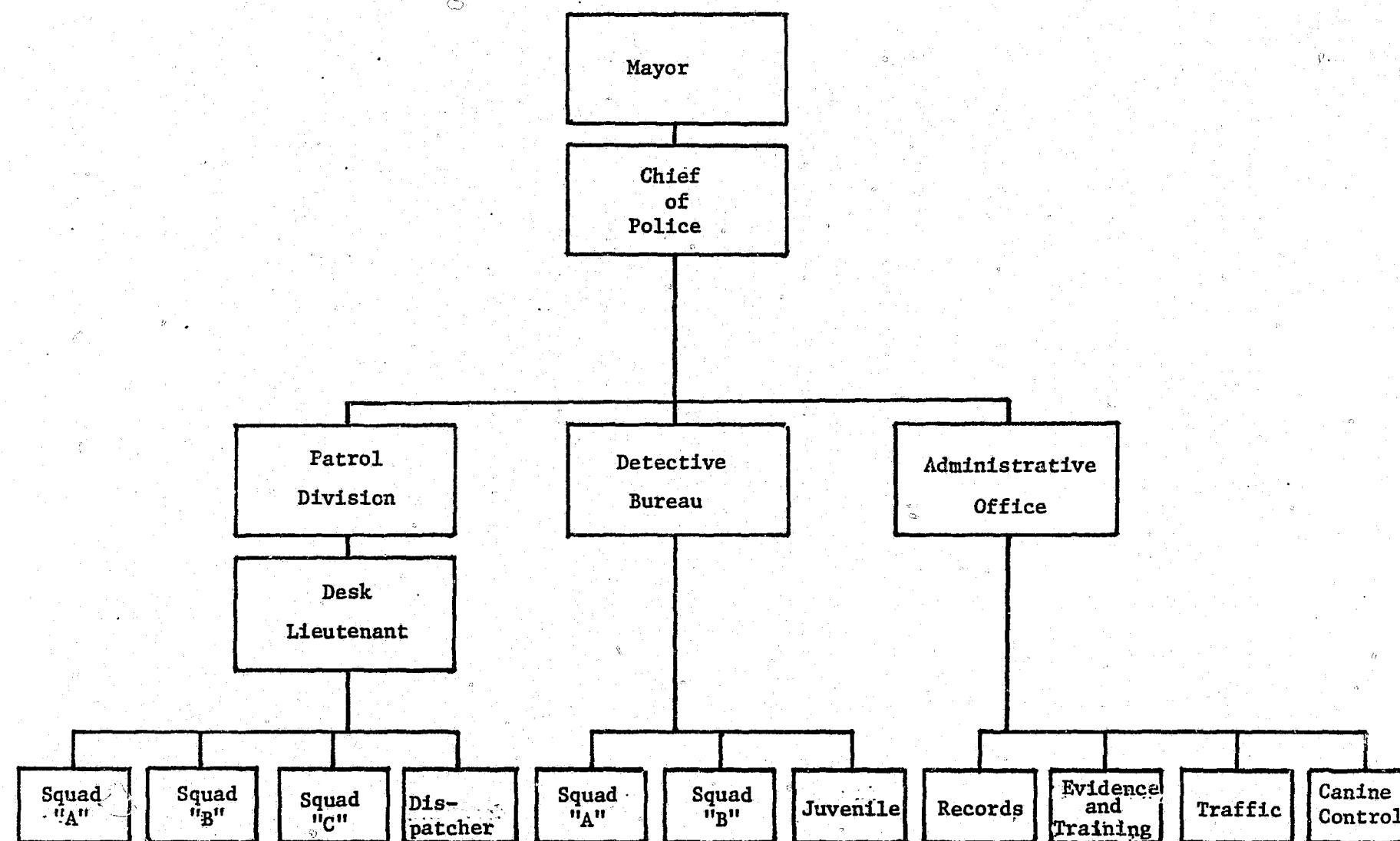
Transitional Organization

Thus, having conducted this preliminary review, the new Chief of Police took steps to overcome or alleviate many of the problems cited above. His transitional organization (See Chart II) accomplished much of what he set out to do. The organization, by consolidating functions, increased accountability and enhanced his ability to assign responsibilities more directly and evaluate the results. In addition to clearing lines of communication, he also reinforced the chain of command, thus clearing from his desk those extraneous and petty matters which consumed so much of the time of his predecessors. Finally, the Chief of Police began the initial development of an Executive Staff which would advise him and provide the specific information necessary for decision-making.

The Chief of Police started a movement toward reorganization which would consolidate functions, conserve executive energy and move the department toward cost effectiveness.

New Organization

To further the reorganization the Chief of Police organized a Study Staff which was to develop further recommendations for reorganization. The Staff was composed of key East Hartford Police Department personnel as well as the consultant.



TRANSITIONAL ORGANIZATION

CHART II

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The first action the Study Staff and the Chief of Police took was to state the goals of the East Hartford Police Department. This was done to ensure a unity of purpose in all the activities which would follow. The goals of the organization are:

- 1) The effective and efficient enforcement of the law.
- 2) The effective and efficient prevention of crime.
- 3) The effective and efficient provision of services to the public.
- 4) The effective and efficient organization and administration of the East Hartford Police Department.

The Study Staff, in working toward a new organization, had several objectives in sight when it examined various alternatives which would meet the needs of East Hartford. The overriding purpose was to create an organization, the parts of which would contribute to the whole in a cooperative and non-duplicating manner. Thus, to create a centralized command of related functions, activities and tasks was of primary importance. Once overlapping efforts were identified they would be drawn under the appropriate central command. Another important element was that command communications should be centralized and reinforced. Whereas in the earlier organization transfer of information was irregular and circumstantial, the new organization would be designed to have communication between various operating elements become systematic. The effort to streamline communications also applies equally to lower level positions. Cost effectiveness was also to be a consideration in any reorganization plan. The reorganization would have to consider efficiency within the structure and the distribution of available manpower. Furthermore, the reorganization must provide executive staff support for the Chief of Police, internal and external communications control and limit and filter distraction and diffusion of executive energy and, thus, encourage improved executive response.

With these objectives guiding the deliberations of the Study Staff a new reorganizational structure (See Chart III) was proposed to the Chief of Police, the Mayor, the Town Council and members of the East Hartford Police Department and its Union. It proposed to address all these needs as well as overcome the organizational problems which had plagued the "old" organization. The proposal was accepted and is now evolving.

THE TOWN OF EAST HARTFORD
POLICE DEPARTMENT
REORGANIZATION

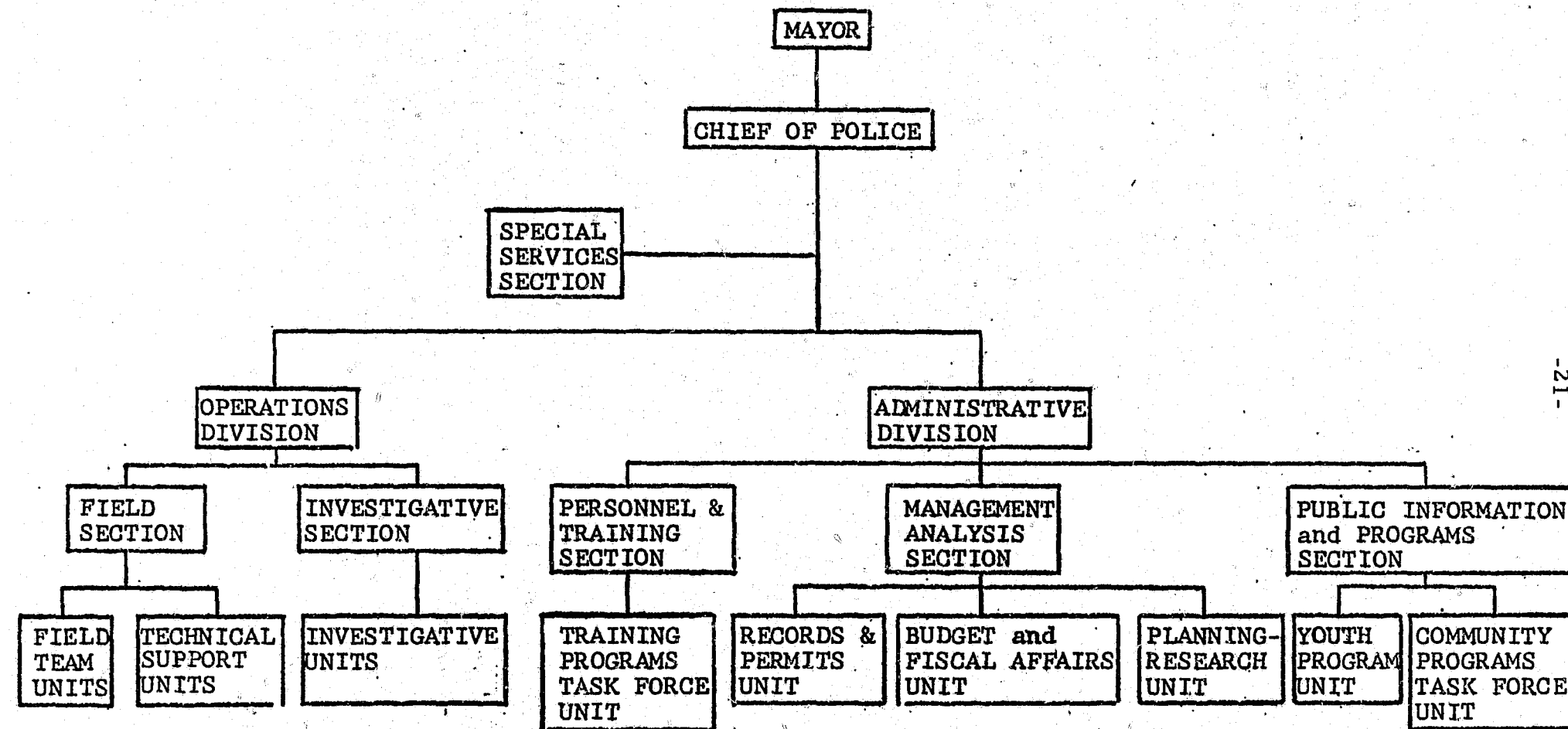


CHART III

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A key element of reorganization which had received preliminary development in the transitional organization was the concept of Executive Staff. In order to meet this objective and others fully, the Study Staff recommended that a new position known as Division Commander be created. The Division Commander replaces the positions of Assistant Chief and the rank of Captain. The reorganization proposed two such positions; one an Operations Division Commander (ODC) and the other, an Administrative Division Commander (ADC). Furthermore, to supplement the executive staff, a Special Services Section was recommended.

Division Commander

The organizational entity known as Commander manages an entire work field. In other words, all the various elements of the Police Department which comprise field activities (patrol, traffic, investigation and their direct support) are under the direction of the Operations Division. All office (support) functions are placed in the Administrative Division. The Division Commanders not only coordinate the transfer of information between the divisions but also within the divisions. Also, they collect data from various services and synthesize it for the Chief. The Commander maintains the chain of command, preserves accountability and provides leadership within and between the elements of the particular division. Thus, the move to consolidate specific functions under the direction of specific individuals characterizes the intent of the reorganization.

Special Services Section -

In order to supplement the executive staff and to provide the Chief of Police with personal staff the reorganization includes a Special Services Section (SSS). The SSS is responsible for both Internal Affairs and Intelligence. The SSS reports directly and solely to the Chief and, as such, has maximum authority to conduct very sensitive investigations in the Internal Affairs role. Intelligence provides the Chief of Police with advance information about what might occur in the community or area that would have an impact in the East Hartford Police Department. The fact that the SSS reports directly to the Chief of Police provides not only stringent control over sensitive data but also provides the Chief of Police with extra-hierarchical opinions or advice.

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Additional functions for the Office of the Chief might be identified in the future. Future possibilities might be Legal or Systems Analysis offices. The primary requirement for assignment to the Special Services Section is that the unit provide direct resource or staff assistance to the Chief, increasing his capability to act or make decisions. The unit must require only minimal direct supervision, and the unit function should require by its nature that no intermediate layer of supervision or screening of communications exist. The Intelligence/Internal Affairs unit satisfies all of the above requirements.

Chief of Police

The Study Staff also considered the role of the Chief of Police and developed position relationships which match the purposes of the organization and alleviate problems his predecessors had. In the reorganization, through proper use of staff, the Chief of Police is not disrupted by miscellaneous matters but rather develops departmental goals and objectives, reviews and plans departmental policy, represents the police department to the community, etc. Day to day operations of the department are left to be directed by the Executive Staff and their support staff.

Support Staff

Administrative Division

The Study Task Force examined the various functions which are assigned to the Administrative Division and developed a staffing pattern which supports the Administration Division Commander in fulfilling his responsibilities.

The Personnel and Training Section (PTS) conducts the selection, processing and short and long term evaluation of the department's employees. Furthermore, the PTS identifies training needs, locates training resources and provides training as is feasible within departmental resources. Its most important task is to provide a program of Career Development within the department.

Public Information and Programs Section (PIPS) is responsible for developing programs that will aid the Police Department and its operational elements to deliver police services. All efforts in community education, speakers bureau, school programs, etc. will emanate from this section. It has as its clear cut purpose listening to the community and aiding the department in responding to community needs.

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The Management Analysis Section (MAS) deals with all departmental financial matters, records and materiel. Within the Section there are three separate units; Records, Budget and Fiscal Affairs, and Planning and Research. The MAS also examines departmental expenditures, provides technical input to departmental purchases and develops the Police Department budget. In short, all the administrative activities of the Department, excluding Personnel and Training and Public Information, are conducted within the Management Analysis Section.

The clear definition of responsibilities and relationships found within the reorganized Administrative Division satisfies the objectives of reorganization. As a result, more and better work can be performed without any major increase in staff.

Operations Division -

In order to consolidate all field operations and overcome past problems of duplicate effort and irregular horizontal and vertical communications, the reorganization has consolidated all field and investigative elements as well as those which directly support field activities and has placed them within the scope of the Operations Division.

Within the Operations Division there are two sections; the Field Services Section (patrol) and the Investigative Services Section. The Section Coordinators will serve as staff to the Division Commander.

The Investigative Services Section (ISS) is responsible for the conduct of all investigative activities. Furthermore, the ISS must work to transfer information between Field Services and itself. The ISS also must develop crime fighting strategies aimed at fulfilling the goals of the department and providing for the best possible use of the personnel within the ISS.

The Field Services Section (FSS) is charged with all the patrol and traffic operations of the East Hartford Police Department. Its purpose is to deploy manpower in a manner consistent with the Management Information generated by the Planning and Research Section and constantly evaluate the effectiveness of the deployment strategies. Also, the FSS shall endeavor to transfer information in a timely fashion to the Investigative Section and back.

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Also, within the FSS, various nonsworn technicians work to perform tasks previously performed by sworn officers. Among these are dispatching, animal control and information services.

Summary -

The reorganization of the East Hartford Police Department has produced a structure in which the Chief of Police is supported in his effort to be the policy makers and is provided with an executive staff to advise him as well as filter extraneous, diverting matters from his attention. Also, the reorganization has unified and consolidated workfields so that all administration matters are in one command and all operations in another. Command has been unified so that one individual is responsible for an entire workfield. Furthermore, within each workfield the reorganization has provided a structure in which responsibilities and duties are explicitly defined and teamwork is encouraged. Finally, the reorganized departmental structure is one which can effectively and efficiently serve the goals of the East Hartford Police Department.



PERSONNEL FUNCTIONS

Data analysis showed that a whole new array of functions of Department units and personnel would be required to approach optimal use of individual talents and to avoid overlapping and other inefficiencies.

Task data, as well as introspective comments by personnel in each division made clear the need for better definition of functions, for clarification of supervisory roles, for improved understanding of each others' functions and for improved communication among the Department's sections.

We organized the tasks into jobs - in some case new jobs - that appeared to make rational clusters of work. The job descriptions are organized to reflect the skills, knowledge and abilities required but go beyond this and detail in a different format the areas of responsibility, the proportion of time, etc.

In East Hartford as in many police organizations, the Chief of Police had been relegated to a supervisory function rather than an executive one. Similarly supervisors performed a variety of non-supervisory functions with little or no justification for their assignments, or training for the responsibilities of work they were doing. Our study identified job functions and equated them with rank and responsibility. Therefore, in the new jobs levels of ability and skills are relatively constant throughout the positions of a particular rank. This is designed to avoid frustration and confusion and to make clear the areas of worker knowledge, ability and skill for the job. Such a job definition process provides a basis for planned job related training and selective job exposure for appropriate preparation and enhancement of worker capabilities.

Through this process, for example, it was determined that the Chief of Police should be the executive manager of the organization and be free to pursue the executive responsibilities of that office.

Chief of Police

The essence of this job is to provide executive leadership to the department and guide the short and long range plans of the organization in accordance with federal, state and local laws, direction of city government, community interest, and Department goals. The Chief must organize and direct his staff in a manner which ensures that all

S/C

Department systems and programs are effectively and efficiently coordinated to achieve carefully planned objectives. The Chief's up-to-date comprehension of developments in the criminal justice system and related areas is required to ensure his professional performance. He must oversee the identification of Department resources and training needs and their relationship to Department productivity. The Chief must also oversee the preparation of the departmental budget and direct its presentation and monitoring. He must develop outside resources through liaison with the leaders of other criminal justice and related agencies. Considerable involvement with community leaders and groups is necessary to develop and maintain a constant awareness of police service needs and the community's acceptance. The Chief of Police is a department head and as such is part of the Mayor's executive staff and responsible for providing pertinent information related to police activities and intelligence, as well as providing technical counselling on police-related matters.

The Chief must have competent staff assistance in order to be relieved of many lesser managerial tasks. Likewise, the staff must ensure the proper delegation of many non-managerial tasks to protect against distraction from their assigned functions.

Executive Staff

To provide the Chief of Police with proper support the Department has been reorganized under two Divisions. This decision grew out of the analysis of job relationships, organizational goals, job objectives and task characteristics. The new Divisions are called Operations and Administration. To head these Divisions, the study staff concluded that although the jobs would directly aid the Chief and provide executive staff the positions were not really assistant chiefs but rather division managers. Furthermore, the rank of Captain did not equal the degree of managerial sophistication or development sought for these jobs. Since the job is to command the division functions, the job title selected, therefore, was Division Commander.

Operations Commander (OC)

As stated above, the role of the Commander is to manage the functions of the division. In the case of the East Hartford Police Department, these functions are the field and investigative services, as well as all direct support services to these functions, such as radio communications. The Operations Commander's role is to direct the division in accordance

S/C

with related laws, Department policies, and Department goals. In staff with the Chief, the Commander assists in the development of Department policies and objectives. The Operations Commander must administer the operations of all division systems and programs ensuring the productivity in relationship to division resources and objectives. The status, effectiveness and efficiency of these operations are the basics of the Commander's responsibility to the Chief. In order to free the Chief for his executive tasks and responsibilities listed above, the Commander must properly administer and direct his Division. The special skills and knowledge of the Commanders of their workfields enable the Chief to make a more sound synthesis of operational services and needs upon which his executive decisions are made.

Administrative Commander (AC)

This job is functionally identical to the Operations Division Commander, but is primarily concerned with the Department's administrative services. These concerns range from providing indirect support services to Operations to directly responding to public service and crime prevention problems. The AC directs the work activities of three administrative sections: Personnel & Training, Management Analysis, and Public Information and Programs. Because of this administrative support role the AC is charged with providing productivity measurement data for use by both the Chief of Police and Operations Division Commander as well as overseeing the planned development of Department systems and program needs. The AC also directs budget planning and monitoring and directs comprehensive analysis of organizational personnel and material resource requirements, ensuring the quality of these resources through division research. Division staff are directed in the planning, research and, in some cases, implementation of crime prevention programs. Public liaison is cultivated through programs and information which serve public needs outside of the Department's law enforcement role.

The Administrative Commander assumes the responsibility of the Chief of Police in his absence. The Commanders will rotate division responsibilities periodically (approximately every two years) to broaden their skills as managers.

Special Services Coordinator

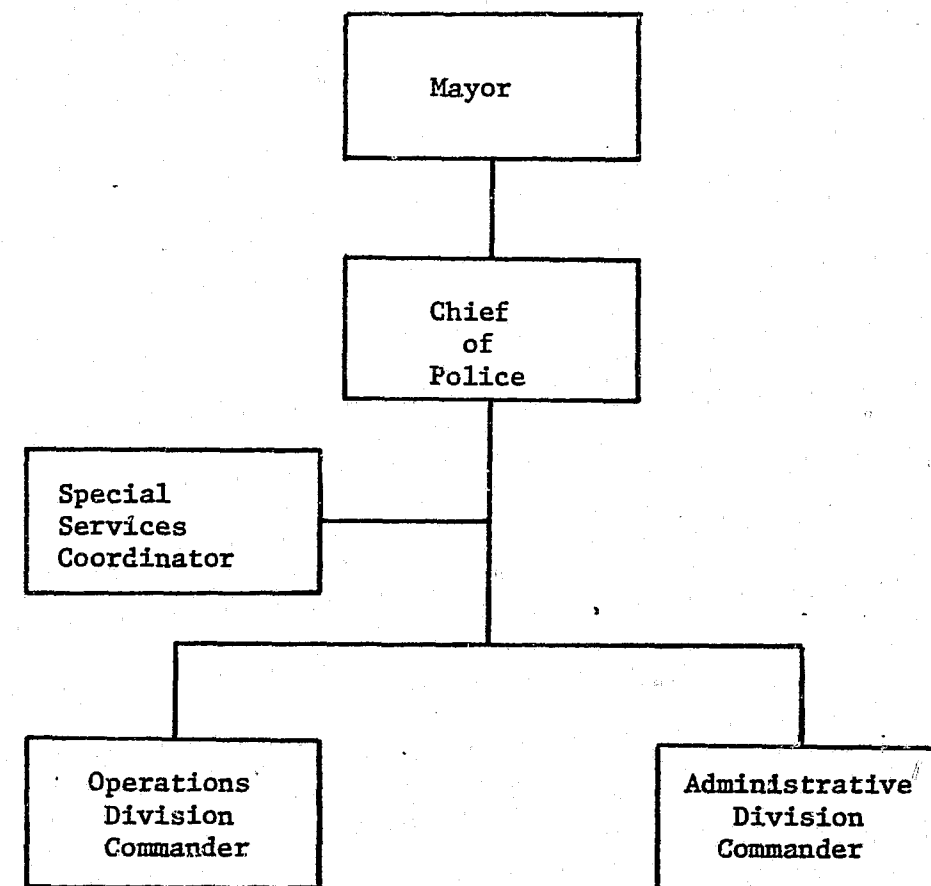
In the short range, this section will consist of only two unit activities, Intelligence and Internal Affairs. Responsibility for these activities are combined under the direction of the Chief of Police because of the delicate

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and critical nature of the activities. The Section Coordinator will develop and maintain intelligence, conduct investigations involving organized crime, subversive and radical group activities, and maintain close liaison with national and lesser intelligence networks and operations. The Coordinator will also investigate all criminal and malfeasance complaints regarding Department personnel. Where the complaints are shown to be valid the Coordinator will develop the case for prosecution.

EXECUTIVE STRUCTURE

CHART IV

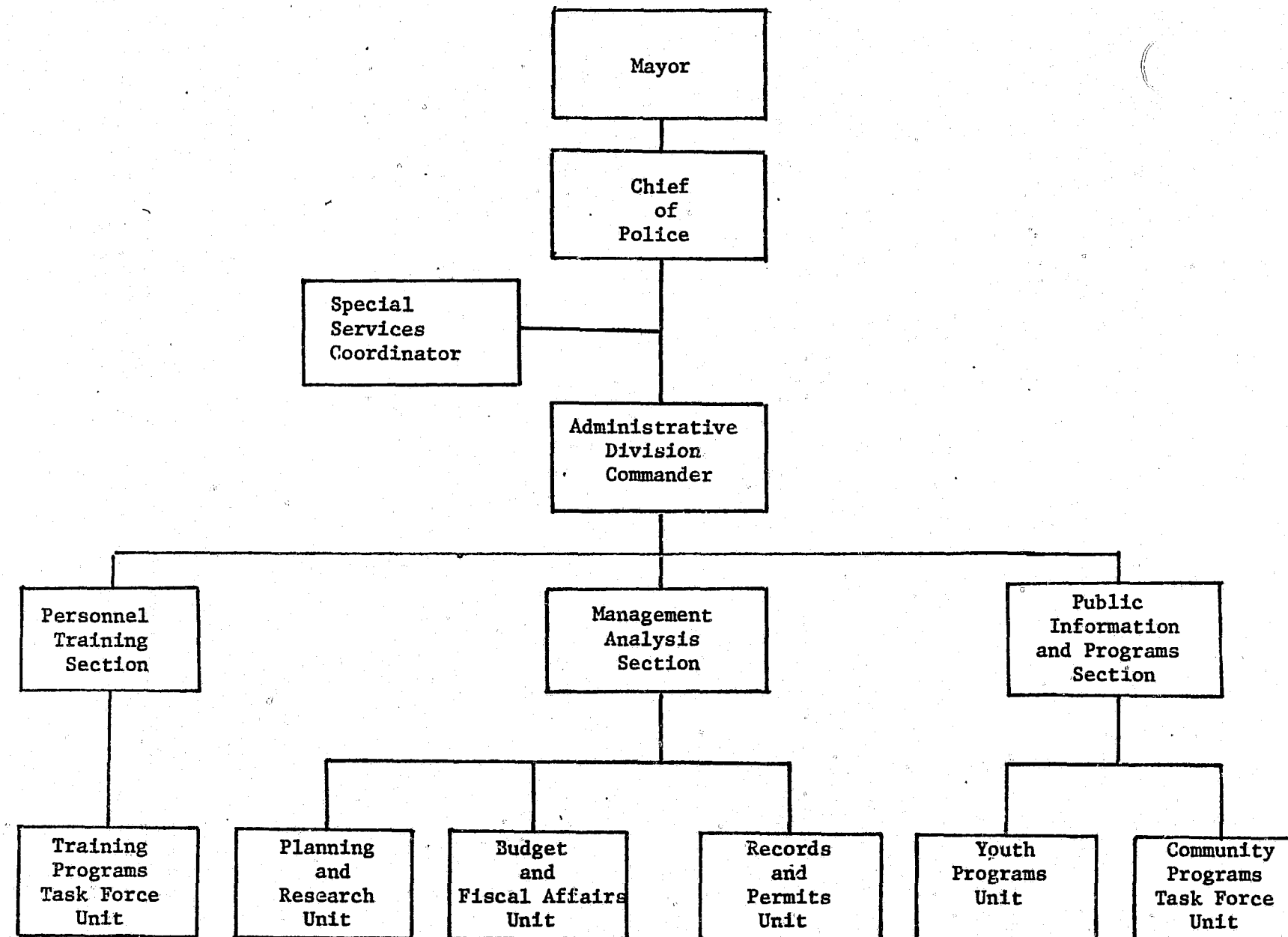


ADMINISTRATIVE DIVISION

The objectives sought within the Administrative Division were to remove from the Operations Division all activities or functions that did not relate directly to activities within the goal of Law Enforcement or to field operations. At the same time Administration was to be designed to provide maximum support through the analysis and evaluation of Operations programs and systems and their productivity; development of new and revised procedures; identification and development of service related training; and performance of police services other than enforcement.

ADMINISTRATIVE DIVISION

CHART V



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Personnel And Training Section Coordinator

This job is concerned with the selection, processing, and short and long term evaluation of Department employees. As a result of these concerns, the job also includes the identification of departmental training needs, locating and scheduling applicable training, developing training programs when not otherwise accessible and providing actual program instruction. Also, the Coordinator works closely with other Section Coordinators or other superior officers in the identification of training needs and the selection of officers for special training.

To remain as much within the existing personnel complement as possible, this Section was not staffed with any full time personnel. It is believed that through the use of Task Force assignments (drawing personnel with special skills into the Section for specific project work) a range of expertise can be utilized while providing broader exposure of Department personnel to program development. The Supervisor directs all Section Task Force activities. The Coordinator acts as Division Staff to the Administrative Commander.

Public Information and Programs Coordinator

The supervisor is responsible for preparing news releases to the press and other media sources. Also public relations releases are developed and submitted to the media. Public contacts are arranged through this office, such as the speakers bureau, school programs and other police-community presentations.

Police projects designed for public relations as well as those designed to prevent crimes or aid public safety are the responsibility of this office. The Coordinator directs the Youth Programs Unit. The Community Programs Unit is expected to be staffed by Task Force personnel for the same reasons as cited under the Personnel and Training Section.

Youth Programs Unit

This unit was created after a careful analysis of existing Juvenile Bureau activities and tasks, organizational goals and consideration of feasible objectives desirable for Juvenile personnel. Data from the task analysis of the Juvenile Bureau reflected activity almost identical to that of the Detective Bureau. Under the previous organization, the Juvenile Bureau functioned almost wholly under the goal area of law enforcement.

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The Study Staff decided to combine juvenile case investigations with adult investigation in consideration of the overlap of adult and juvenile investigations, case development duplication, and case communication breakdowns due to separate Bureaus. As a result of the consolidation the Youth Programs Unit was created to pursue more fully the goal areas of Crime Prevention and Public Service and Safety. Because the Unit is a non-investigative function it was located within the Public Information and Programs Section. Under the Section Coordinator's direction the Youth Programs Officer (YPO) will develop programs designed to assist and divert youth from criminal activity. When possible, youths will be removed from the criminal process and worked with personally by the YPO or referred to youth service programs or counselling that will assist the young potential offenders. The YPO will work closely with social and private agencies and help to and personally develop or create programs designed to aid the youth of the community. Employment, education, recreation, counselling, and related programs will be the essential YPO tools. Considerable work with community schools and social agencies will be performed, as well as work with local business people, parents, and others who are interested in the future of town youth.

Furthermore, the YPO is charged with close liaison with Operations personnel, working with them to establish youth diversion procedures and ensure their understanding of the unit's objectives. It is important to foster a "we" attitude as opposed to the more traditional "they". This may be achieved through participating in team planning sessions, providing referral assistance and reporting diversion activity progress. A unit objective is to reduce youthful criminal recidivism and consequently Operations workload. However, in instances where the youth cannot be successfully diverted he shall revert to the Operations Division. Likewise, field supervision of youth gatherings can be reduced by the involvement of the YPO. Also, the YPO would relieve investigative workloads by the assumption of youth welfare work.

Community Programs Unit

This unit's function will be assumed primarily by the Section Coordinator, but supplemented by assignment of departmental personnel to the unit on a task force basis. This will serve to lend individual expertise to special community program needs. Assignment might be as temporary as to provide public presentations or to conduct prolonged and indepth research of program needs as well as their development

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and implementation. In some cases task force personnel would return to the team with new ability to implement projects and instruct team personnel in implementation of new program procedures and their purpose.

Management Analysis Section Coordinator

Budget and Fiscal Affairs Unit

This job deals with all departmental fiscal matters, equipment, supplies, purchasing, property control, budgeting, and records matters. The Coordinator is charged with directing the activities of three units - Records, Budget and Fiscal Affairs, and Planning and Research. The Coordinator has all Unit responsibilities of the Budget and Fiscal Affairs Unit due to manpower and workload considerations. The Coordinator is charged with monitoring departmental expenditures, forecasting spending, providing technical input to the city purchasing department, and developing the department's budget in concert with Division Commanders and the Chief of Police. This Coordinator oversees facility maintenance and control of all property owned or held by the department. It will also be the responsibility of this Coordinator to maintain a review of all Department policies and procedures and their relationships to Department goals and objectives.

Records Unit

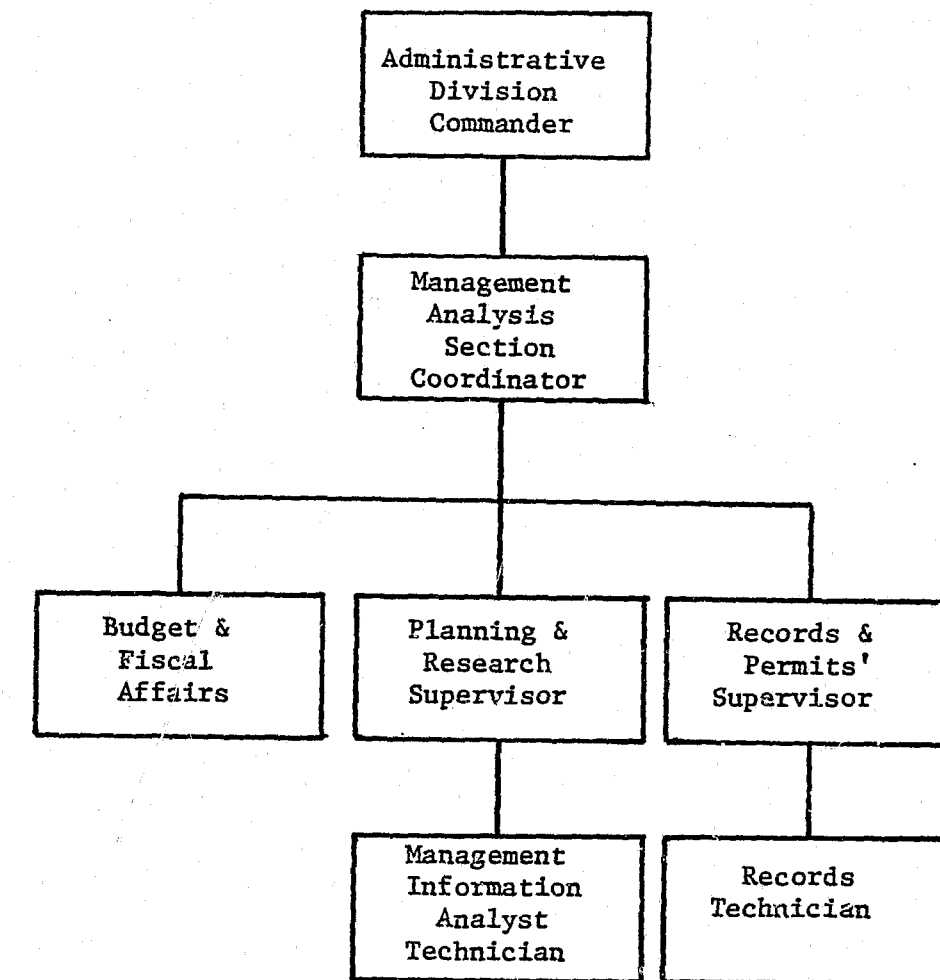
This Unit is comprised of four Records Technicians. Ultimately, it will be supervised by a Senior Records Technician who will direct the day-to-day work activities, providing unit personnel with technical assistance. Final responsibility for unit activities rests with the Management Analysis Section Coordinator.

Records Unit personnel are responsible for maintaining records, files, preparing copies, routing materials to the appropriate sections, units, or personnel. They compile all reports, collate statistical data, prepare and submit statistical reports as directed. They handle telephone inquiries, transact the sale of records as authorized by law, receive, research, and record permit applications.

Planning And Research Unit

This Unit is staffed with a Supervisor (PRS) who provides research capability into any area of departmental concern. These areas may consist of materiel, field equipment, policies and procedures, police systems, organizational structures, police programs, etc. The Supervisor reviews all items or systems considered by the Department for the purpose of

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MANAGEMENT ANALYSIS SECTION

CHART VI

SLC

preparing analytical reports which might also include cost comparisons. Special studies of almost any variety are conducted through this office.

Because of the natural relationship of research to budgeting considerations and management decision making the unit is under the coordination of the Management Affairs Section.

Traffic analysis and public safety hazards are investigated by this office with reports being developed for submission to the Department, Town or other agencies and concerned parties. These reports will be related to governing laws, ordinances, and other control factors and must be of sufficient substance to initiate police or other formal action.

The Management Information Analyst Technician is overseen by the Planning and Research Supervisor. Initially, this job will be funded through a grant provided as a result of study recommendations. A manual management information system was developed as a part of the study and is designed to gather operations information for analysis and planning. These data provide the basis for operational productivity measurement, workload deployment, tactical planning, etc. (See Attachment C). The Department has been provided a format and procedure which can be expanded to include whatever data factors the department wishes to monitor and analyze.

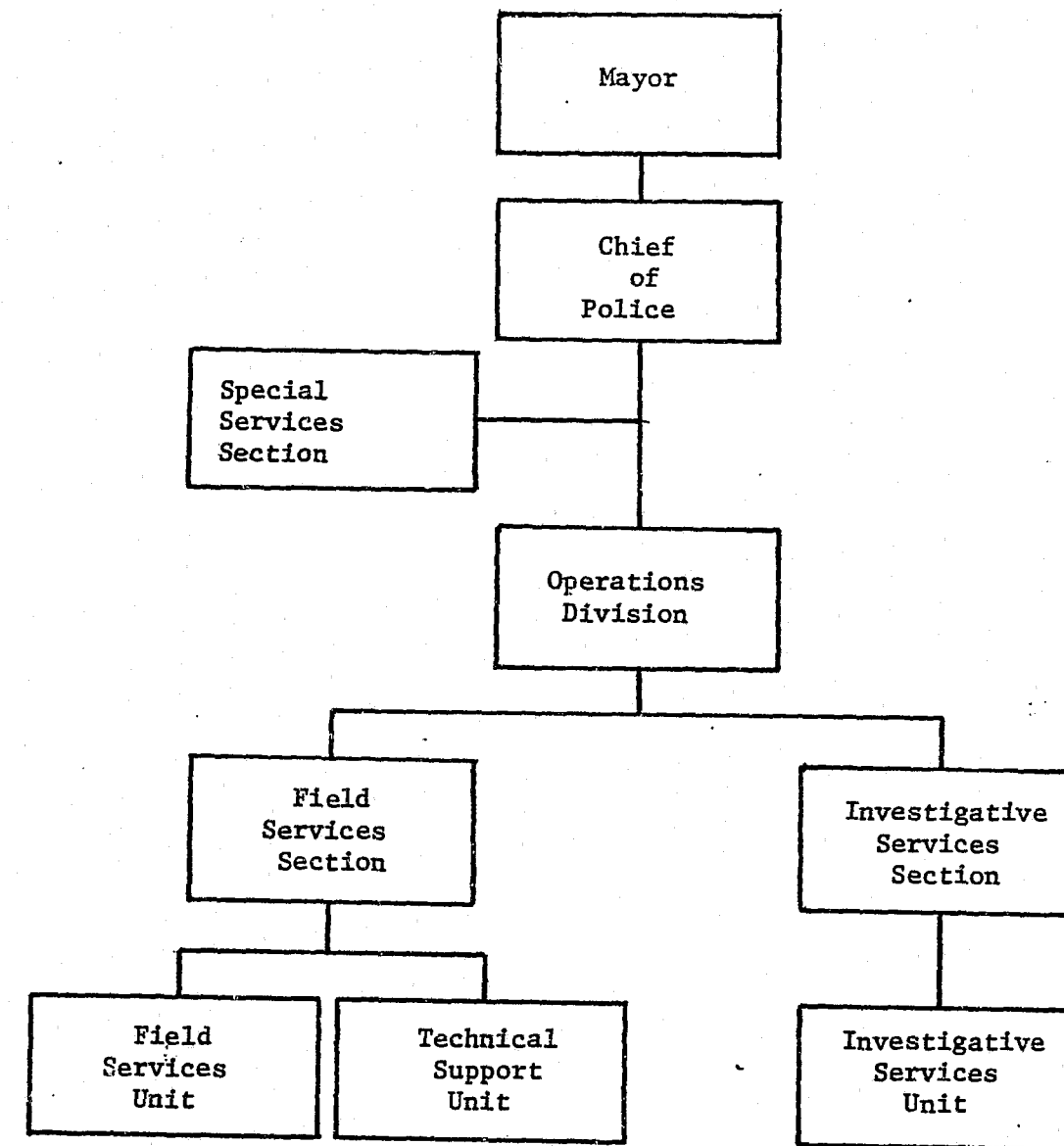
The MIA is charged with the daily recording, computation, and plotting of management information (e. g., calls for police service, service location, time of service). Also, the MIA will work closely with the PRS in the determination of new or additional data needs for the study of special activities and occurrences. Furthermore, measurements of program and system productivity will be developed and used by the MIA.

OPERATIONS DIVISION

The activities which are most closely related to Law Enforcement, Crime Prevention, and Public Service/Safety objectives are in the Operations Division. Although Operations personnel must act, and act competently, in crime situations, Management Information data developed by the Study Staff revealed that Law Enforcement activities ranked far below those of Public Service/Safety--traffic control being by far the most frequent field activity.

An objective of the study was to produce more effective Crime Prevention through involvement and education of the community by Field Services personnel. This is to be achieved by making full use

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OPERATIONS DIVISION

CHART VII

SLC

of Administrative Division planning resources and data analysis feedback, diversion and referral resources, and development of team objectives.

Nevertheless, field personnel must stand ready to respond quickly and effectively to criminal events. This can be achieved only through constant training and refined tactical and procedural planning.

Field Services

Field Services Section Coordinator

The Field Coordinators are charged with directing field operations. They will develop field programs and determine Section resource allocations through the thorough analysis of management information reports and by conferring with Team Supervisors and Team Leaders. Coordinators are accountable for all field activities during their assigned shift/time frame. Coordinators are expected to go into the community and meet with its residents and business people to more accurately identify service needs, as well as determine what causative factors are involved.

The Coordinators will direct Team activities and analyze all work procedures used in order to determine better ways of achieving Team objectives. Team personnel will be closely observed to note personal skills and to determine individual and Team training needs. Assignments will be based upon these evaluations. The supervisor is also a key figure in division staff.

Team Supervisor

Supervisors are responsible for supervising Sector activities and field intelligence. They may adjust Field Sector manpower allocations based upon existing police service needs. They will supervise police action, provide technical assistance and make field command decisions. They will study work procedures to determine if improvements can be made. They will ensure quality investigations and reporting. They will identify training and resource needs. Supervisors will provide direct liaison between the Teams and Section Coordinators in the development of Team objectives. They will authorize Team plans for approaching field police problems. They will identify personal skills of Team personnel and otherwise evaluate their performance making recommendations to both the Officer and Coordinator.

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Team Leaders

Team Leaders are responsible for directing sector activities under the guidance of the Supervisor. They are primary contacts with persons within the community for the development of service programs within the authority and capability of the Sector Team. For larger problems the Leader will ensure contact at the appropriate level of the department. The Leader is responsible for identifying and developing referral and other resource contacts within the community. The Leader will elicit from Sector Team Personnel team objectives and program concepts and ensure that these data are heard by the Supervisor and Sector Coordinator. In cooperation with Team members and Supervisors they will plan and pursue sector objectives and identify procedural approaches for their achievement. Team Leaders will further ensure the equal work of Team personnel as well as equal opportunity for special details. They will also ensure intra team communications and will direct the Team Officers in the absence of Team Supervisors.

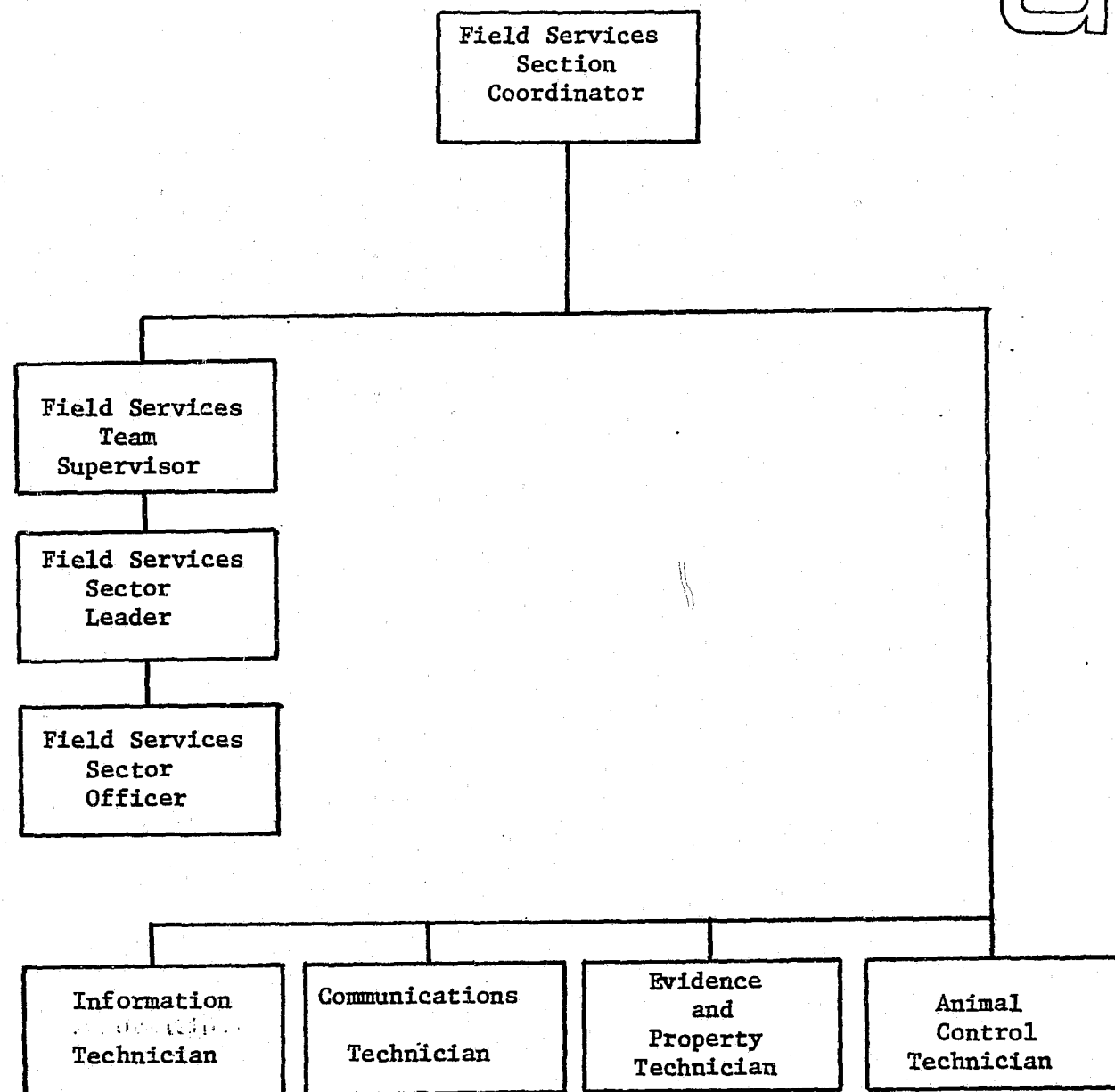
Team Officers

Team Officers are responsible for providing field police services and investigating all assigned cases as far as is practical. Team officers are responsible for line community relations and identification of more effective means to deliver social services to the community (e.g., Referral to proper social service agency). Team Officers are responsible for identifying special police objectives designed to overcome field problems. They will further develop the means and measurements required of these objectives. Team Officers will encourage the assistance of the community in the prevention of crime, working closely with the citizens to plan and implement such activities.

Technical Support Services

The Technical Support Services Unit is staffed by non-sworn personnel whose activities are designed to relieve sworn personnel from tasks not requiring law enforcement powers and to provide resource assistance to the police officer in the performance of his duties. Support Technicians are supervised by the Field Service Coordinators on whose shift they work.

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FIELD SERVICES SECTION

CHART VIII

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Information Technician

This job entails the meeting, directing, and advising of the public at the police desk as well as receiving and dispensing reports and forms. They will also receive all telephone communications, preparing those requesting police services for dispatch by communications. They will maintain all police desk indices and forms necessary for the performance of desk tasks. Further they will provide all support tasks requested by field personnel that are within their powers (e. g., records checks, telephone calls, data gathering, etc.). They will also collect bail monies and log service calls.

Communications Technician (CT)

They are responsible for dispatching and receiving all radio communications. All communications will be copied and dispatched in a clear, accurate and comprehensive manner. The CT will maintain a constant awareness of each officer's status and approximate location.

Aside from radio communications, they will make teletype/ computer communications and relieve any telephone overload from the police desk.

Evidence - Property Technician (E-PT)

The duties are to collect, preserve, process, store and present evidence. Skills will include crime laboratory capabilities as well as fingerprint classification and use of field evidence gathering equipment (e. g., fingerprint kits, moldings, photography, etc.)

The E-PT will also process prisoners for printing, photographing and will assist in gathering booking information.

The E-PT will also pick up and receive, record and store found property.

These technicians might also relieve information or communications technicians for meals, breaks, sickness or vacations.

It is planned to train the Information, Communications and Evidence-Property Technicians in many of the same skills to provide for maximum coverage of their respective job activities.

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Animal Control Technician

This Technician is responsible for the investigation of all animal complaints. He works in close cooperation with the State Canine Control Department, follows up on rabies reports, quarantines animals suspected of rabies and takes other necessary actions related to animal control.

Investigative Services

Investigative Services Section Coordinator

The Coordinator will analyze investigative activities and develop improved use of resources and investigative procedures. Management information reports will be thoroughly analyzed and used to deploy section investigators and case workloads. Means of communicating useful intelligence to Field Team Personnel will be developed, as will more sophisticated and usable components of the Management Information System. The Coordinator will chart overviews of criminal activity within the town and provide a clear and meaningful description of the activities, known perpetrators, causal factors, time frames, and other related data. These data will play a central role in planning both Investigative and Field Team objectives. Also, the Coordinator will direct Section activities, evaluate personnel performance, identify training needs, and determine personnel assignments.

Investigative Team Supervisor

The Team Supervisor will make case assignments to investigate teams considerate of their caseloads and investigative skills. Case quality will be assured through report and procedure review and case critique. Technical assistance will be provided to all investigative teams or individuals. The Supervisor will evaluate personnel performance, unit training, and materiel resource needs reporting them to the Section Coordinator. The Supervisor will inspect investigative procedures ensuring their compatibility with unit objective and developing improved methods of achievement in cooperation with the Coordinator. The Supervisor will assist team personnel to develop a breadth of investigative skills through selected case assignments.

Investigative Team Leader

The Team Leader will be assigned Investigative Officers for the purpose of developing their investigative skills in specific investigatory areas (e.g. robbery or burglary). Team Leaders will be Investigators who have proved their capability as Investigative Officers in a number of specific investigatory areas. The Leaders will provide case critique and review of investigative procedures in a manner designed to transfer job skills and increase the investigative capabilities of the Investigative Officer.

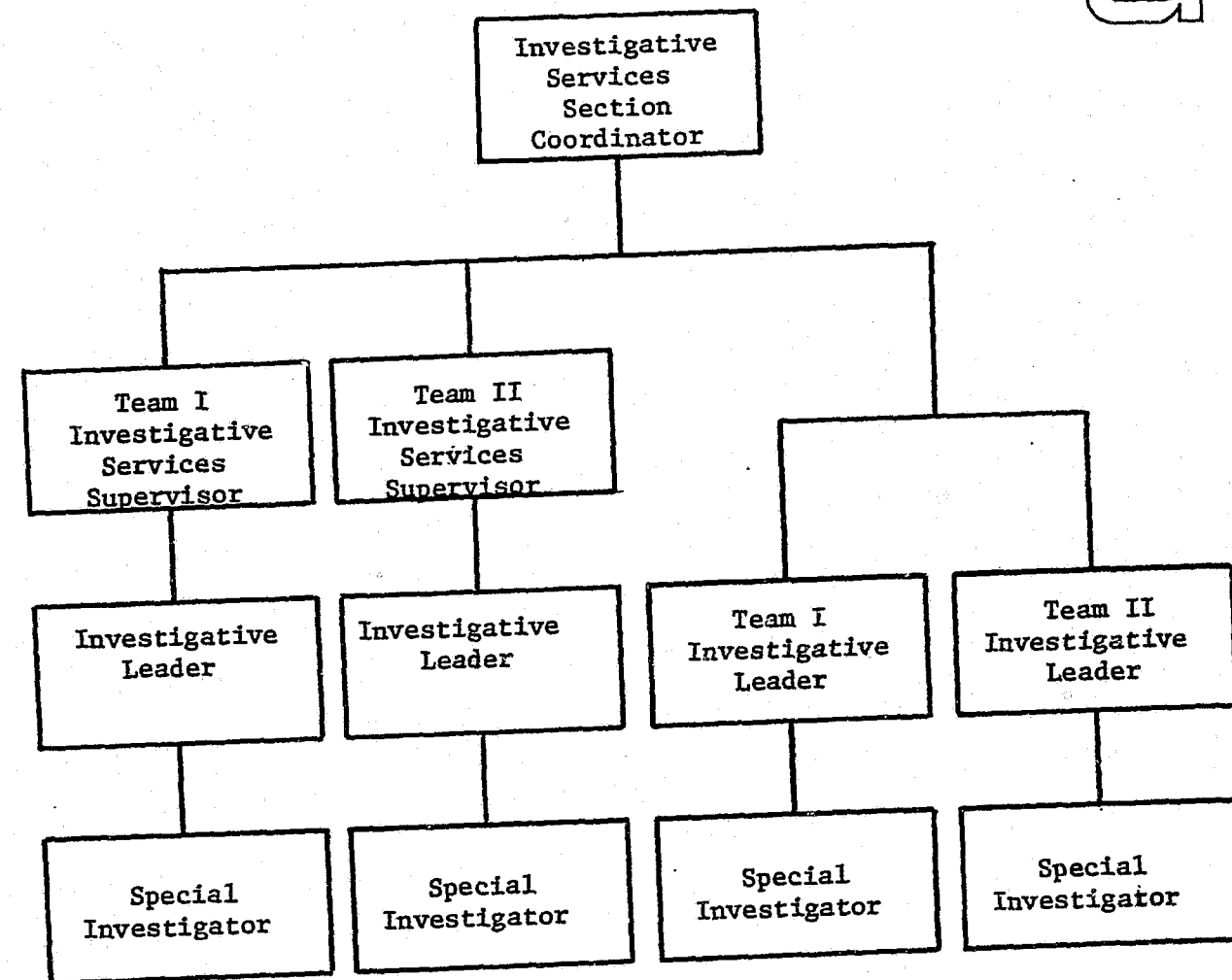
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The Leader will work with the Investigative Officer to develop all aspects of criminal case preparation. The Leader will work closely with the Investigative Supervisor in the identification of unit or subordinate training needs, as well as unit resource needs. The Leader will be instrumental in developing unit objectives and means for their achievement.

Investigative Officers (IO)

Investigative Officers (IO) will be assigned to various investigative teams in a planned manner so as to develop specialized investigative skills through involvement and training in a number of specific areas. After achieving acceptable performance capability in an area of investigation, the IO will move to another area of specialty until proficiency is established. Upon completion of this planned rotation the IO will have achieved a general investigative capability and be familiar with most investigative procedures, resources and support systems. During this period of development the IO will be responsible for conducting assigned case investigations to their conclusion with the assistance of the Team Leader.

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INVESTIGATIVE SERVICES SECTION

CHART IX

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JOB DESCRIPTIONS

A review of existing police job descriptions by the Study Staff revealed that there is little descriptive difference in terms of job duties (or skills) knowledge and abilities between the various ranks of the Department. In order to provide clear job definition it was determined that new job descriptions should be proposed which would establish common job responsibility within a rank and make clear job responsibility distinctions between each rank. "Common job responsibility within a rank" means that, for example, every Department Lieutenant has general developing and coordinating responsibilities despite his specific assignment. This might be considered the job constant. The job variable is the workfield emphasis of the assignment. For example, the Personnel and Training Coordinator is involved mostly in the development and coordination of training programs, while the Field Service Coordinator develops and coordinates field activities. "Clear distinction" of rank responsibilities is represented by the Lieutenant who develops and coordinates operations, and the Sergeant who supervises and evaluates those operations.

Since ranks, are the object of tests rather than jobs assigned to ranks, descriptions have been prepared for each Department rank.

Even though these descriptions are outside the scope of the study responsibilities, they are submitted for consideration by the Town of East Hartford. The descriptions are prepared following the Town's Job Description format to facilitate their approval and adoption. With such functional job descriptions providing clear rank responsibilities employees will be better able to identify job relationships and the skills and knowledge that are required for promotion, while the Town and Department can better evaluate their workers and improve promotional selections.

DEPARTMENT: PUBLIC SAFETY

Division: Police
Grade 27

CLASS TITLE: Police Chief

GENERAL STATEMENT OF DUTIES: Under the administrative direction of the Mayor is responsible for the executive management of the Police Department in accordance with the mission and goals of the organization and in compliance with city and departmental policies and related local, state, and federal legislation; performs other related duties as required.

EXAMPLE OF DUTIES: (Illustrative only)

Establish long and short range Department objectives consistent with the mission and goals of the organization.
Establish Department systems designed to achieve the objectives of the organization.
Establish Department policies and procedures which ensure the most effective and efficient achievement of organizational objectives.
Establish the Department budget accurately reflecting the planning, training, programs, and operational needs of the organization.
Establish systems, productivity evaluation, and plan necessary system modifications.
Establish and oversee Department career development and establishment of long range training plans.
Establish intra-departmental cooperation and coordination through extensive involvement of staff and task force assignments.
Provide executive counsel to all members of the department.
Provide executive liaison to offices of the city, other levels of government, criminal justice agencies, and to the community.
Direct all internal affairs investigations and set final disciplinary rulings.
Direct all intelligence investigations ensuring proper security measures.
Attend police conferences and conventions to develop further knowledge within the state-of-the-art.

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES: Broad knowledge of modern management theories; ability to implement progressive management philosophy; knowledge of systems organization, and operations; ability to conceptualize and direct the development and implementation of operational systems; in-depth knowledge of the principles and philosophy of police community services and of the laws governing those services; knowledge of related governmental and social systems and their functions; ability to maintain a strong liaison with governmental, social, and community agencies and organization; ability to accurately recognize long range organizational and community service needs and to establish responsive long range plans, knowledge of the principles of organizational planning and budgeting; ability to organize and direct organizational resources to the effective and efficient achievement of departmental objectives; knowledge of modern means of personnel motivation; ability to direct the personnel resources of the organization in a cooperative and productive manner; ability to identify and accurately interpret the critical essence of written and verbal data; ability to communicate comprehensive and complex concepts clearly and concisely both within private and public meetings, and in writing; physically and mentally sound; possession of a valid Connecticut motor vehicles operator's license.

ACCEPTABLE TRAINING AND EXPERIENCE: Four years management experience within a criminal justice field; or two years management experience in a criminal justice field and a baccalaureate or greater degree in a management related area; or six years supervisory and at least two years management experience in a criminal justice field; or six years management experience and a baccalaureate or greater degree in a management related field; or an equivalent combination of the above.

DEPARTMENT: PUBLIC SAFETY

Division: Police
Grade

CLASS TITLE: Division Commander

GENERAL STATEMENT OF DUTIES: Under the executive direction of the Chief of Police is responsible for the effective management of all division systems in compliance with city and departmental policies and related local, state, and federal legislation; performs related duties as required.

EXAMPLES OF DUTIES: (Illustrative only)

Directs division staff and subordinates in the identification and establishment of division objectives consistent with the goals of the organization (e. g. crime prevention, law enforcement, public safety).

Plans division systems and systems operations through the use of division staff and subordinates, and other available departmental resources to achieve short and long range division objectives and provide general division services.

Inspects all division systems and their operations for effective, efficient pursuit of objectives, ensuring proper line supervision, and resource deployment.

Reviews all policies and procedures affecting division operations, ensuring their consistency with the goals of the organization and the objectives of the division, and negotiates and directs necessary modifications and innovations.

Directs division staff and subordinates in the development and innovation of operational programs and work procedures.

Inspects and directs the deployment and use of division resources.

Directs division staff and subordinates in the identification and substantiation of division resource needs.

Directs division staff and subordinates in the identification of training needs and coordinates efforts towards the development and application of job related training.

Reviews personnel performance and development with executive and division staff and supervises personnel assignment for the purposes of achieving division objectives, and developing personnel career opportunities and worker capabilities.

Directs the coordination of inter-division communications and systems cooperation.

Coordinates intra-division activities and communications ensuring a unified department effort.

Executive staff member to the Chief of Police providing technical counsel and resource, management support, and representing all segments of the division.

Management level liaison to offices of the city or other levels of government, other criminal justice system agencies, and to the community.

Directs the investigation of all complaints of improper behavior, infractions, or criminal activity by division personnel, unless otherwise assigned by the Chief of Police.

Issues all disciplinary action or commendation to division personnel subject to review by the Chief of Police.

Assumes the duties and tasks of executive manager in the absence of the Chief of Police.

REQUIRED KNOWLEDGES, SKILLS, AND ABILITIES: Broad knowledge of modern management theories; knowledge of systems organization and operations; broad knowledge of the principles of police services and the laws governing those services; knowledge of related government and social systems and their functions; knowledge of current social factors relevant to police services and operations; ability to conceptualize, develop, and implement operational systems; ability to organize and direct resources to the achievement of objectives; ability to direct and motivate subordinates and gain cooperation and support of associates; ability to identify and properly interpret the critical essence of written and verbal data; ability to communicate comprehensive and complex concepts clearly and concisely both verbally and in writing; physically and mentally sound; possession of a valid Connecticut motor vehicle operator's license.

ACCEPTABLE TRAINING AND EXPERIENCE: Six years supervisory experience in a criminal justice field with demonstrable management capabilities; or a baccalaureate degree in a management related area and four years supervisory experience in a criminal justice field; or four years management experience and a baccalaureate degree in a management related area; or an equivalent combination of the above.

DEPARTMENT: PUBLIC SAFETY

Division: Police
Grade

CLASS TITLE: Police Captain

GENERAL STATEMENT OF DUTIES: Under the direction of a Division Commander or Chief of Police, is responsible for the effective administration of one or more specialized systems requiring close management supervision; performs related duties as required.

EXAMPLE OF DUTIES: (Illustrative only)

Directs systems personnel in the achievement of their objectives pursuant to the goals of the organization.

Plans systems operations as a member of the management staff.

Inspects systems operation ensuring compliance with departmental goals, objectives, policies, and procedures and monitors systems productivity.

Develops systems innovations thru evaluation of systems missions and productivity, ensuring maximum operational effectiveness and efficiency.

Performs Executive assignments of a critical or sensitive nature providing direct reporting to the executive management.

Establishes strong professional liaison for the purpose of enhancing systems mission.

Directs and/or performs in-depth analytical studies of special organizational problems presenting viable proposals and alternatives.

Coordinates systems operation within the total organization ensuring their cooperative and supportive effort.

REQUIRED KNOWLEDGES, SKILLS AND ABILITIES: General knowledge of modern management theories; knowledge of systems operations and development; knowledge of criminal justice systems and their support capability to the municipal police role; knowledge of the principles of police services and their governing laws; knowledge of departmental mission and goals and their application to systems operation; knowledge of departmental policies and procedures; ability to organize and direct subordinate personnel in a cooperative and productive spirit; ability to accurately evaluate systems performance and develop innovative improvements; ability to achieve strong liaison with external support systems and agencies; ability to comprehend and apply governing laws in accordance with the principles of police service and the mission and goals of the department; ability to comprehend and apply organizational mission, goals, and objectives to systems operation; ability to comprehend and apply departmental policies and procedures to systems operation; ability to identify and properly interpret the critical essence of verbal and written data; ability to communicate complex concepts or sensitive data in a clear, accurate, and comprehensive manner both verbally and in writing; ability to retain highly critical and sensitive information in strict confidence; physically and mentally sound; possession of a valid Connecticut vehicle operator's license.

ACCEPTABLE TRAINING AND EXPERIENCE: Four years supervisory experience within a criminal justice field with demonstrable management capabilities; or a baccalaureate or greater degree in a management related area and three years supervisory experience in a criminal justice field or a baccalaureate degree or greater and three years full time experience both of which exist in a specialized area comprising the responsibility of the position being tested for; or an equivalent combination of the above.

DEPARTMENT: PUBLIC SAFETY

Division: Police
Grade

CLASS TITLE: Police Lieutenant

GENERAL STATEMENT OF DUTIES: Under managerial direction, is responsible for coordinating section activities in compliance with the departmental policies, performs related duties as required.

EXAMPLE OF DUTIES:

Directs subordinate personnel in the identification and development of section objectives pursuant to departmental goals; and supportive of division objectives.
Coordinates section personnel and resources in a manner most conducive to the achievement of established objectives.
Evaluates section operations and productivity to identify dysfunctional procedures or programs and develops viable alternatives for management consideration.
Develops section strategies for objective achievement utilizing management information and other available data.
Reviews section reports providing quality control.
Plans section systems as a part of division staff.
Identifies section budgeting needs and monitors section resource expenditures.
Reviews subordinate performance and development with division staff for the purpose of developing departmental careers and enhancing worker capabilities.
Coordinates communications between section and management operations.
Makes preliminary investigation of complaints lodged against section personnel or operations.
Ensures comprehension by subordinates of departmental mission, goals, objectives, policies, and procedures.
Develops departmental contingency plans, policies, and procedures for management consideration.

REQUIRED KNOWLEDGES, SKILLS, AND ABILITIES: Knowledge of program development and operations; knowledge of productivity measurement and analysis techniques; knowledge of the principles of police services and governing laws; knowledge of personnel and resource supervision and principles of modern management; knowledge of departmental mission, goals, policies and procedures; ability to direct personnel and physical resources effectively and efficiently pursuant to established objectives; ability to develop viable programs designed to provide for police service and departmental needs; ability to analyze and measure systems productivity; ability to comprehend and relate departmental mission, goals, objectives, policies, and procedures to section activity and the police service role; ability to prepare clear, concise, yet comprehensive procedural directives and plans; ability to comprehend and communicate complex concepts; physically and mentally sound; possession of a valid Connecticut motor vehicle operator's license.

ACCEPTABLE TRAINING AND EXPERIENCE: Three years supervisory experience within a law enforcement agency; or two years supervisory experience within a law enforcement agency and a baccalaureate or greater degree in a law enforcement or managerial area.

DEPARTMENT: PUBLIC SAFETY

Division: Police
Grade

CLASS TITLE: Police Sergeant

GENERAL STATEMENT OF DUTIES: Under general coordination is responsible for the supervision of unit activities in accordance to departmental policies and the development of basic research for coordinative or managerial use; performs related duties as required.

EXAMPLES OF DUTIES: (Illustrative only)

Supervises subordinate activity ensuring compliance with departmental policies, procedures, rules, and regulations.
Assigns subordinates and equipment to unit objectives.
Evaluates subordinate performance identifying training and career development needs.
Provide technical assistance to subordinates ensuring proper task performance.
Instructs subordinates regarding departmental mission, goals, policies, procedures, rules, regulations and unit objectives ensuring common understanding and comprehension.
Plan unit strategy as a part of Section Staff.
Communicates unit needs and problems to superiors and describes administrative action to subordinates.
Researches special problems for use by superiors.
Develops unit objectives in association with unit subordinates and Section Coordinator (Lieutenant).
Evaluates systems operation, procedures, and productivity reporting findings and proposals to Section Coordinator.

REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES: Knowledge of the principles of police services and governing laws; knowledge of the principles of personnel and materiel supervision; knowledge of departmental mission, goals, policies, procedures, rules, and regulations; knowledge of program operations and organizational relationships; knowledge of personnel and systems evaluation and measurement techniques; ability to comprehend and relate laws, policies, procedures, rules and regulations to the mission and goals of the organization and to the police service role; ability to direct personnel and materiel to the achievement of unit objectives; ability to comprehend operational systems and evaluate their effectiveness and productivity; ability to comprehend and analytically evaluate and report on technical matter; ability to comprehend departmental policies and directives and communicate them to subordinates in a clear, accurate manner; ability to think clearly and analytically; ability to speak and write in a clear, concise comprehensive manner; physically and mentally sound; possession of a valid Connecticut motor vehicle operator's license.

ACCEPTABLE TRAINING AND EXPERIENCE: Five years law enforcement experience; or four years law enforcement experience and two years of college education in a law enforcement, or administrative field; or three years law enforcement experience and a baccalaureate or greater degree in a law enforcement, or management related area.

DEPARTMENT: PUBLIC SAFETY

Division: Police
Grade

CLASS TITLE: Police Officer

GENERAL STATEMENT OF DUTIES: Under general supervision performs police services in accordance with the mission, goals, and objectives of the department and in compliance to governing federal, state, and local laws; performs related duties as required.

EXAMPLE OF DUTIES: (Illustrative only)

- Enforces valid laws and ordinances in compliance with the constitution through the observance or investigation of a crime.
- Prevents or reduces the occurrence of crime through patrol, use of social service systems, and involvement of the community within crime prevention programs.
- Provides public services such as information, traffic control, emergency assists and rescues, found property, missing persons, investigations.
- Preserves the peace through conflict intervention and crowd control.
- Provides direction and control in disasters, major emergencies, and riots.
- Provides for public safety through the observation, reporting, correcting, and investigation of unsafe and hazardous conditions.
- Performs crime scene processing such as the lifting of latent prints, diagraming, photographing, evidence gathering.
- Provides documentation of police services and investigations through written reports.
- Provides testimony before special hearings and courts.
- Performs interviews, interrogations, line-ups and related methods to establish case facts and obtain statements.
- Obtains and executes arrest and search warrants.
- Participates in raids for the apprehension of suspects and/or confiscation of contraband and fruits of the crime.
- Works with community residents and business persons to cooperatively provide for their police service needs.
- Performs as a part of special task force to study and develop responses to police service problems.
- Provides for public safety through the observation, reporting, correcting, and investigation of unsafe and hazardous conditions.

REQUIRED KNOWLEDGES, SKILLS, AND ABILITIES: Knowledge of applicable federal, state and local laws; knowledge of police related Constitutional and Judicial rulings; knowledge of the principles of police service; knowledge of modern investigatory procedures and equipment; knowledge of related criminal justice and social service systems and their function; knowledge of current social factors relevant to police services and operations; knowledge of emergency service procedures; knowledge of departmental mission, goals, policies, procedures, rules, and regulations; knowledge of Town character and characteristics; knowledge of social interaction; ability to think quickly under stress in a logical, analytical manner; ability to relate effectively

to others in tense and/or hostile situations; ability to adapt quickly to changing conditions which require diverse responses; ability to comprehend and apply laws to the police service role; ability to comprehend and apply departmental policies, procedures, rules, regulations, and objectives to the mission and goals of the department; ability to identify and comprehend the critical essence of verbal and written data; ability to communicate in a clear, accurate, comprehensive, and concise manner both verbally and in writing; ability to endure prolonged periods of physical and mental stress; physically and mentally sound; possession of a valid Connecticut vehicle operator's license.

ACCEPTABLE TRAINING AND EXPERIENCE: Candidates must pass a qualification examination rated for an Intelligence Quotient of 110; be at least 21 years of age but no greater than 35 years of age on the day of appointment; be not less than 5'8" or more than 6'4" tall weigh not more than 15% over the standard weight recommended by the American Medical Association and such other medical standards as are established by the Department.

DEPARTMENT: PUBLIC SAFETY

Division: Police
Grade

CLASS TITLE: Police Evidence Technician

GENERAL STATEMENT OF DUTIES: Under general supervision of the Sector Coordinator is responsible for the gathering and processing of physical evidence; maintenance of police held property and processing of prisoners; performs related duties as required.

EXAMPLE OF DUTIES: (Illustrative only)

- Inspects crime scenes locating, identifying, collecting, and preserving physical evidence.
- Lifts latent prints, takes casts and molds of impressions.
- Photographs crime scenes, evidence, suspects, victims, prisoners, surveillance details, and departmental personnel.
- Draws scale diagrams of crime scenes including exact measurements.
- Develops and prints police photographs.
- Prepares police case displays for court usage.
- Classifies, compares, and matches fingerprints.
- Develops and maintains fingerprint and photograph indices.
- Processes evidence using chemicals, black lights, and other means to establish case facts.
- Prepares analytical reports concerning evidence processing findings.
- Packages and ships evidence for laboratory analysis.
- Stores, controls, and upon direction and in accordance to the law destroys case evidence.
- Receives, stores, and inventories found property.
- Conducts public auction of police held property in accordance to the law.
- Fingerprints, photographs, and books department held prisoners.
- Provides prisoner care such as feeding.
- Prepares suspect identification procedures (e.g., identikits, mugshots, line-ups).

REQUIRED KNOWLEDGES, SKILLS AND ABILITIES: Knowledge of modern methods of crime scene processing; knowledge of evidence processing; knowledge of darkroom procedures; knowledge of photography and specialized camera usage; knowledge of the rules of evidence; knowledge of evidence presentation; knowledge of prisoner processing and related laws; knowledge of property control; ability to locate, identify, gather, process, preserve, and present physical evidence; ability to perform minor lab analyses utilizing the proper chemicals and equipment; ability to develop, print, enlarge, and mount photographs; ability to effectively use a variety of photographic equipment; ability to setup and operate a variety of surveillance equipment; ability to roll and classify fingerprints; ability to prepare clear, concise, and accurate analytical lab reports; ability to relate complex relationships in a clear and concise manner.

ACCEPTABLE TRAINING AND EXPERIENCE: Previous experience with a variety of still and movie photography equipment and dark room operations with demonstrable skill in these areas; high school graduate or its equivalent; at least 21 years of age; in sound mental and physical health.

DEPARTMENT: PUBLIC SAFETY

Division: Police
Grade

CLASS TITLE: Police Animal Technician

GENERAL STATEMENT OF DUTIES: Under general supervision of the Sector Coordinator is responsible for enforcing local and state legislation relating to domestic and wild animals; performs related duties as required.

EXAMPLES OF DUTIES: (Illustrative only)

Responds to complaints by making personal contact with complainant or other parties involved on a twenty-four hour basis.
Makes census of the town checking for unlicensed dogs.
Picks up dead animals from the streets and animals involved in accidents.
Impounds stray, lost or ownerless dogs.
Issues written summons or makes immediate arrests. Appears in court.
Writes complete and accurate reports of cases, including prosecutors reports involving arrests.
Maintains office, pound or kennel, feeds and cares for impounded animals.
Quarantines vicious or rabid dogs.
Maintains contact with the Commissioner of Agriculture and Natural Resources of State of Connecticut and State Dog Warden relative to performance of duties, regulations and laws.
Destroys dogs left unclaimed over legal period.
Prepares budget for operating cost, maintains records and prepares reports as required.

REQUIRED KNOWLEDGES, SKILLS AND ABILITIES: Knowledge of the care and handling of dogs; knowledge of the nature, purpose, and enforcement of laws relating to dogs; knowledge of dog control; familiarity with the operation of a dog pound; knowledge of town geography. Ability to prepare reports; ability to deal with people courteously and firmly under all circumstances.

ACCEPTABLE EXPERIENCE AND TRAINING: High school graduate or its equivalent plus some experience working with animals.

DEPARTMENT: PUBLIC SAFETY

Division: Police
Grade

CLASS TITLE: Police Communications Technician

GENERAL STATEMENT OF DUTIES: Under general supervision of the Section Coordinator dispatches and receives police radio communications; performs related duties as required.

EXAMPLE OF DUTIES: (Illustrative only)

Dispatches police service assignments and other official messages via police radio.
Receives all police radio communications, relaying them to the proper parties for action or information.
Maintains awareness of field personnel locations and activities.
Operates network communications equipment sending and receiving official messages.
Keeps complete and accurate record of radio communications.
Receives telephone overload from Information Technician receiving and recording complaints and requests for police services.
Performs Information Technician duties on a relief and rotation basis.

REQUIRED KNOWLEDGES, SKILLS AND ABILITIES: Able to speak good English and enunciate clearly; good knowledge of elementary arithmetic and spelling; ability to keep records and follow written and oral instructions; ability to meet and deal with public; ability to type 45 wpm.

ACCEPTABLE TRAINING AND EXPERIENCE: Graduation from a standard high school or its equivalent as evidenced by a State Board of Education Certificate. Candidates must be 21 years of age and in general good health.

DEPARTMENT: PUBLIC SAFETY
Division: Police
Grade

CLASS TITLE: Police Information Technician

GENERAL STATEMENT OF DUTIES: Under general supervision of the Section Coordinator performs desk duties at police headquarters; performs related duties as required.

EXAMPLES OF DUTIES: (Illustrative only)

Receives and records bonds and parking tags and issues receipts for monies collected.
Issues applications for permits and other forms to the public.
Issues report forms and other materials to field personnel.
Reviews complaints and requests for police services via telephone and at the police counter.
Prepares Dispatch Control cards including all pertinent information for use by communications for the detailing of field personnel.
Keeps, complete and accurate records of police service calls received.
Acts on requests from the general public and other law enforcement agencies.
Acts on requests from field personnel requesting support services (e.g. ambulance, fire, tow), records on network information.
Waits on the public, gives out information to other agencies as requested via telephone or network machines.
Assists in prisoner booking process receiving, recording, and receipting prisoner property.
Receives and routes telephone calls to proper departmental parties.
Refers inquiries to proper departmental or other agency resources.
Prepares miscellaneous police reports at the police information counter.
Prepares general section correspondence, memos, and internal reports.
Maintains desk indices and files.
Performs Communications Technician duties on a relief and rotation basis.

REQUIRED KNOWLEDGES, SKILLS AND ABILITIES:

Able to speak good English and enunciate clearly; good knowledge of elementary arithmetic and spelling. Keep records and follow written and oral instructions.
Ability to meet and deal with public; ability to type 45 wpm.

ACCEPTABLE TRAINING AND EXPERIENCE: Graduation from a standard high school or its equivalent as evidenced by a State Board of Education Certificate. Candidates must be 21 years of age and in general good health.

DEPARTMENT: PUBLIC SAFETY
Division: Police
Grade

CLASS TITLE: Police Records Technician

GENERAL STATEMENT OF DUTIES: Under general supervision of the Section Coordinator or Unit Supervisor performs records processing and maintenance, and general typing; performs related duties as required.

EXAMPLES OF WORK: (Illustrative only)

Makes out the payroll, purchase orders and types letters of correspondence.
Makes out bank deposits slips and records receipts and monies collected.
Tally accident reports, makes out location cards, and records traffic statistics.
Tally parking tags and record receipts for those paid and send out notices for those not paid.
Makes out court disposition cards and permits for pistols, dances, bingo, vendors, and mechanical devices.
Photostats accident reports, complaint reports and other documents as required.
Waits on the public, answers and gives out information to other agencies as requested over the phone or by letter.
Files all reports and forms used by the department in their proper place.
Makes out daily bulletins and stencils all forms and cards used by the department.
Makes out all monthly and annual reports needed by the department.
Types general correspondence for the Administrative Division.

REQUIRED KNOWLEDGES, SKILLS AND ABILITIES: General knowledge of office techniques and procedures; ability to operate typical office equipment; ability to deal effectively with public and associates; ability to exercise some independent judgment and initiative; ability to type 55 wpm.

ACCEPTABLE TRAINING AND EXPERIENCE: Graduation from a standard senior high school and at least a year of general office experience.



MANPOWER DISTRIBUTION

As we designed a plan for best use of manpower, the following police patrol productivity concepts were kept in mind:

The greatest possible proportion of available time should be provided to street assignments.

The patrol time - to the extent feasible - should contribute to patrol objectives, (or conversely as little time as possible should be worked through non-planning or in non-patrol tasks during duty hours.

Maximizing the impact of patrol operations in terms of stated patrol objectives. This means coordinated planning among the units of the Department and by the police teams.

The long run increments in productivity will result from a general professionalization of the force and this in turn will depend on the degree to which the manpower allocations provide opportunities for expanding individual police capabilities.

The 4-3 schedule and the deployment of patrols in sector teams rather than beats flowed directly from these principles and the revelations of our data.

The Chapter on Personnel Functions shows the intent and objectives of manpower use in the Administrative Division and Executive Structure. As stated earlier, the rationale for manpower allocation was based upon Functional Job Task Analysis, establishment and analysis of organizational goals and their priority within the Town of East Hartford, identification of basic objectives within these goal areas and the creation of a manual management information system and the study of the information which it generated.

Field Services Deployment

A study of the data showed that existing deployment of field personnel into geographic areas ("beats" or "districts") resulted in grossly uneven workloads and often left the busy districts virtually uncovered while the beat officer was "down" on assignment. During many hours some districts received few, if any, calls for service. Also shown by the data and reports from field personnel, traffic assignments during shift changes of the local industry and business hours required almost the full attention of the Department's field forces.

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Furthermore, it was obvious that field forces received little direction or supervision due to a number of factors, among which was the use of the shift lieutenant's assignment as "desk officer" which required that he remain in the headquarters building, and the use of the field sergeants as desk relief. The desk lieutenant made many decisions which required patrol personnel to leave their districts to confer with the lieutenant at the station or conduct prolonged communications over the police radio.

An analysis of the desk lieutenant's job revealed that the majority of tasks were of a basic clerical nature that made little use of police experience and training.

One responsibility of the desk lieutenant was to take the overload of phone calls from the non-sworn dispatcher. The dispatcher, on the other hand, was responsible for receiving and routing departmental phone calls, recording telephone calls for police services, requesting field resource assistance for field personnel, dispatching field units to calls for service, entering and receiving information from police information networks. Often, several of these activities had to be performed simultaneously resulting in overriding background noise over central radio transmissions and frustration of dispatchers and field personnel. Furthermore, because the desk lieutenant did not relieve the dispatcher on days off, field personnel were required to relieve, either leaving their posts in the field or coming in at overtime rates.

It was recommended, therefore, to transfer the desk responsibilities to a non-sworn Information Technician (IT) who would assume the clerical tasks of the lieutenant and the telephone responsibilities of the dispatcher allowing both jobs to then apply greater time to their proper functions. The IT could also be inter-trained with the now termed Communications Technician (CT) and vice-versa allowing for intra-unit relief without disruption of field deployment. Overtime relief costs would also be reduced. To further provide support services to field personnel, the IT and CT could also receive inter-training with the Evidence Technician in such areas as property receipt and storage and prisoner processing.

The Evidence Technician (ET) job was created to provide for the receipt, maintenance and processing of physical evidence and police held property, thereby relieving sworn personnel of this function. The ET would also be available to take over the time consuming function of

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processing more complex crime scenes. Not only can more concentrated training be given to fewer people, but the control of evidence is the responsibility of a single party who gathers, processes, analyses, stores, retrieves and presents the evidence in court.

By the use of these few non-sworn positions, the study group was able to increase sworn personnel in the performance of Law Enforcement, Crime Prevention, and Public Service-Safety goal activities. Desk Lieutenants were then converted into Section Coordinators whose responsibilities were to use their years of police training and experience to develop section objectives and field tactics; to leave to others the station and investigate field resources and community service needs; to develop work procedures and contingency plans, and many other activities whose product is much more in line with the i.e. rank and ability. Likewise, the Field Supervisor (Sergeant) will be able to allocate much greater time to providing supervision and technical assistance to field personnel.

Team Policing

The East Hartford Police Department has adopted a Team plan. With the modification that Investigative Services will remain separate from Field Services at least until such time as the Department can develop more skilled "generalists" throughout the Operations Division. "Teams", for East Hartford, is used to indicate a constant group of workers that retain identical days off, common work shifts and receive training as a group. This is desirable for a number of reasons, all of which enhance the delivery of police services and increase service productivity.

- Men working as a team can develop group objectives and pursue them more effectively with common means and purposes.
- Training, information, and instruction received as a group allows for consistent understanding and application.
- Knowledge of individual and group skills and abilities allows for more accurate decision making in critical stress circumstances and greater strength in pursuing unit objectives.
- Accurate performance evaluations can be made of both individual and unit productivity.

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- Resources can be effectively and efficiently utilized.
- Unit identity morale can be developed allowing for a cohesive effort in the face of field problems.

These and other considerations provided the rationale for the adoption of team policing for East Hartford.

Team Organization

Field Services Section will be managed by the Operations Division Commander who also will manage the Investigative Section, ensuring the coordination of Division activities. Section Coordinators (Lieutenants) will provide command staff.

Field Coordinators (Lieutenants) will be assigned a time frame (e. g. 8AM-4PM) within which responsibility for all field police services and section needs will be assumed.

Coordinators will direct the work activities and plan field strategies for the two Field Teams working within the assigned time frame. Policing by objectives will be planned with the Field Teams. Team Supervisors (Sergeants) and Team Leaders will provide Section Staff.

Field Units will be comprised of a Team Supervisor (Sergeant), two Sector Leaders, and Sector Team Officers. Sector Team complement is to be based upon police service calls within the Sector, as well as other relevant field service and personnel safety requirements.

Team Supervisors will supervise field activities of team personnel and coordinate Sector activities, ensuring that they remain consistent with team objectives. Sector Team Leaders will provide staff.

Sector Team Leaders will coordinate Sector activities and all vertical and horizontal communications. Sector Team Leaders will present Team objectives proposals to Section staff and assume the role of Sector spokesman. [Sector Team Leaders will assume supervisory responsibilities in the absence of the Supervisor and will provide for technical assistance to Team Officers.] Sector Team Officers will provide staff.

¹ In a recent publication (Neighborhood Team Policing, The Urban Institute, Washington, D. C.) Peter B. Block and David Specht list Albany, New York; Cincinnati, Ohio; Culver City, California; Holyoke, Massachusetts; Los Angeles, California; Menlo Park, California; Pacifica, California; New York City, New York; Richmond, California; St. Petersburg, Florida; Tucson, Arizona. This report by Block and Specht is a comprehensive analysis of the Team Policing experience. It has been drawn on here for our analysis.

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Sector Team Officers will provide all field police services within their assigned sector. They will further be charged with the development of Sector Team Objectives under the coordination and direction of the Field Services staff.

Sector Policing

Field Sectors are geographic areas which divide the city into two parts. The division is based on such factors as equal distribution of field police service calls, the preservation of homogenous neighborhoods, unit mobility, etc.

Sector Teams will work within a common sector using policing by objectives techniques. This simply means the identification of sector police service problems, an analysis of the causative factors involved, the development of a strategy to overcome the problems, the allocation of the necessary resources, and the measurement of the means used as regards their effort upon the problems attacked.

Sector Teams have the responsibility of providing for all police services within their assigned sector.

Sector Team personnel will receive service dispatches on a rotational basis, resulting in an equalized work load and ensuring relatively equal activity by all personnel.

Sector Team personnel may adjust sector deployment to reflect the field service needs (e. g. more personnel can be moved into sector areas requiring greater police services during any given time period).

Sector Teams will remain in an assigned sector for an extended period (e. g. one year) in order to develop a thorough knowledge of and relationship with the area and its inhabitants.

Sector Team personnel plan police field strategies (objectives) in cooperation with their Team Leaders, Coordinator, and Section Supervisors. Team planning is designed to provide a common understanding of sector problems and develop the optimum means of overcoming them.

Section Supervisors, Team Coordinators, and Sector Team personnel are evaluated on their planning, pursuit, and achievement of team objectives.



A Sector Team will be given considerable discretion and latitude to deploy its own personnel and other field resources within the Sector (e. g. radar, surveillance, special assignments) for the accomplishment of the team's objectives under the direction and supervision of the Coordinator and Supervisor.

The Four-Three Work Week

The four-three work week is one in which teams work four days on and three off and work a nine hour, ten minute day. Total annual work hours under this schedule have been agreed to between the Town and the Police Union. The nine hour day allows for three additional work hours within a twenty-four hour period. The MIS data indicated that the overlap hours would be used best to double field personnel during peak traffic hours. Thus, this will allow for the required traffic control activities until non-sworn personnel (crossing guards and/or Field Service Technicians) can be hired on a full or part time basis. Doubling of manpower during these time periods enables the Town to provide for its traffic control needs while retaining full field strength for response to other police service calls.

Sector Teams work four consecutive days followed by three consecutive days off. Two teams comprise a shift per work week (seven day period) and are self relieving.

Team I works Monday, Tuesday, Wednesday, Thursday

Team II works Thursday, Friday, Saturday, Sunday

	M	T	W	T	F	S	S
Team I	G	G	G	G	O	O	O
	D	D	D	D	O	O	O
	S	S	S	S	O	O	O
Team II	O	O	O	G	G	G	G
	O	O	O	D	D	D	D
	O	O	O	S	S	S	S

Grave Shift
Day Shift
Swing Shift

Field personnel are deployed from 11:30 p. m. - 8:00 a. m. on the graveyard or midnight shift to provide additional coverage indicated by MIS data during the midnight hour and the morning work rush. Day shift works a split shift, starting Sector A personnel at 6:30 a. m., ending at 3:40 p. m. Sector B of the Day Shift works 7:20 a. m. to 4:40 p. m. The Swing Shift works from 3:40 p. m. until 12:50 a. m. The Day-Swing overlap provides for the afternoon peaks and Swing-Grave overlap provides for the midnight peak.



All Sector Teams work one common day (i. e. Thursday - see above chart). This day is to be used for in-house, in-service training, special field deployment, special programs or other Department uses.

One-half of field personnel can be trained at one time every other week, or over 18 hours of training per Team every four weeks. Training is scheduled during regular work hours while a full field deployment is maintained. This is possible as a result of working Teams with common days off and with no rotation of relief personnel.

Sector Teams will receive their training as a unit, thus providing a common knowledge and understanding of program information. Team members will develop an awareness of one another's capabilities. This awareness is crucial for decision making under stress within given field circumstances and for the full use of special skills in pursuing the Sector Team policing objectives.

Representatives of the Field Sector Teams may be assigned on an as needed basis to the Public Information and Programs Section, Personnel and Training, or other Sections or to outside-the-department facilities to develop programs or receive special training.

Sector Team personnel have mutual days off which allow for off-duty comradeship.

Sector Team days off should be rotated three times a year to allow equal receipt of weekend days off and opportunity to perform contract work (e. g. dances, traffic, etc.). This would also provide all Team personnel with different halves (i. e. Monday, Tuesday, Wednesday or Friday, Saturday, Sunday) off during different times of the year.

Team I: Mon - Wed
Fri - Sun
Mon - Wed
Fri - Sun
Mon - Wed
Fri - Sun

JAN	FEB	MAR	APR
MAY	JUN	JUL	AUG
SEP	OCT	NOV	DEC
JAN	FEB	MAR	APR
MAY	JUN	JUL	AUG
SEP	OCT	NOV	DEC

Team II: Fri - Sun
Mon - Wed
Fri - Sun
Mon - Wed
Fri - Sun
Mon - Wed



Rotation of days off occurs the last week of December - first week of January; last week of April - first week of May; last week of August - first week of September.

Rotation of team days off will take place over an eight day period, requiring minor adjustments to days on-off scheduling.

Team I	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	Dec.
Team II	W	W	W	W	O	O	O	W	W	W	W	O	O	O	W	W	W	W	O	O	O	Jan.
Team I	O	O	O	W	W	W	W	O	O	O	W	W	W	O	O	W	W	W	O	O	O	Apr.
Team II	W	W	W	W	O	O	O	W	W	W	W	O	O	O	W	W	W	W	O	O	O	May
Team I	W	W	W	W	O	O	O	W	W	W	W	O	O	O	W	W	W	W	O	O	O	Aug.
Team II	O	O	O	W	W	W	W	O	O	O	W	W	W	O	O	W	W	W	O	O	O	Sept.

Shifts (i. e. Grave, Day, and Swing) can be rotated at any time and does not require any adjustments of days off. Furthermore, shift changes on the Team model never require Team personnel to "double-back" (return to work after only an eight hour period off). Shift changes always occur after days off, thereby eliminating workers' adjustment to new working and sleeping hours.

Shift Coordinators are, as stated above, responsible for an assigned shift and all field police service needs within the given time frame. A graveyard shift Coordinator is responsible for service needs and field tactics between the hours of 12 midnight and 8 a. m., day shift from 8:00 a. m. until 4:00 p. m., and swing from 4:00 p. m. - 12 midnight.

Coordinators continue to work the present 4-2 work week with rotating days off. Coordinators also rotate their shifts every 28 days as do the team personnel. By rotating with their teams, the Coordinators can maintain continuity of team planning, productivity and personnel evaluation and related factors. A Coordinator working the day shift will use a portion of the team's training day to develop, critique, and revise unit objectives. This allows productivity planning and evaluation every every two months by each Coordinator.



During Coordinators' days off the Team Supervisor assumes station administrative duties as required. Team Leaders, as stated above, assume supervisory responsibilities within their sector in the absence of the Team Supervisor. Coordinators review case reports by field personnel which are filed periodically during the work shift, thus ensuring quality control and providing the opportunity for case critique while incidents are fresh. Supervisors perform the activity in the absence of the Coordinator.

Benefits of Sector Team Policing Policing Model 4-3 Work Week

Community:

More policemen during hours of peak police service needs.

Teams are identified with neighborhoods and otherwise homogeneous areas.

Teams are planning specific programs to provide for the Sector police service needs.

Team personnel are assigned to work in and with a homogeneous segment of the community.

Team personnel are more mobile and flexible allowing greater service to heavy police service areas.

Team personnel are trained continuously (almost 19 hours every four weeks) providing the community with more competent and professional police personnel.

City Government:

Majority of training is accomplished within the organization during regularly scheduled work hours.

Manpower is more effectively deployed.

Manpower usage is more efficient.

Absenteeism is generally reduced.

Proper training provides defense against law suits.

Better training should reduce personnel injuries, property/equipment damage.

SLC

Police Department:

Professionalization of personnel.

Accountability for police service delivery.

Greater flexibility of manpower usage.

Better field deployment and Police-Community interaction.

More successful case development and prosecutions due to extensive training and greater case investigations responsibility of the Team officers.

Better personnel planning due to fixed days off.

Field Personnel:

More days off per year (35 days) because of third day off, even though the same number of hours are worked annually.

More weekend days off and more holiday weekends off, consequently more time for family life.

Team members have mutual days off allowing for off duty activities and associations.

More efficient usage of sick days for long term illnesses or injuries (e.g. 8 sick days equal 14 days off versus 8 sick days equal 17 days off on the 4-3 schedule).

No "double-back" reliefs on shift changes. On Teams with mutual days off, all personnel begin new shift hours after days off.

Investigative Services Section

The Investigative Services Coordinator (ISC) works a regular Monday through Friday 8 hour a day work week with Saturday and Sunday off. Coordinators oversee the total investigative effort and coordinate activities between the investigative shifts. The Coordinator rotates shifts opposite the Supervisors. Constant contact is maintained with the Supervisors by an overlap of their work hours. During the day shift, the ISC will conclude work at 5:00 p.m., with the Supervisors reporting at 4:00 p.m. On swing shift, the ISC will begin work at 4:00 p.m., and the Supervisors will conclude work at 5:00 p.m.

SLC

Investigative Services Supervisors (ISS) work a 4-3 schedule with the Field Services Teams. Each Supervisor (there are two) has assigned to his team two investigators, a team leader, and a special investigator (See Personnel Functions Section). In this manner, although the investigators will not be directly a part of the field teams, they will work identical hours, sharing shifts (day and swing only) and days off. By this means the investigators are available when major cases break and begin the investigative process immediately and/or provide technical direction and assistance to field services personnel. The investigative teams, to the greatest extent possible, investigate the cases generated by their corresponding field services teams. Those cases generated on the graveyard shift are assigned to the investigative team most closely related in hours, similar case activities or other criteria.

In addition to the benefits of providing investigative teams to assist field services teams, the 4-3 scheduling allows for training opportunities for them on the overlap work day. Also, this day can be used for Section planning, critique of operations, exchange of case notes, conference with field services teams regarding mutual needs and exchange of general field intelligence. Furthermore, this time can be used for combined team operations, or simply furthering case development.



CAREER DEVELOPMENT

The manpower functions and allocation are planned to provide a continual upgrading of a policeman's skills from his recruitment throughout his work like in the Police Department. Career mobility is afforded through two avenues of opportunity--a ladder of professional experience and a related sequence of available training opportunities.

The schedule of positions in the Department is composed of jobs of increasing complexity and requirements. The organization of the work force from support activities to executive management represents logical increments in job content. The work relationships afford an opportunity for on-the-job preparation for the next step up. The four-three schedule (see details below) allows ample and regular time for training at all levels of Department operation.

It is the premise of this study group that every organization and its workers have not only the responsibility to improve their capability but also the right to improve. In previous chapters and sections we have discussed proposals to improve organizational effectiveness and efficiency. The methods used to improve the reorganization have been used to provide a basis for the improvement of the worker's life style, professional capability and self-development.

The 4-3 Work Week

Training is a primary factor in the consideration of the 4-3 schedule for East Hartford. Police services, as are all town services, are spiralling upwards in cost much faster than is the town's income. Police training is expensive in and of itself, but costs are often even further increased when the town must pay for training outside the worker's regular hours at either straight or overtime pay. Squadroom training in the few minutes allowed at briefings, although valuable, cannot cover subjects indepth and seldom are taught, but are rather read-out to those officers present. Due to rotating schedules and similar problems which hinder squad-teaching it becomes extremely difficult to ensure that all members have received the material being taught, or that a common understanding has been obtained. Because of the lack of time and competition of other matters, the squad muster is a most inappropriate circumstance for any serious training effort.

SLC

In contrast the 4-3 work schedule provides optimal opportunity for planned training. By using a modified team structure, field and investigative personnel can be deployed in a manner to provide one common day of work (one day per week when all team persons are scheduled to work). This allows one half of the team personnel to receive job training as a unit for a full day, twice a month. The Training Coordinator can schedule intra-department instructors and instructors from outside organizations for his curriculum. Department programs are presented and discussed at length and can be put to use in the Team's plans. Sessions with the Chief of Police as well as with Commanders and Coordinators can be held for job related discussions. Other uses, such as sessions with the prosecutor's office regarding improved case preparation and presentation can be scheduled.

The four-three schedule allows for continuous planned training at greatly reduced cost to the Department and to the Town. Traditionally one or two individuals per year have been sent to outside training facilities, but there has been no effective way for them to share their new knowledge or skill upon their return. The overlap training day provides this way.

A course can be developed and presented to the teams during their training day. Aspects of police work that require intensive training, such as firearms, self defense, first aid, emergency or contingency operations are practiced on the four-three schedule. Also, part of the training time can be used for a physical fitness program.

Team Policing

On the 4-3 work schedule the team policing structure provides for shifts and teams which are self relieving and overlapping workdays for training. In addition to field deployment benefits, the team operation allows the personnel to work, plan, and learn as a unit, drawing from and incorporating one another's skills, using individual specialties to solve field or investigative problems. Through the use of team leaders more qualified and capable persons can be drawn upon to tutor their fellow officers, thus greatly increasing young officers' opportunity to learn from qualified instructors. Recruits no longer will be assigned to ride with "whoever's available", or the "senior man" but with persons of proven capability and designation as field trainers.

Socially, team policing allows for off-duty comradarie due to the common days off of team personnel. The learning process continues through personnel critiquing street events and discussing training classes. The informal training process is very valuable to the personnel and department both, as long as it is stimulated in a positive manner.

SLC

Unity and recognition of self worth generated by one's peers can contribute to developing job skills and work motivation throughout a productive police career.

Career Ladder

Traditionally, police organizations fail to look upon their personnel in terms of having a career within the police department. Once the officer has reached "top patrolman level", which often occurs within three or four years, little is left to look forward to. Promotion to sergeant is extremely limited since only a few sergeants are needed generally. Some agencies appoint more sergeants or lieutenants than are necessary simply to provide some career mobility or evidence of recognition of a person's worth. This kind of advancement provide little or no real work motivation and, in fact, may lead to worker frustration. An individual who has achieved the rank of sergeant or lieutenant, for example, but retains the responsibility of patrolman is not promoted but only given a pay increase. The workers productivity or value has not increased, but the cost of the product has. In the same vein, due to job frustration and the recognition of self devaluation, worker productivity may well decrease, thus producing an even greater product cost.

The purposes of a career ladder then are to motivate greater or more quality productivity, increase the worker's self worth by providing recognition of skill, ability, and effort, and provide the worker with greater responsibility for the continued use and improvement of those skills and abilities.

It is proposed that a police organization can develop careers and promote or advance its workers along three separate yet inter-related career paths. These paths provide for the development of skills that directly enhance the total police function and thereby develop "employee corporate worth."

Within the police organization seven functions have been identified:

Executive Management: The function which has the responsibility of governing all other functions for organizational synthesis and planning and establishing organization direction and policy.

FUNCTIONAL LEVELS
IN
CAREER PATHWAYS



LAW ENFORCEMENT		COMMUNITY SERVICES		ADMINISTRATION	
SWORN	NON-SWORN	SWORN	NON-SWORN	SWORN	NON-SWORN
Generalist		Generalist		Executive Management	
				Management	
				Coordination	
Technical		Technical		Supervisory	
				Technical	
Basic	Support	Basic	Support	Basic	Support
Trainee					

CHART X



Management: The function which organizes and directs general functional areas providing systems inspection and analysis and provides staff to executive-management function.

Coordination: The function which schedules and coordinates specific functional areas, their personnel and resources and develops operational strategies for specific functional areas.

Supervision: The function which evaluates specific functional operations and directs specific function activities.

Technical: That function which ranges through specialist and generalist capabilities; provides technical assistance to specific or general functional areas depending whether specialist or generalist.

Basic: The function which provides for the performance of basic organizational purposes.

Support: The function which provides support to the basic organizational purposes.

The career ladder is a structure which provides the means for workers to develop systematically skills and attain increasingly demanding jobs. Chart X illustrates three career paths in a police department: Law Enforcement, Community Services and Administration. The Department's jobs are arranged under each of these headings in a continuum of complexity from the support jobs at the bottom to the executive management jobs at the top.

The jobs identified for the East Hartford Police Department are fitted into the career ladders (see Charts XII and XIII) and, furthermore, are displayed at their appropriate functional levels within the Department.

Each job may have a pay range within the job itself. Promotion and increments of pay should be based upon satisfactory completion of prescribed career training and performance evaluation and consistent with the Collective Bargaining Agreement and Civil Service Regulations. A performance evaluation report form and procedure (see Attachment D) has been developed by SDC staff. The procedure concentrates on job task performance rather than the physical presence of the employee and emphasizes career planning by supervisors, training personnel and workers. This performance evaluation process will aid in measuring and improving personnel abilities.

EHPD JOB TITLES BY FUNCTIONAL LEVELS
WITHIN
CAREER PATHS



LAW ENFORCEMENT

COMMUNITY SERVICES

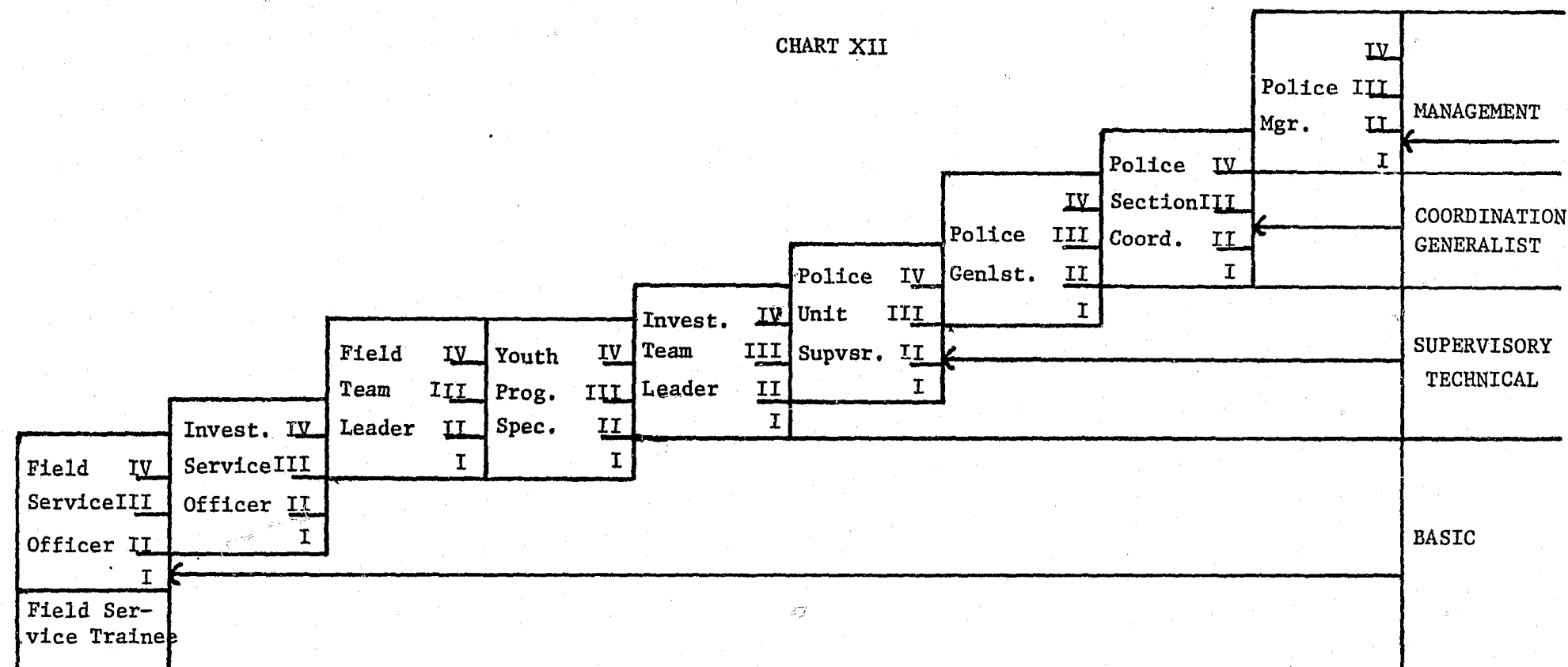
ADMINISTRATION

LAW ENFORCEMENT		COMMUNITY SERVICES		ADMINISTRATION	
SWORN	NON-SWORN	SWORN	NON-SWORN	SWORN	NON-SWORN
Police Genlst.				Chief of Police	
				Division Commander	
Inves. Team Ldr.	Evidence Tech.	Youth Programs Officer		Police Section Coord.	
Fld. Team Ldr.					
Inves. Serv. Officer	Fld. Serv. Tech.			Police Unit Supvsr.	Manage Info. Analyst
Fld. Serv. Officer					Records Supvsr.
	Animal Control Tech.				
					Property Tech.
Police Trainee	Commo. Tech.				Records Tech.
	Info. Tech.				

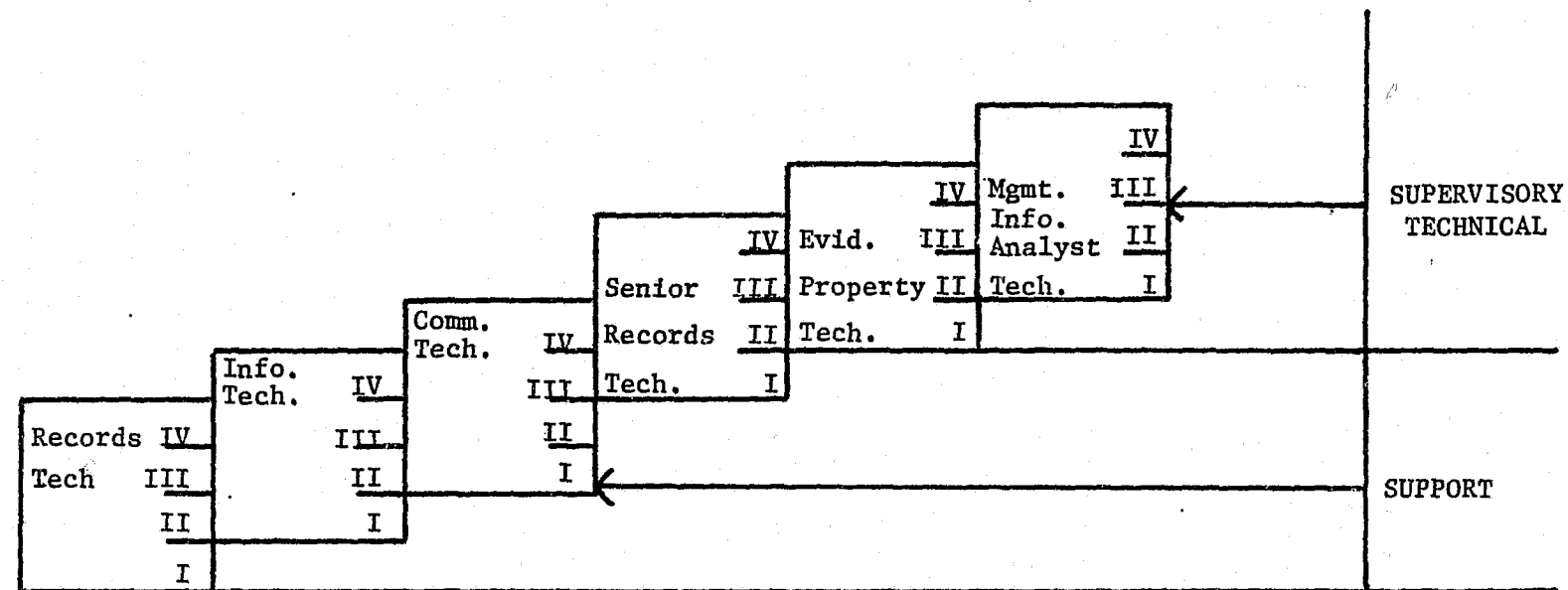
CHART XI

EHPD SWORN PERSONNEL
CAREER LADDER

CHART XII



EHPD NON-SWORN
CAREER LADDER
CHART XIII

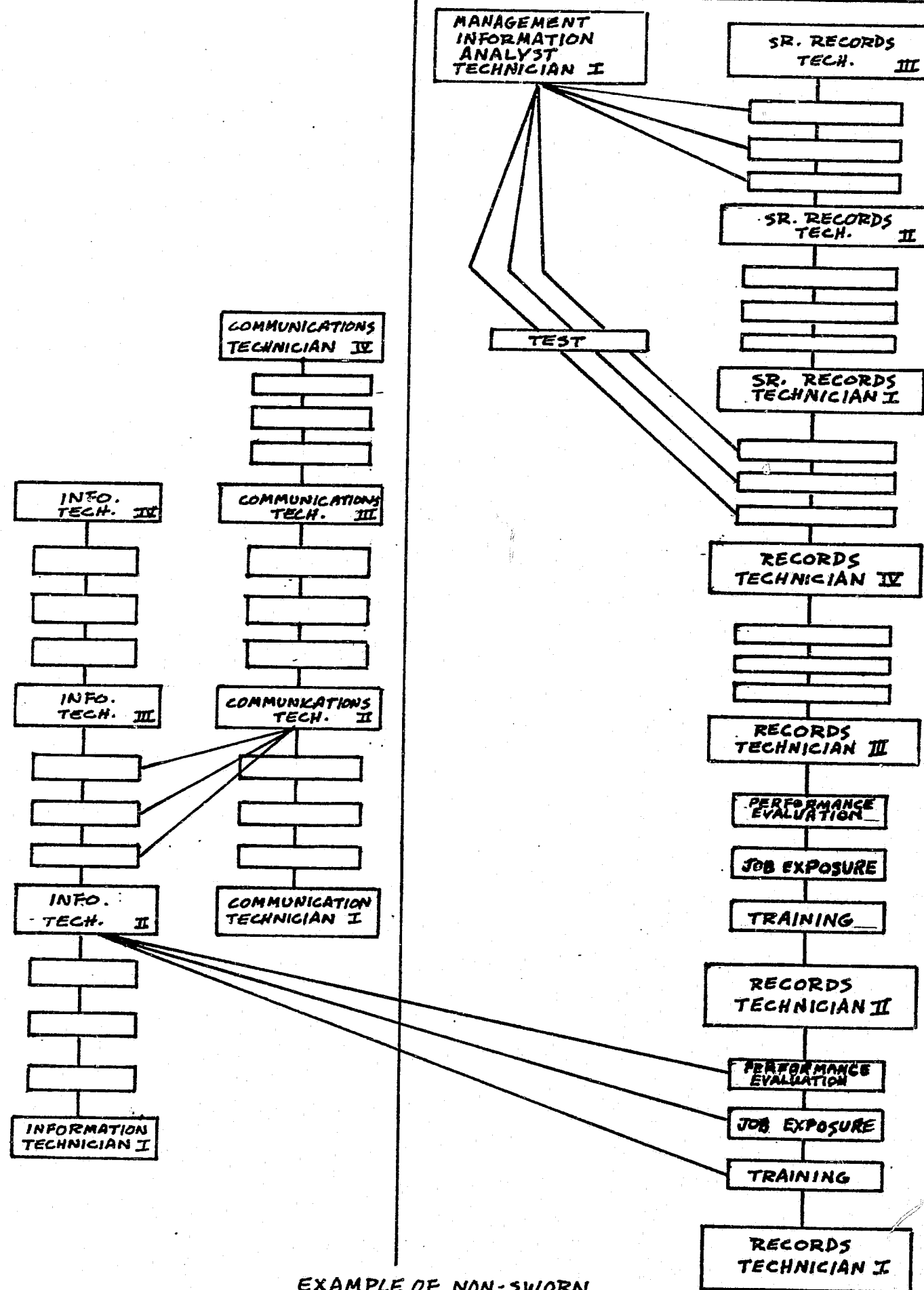


CONTINUED

1 OF 2

LAW ENFORCEMENT

ADMINISTRATION



EXAMPLE OF NON-SWORN
CAREER PATH
CHART XIV



ADDITIONAL STUDY PRODUCTS

In the course of the study, several recommendations, not required by the contract, were developed and accepted in the Department. They are described briefly below.

Productivity and the Physical Environment

The study indicated that the physical arrangement of the police station space was not conducive to good performance of any one of the Department's units. The importance of work space to work flow, definition of function and professionalization of patrol in the reorganization plan became clear. We were compelled to develop with the Chief and his staff some low cost but significant improvements in the physical layout of Police Department space.

The physical changes recommended and accepted will, we believe,

1. greatly increase security of the whole Department. There had been an almost shocking disregard for security in the old design.
2. free the Chief and other command personnel to control and spend their time according to their own plans, rather than be interrupted and distracted by others.
3. centralize reception and distribution of walk-in inquiries and avoid the distraction from work previously caused by walk-ins.
4. provide a generally larger, cleaner, lighter space above ground for patrol teams to meet and to read. Previously a kind of "hole" below ground had been provided. The impact of decent physical surroundings will be conducive to the reading and conferring and planning that will now be required of police officers in their teams.

SLC

The plan for the modification of floor space and its use is modest. There is no doubt that additional improvements could be made that would facilitate the operation of the newly organized Department. But we were constrained not to start from scratch with a new building design or to suggest wholesale changes. The changes suggested cost little and can be made prior to the shift to the new scheduling and Team policing in the fall.

Personnel Forms

The Department had inadequate forms for keeping pertinent personnel records. Several forms were developed:

An Emergency Information Form

Personnel Profile Form

Training History Form

These forms (copies in the attachments) are self explained.

Records System

As the study began the study staff determined that the Department Records Division was disorganized and inundated with excess, duplicate and useless forms. The decision was made that a Record System be developed which stores, retrieves and processes police information consistent with the changing and increasing demands of the East Hartford Police Department Operations and Administrative Divisions. Consequently, a complete records system revision has been conducted and implemented. For details of the new system (including new forms) see Attachment F.

Management Training

Much of the study involved sophisticated management concepts which were not familiar to many of the Department personnel. Consequently, as the various elements of the reorganization were adopted, a Management Training Program was conducted to introduce personnel to the many underlying concepts of the study. The classes, conducted for all sergeants and above, included Management by Objectives, Personnel Motivation, Leadership Styles, Management Information Systems, Executive and Staff Decision Making, and Program Planning.

SLC

EXAMPLES OF SUBJECTIVE OBSERVATIONS OF EXISTING JOBS

ATTACHMENT A

SLC

MEMORANDUM ON THE NATURE OF
EAST HARTFORD POLICE DEPARTMENT JOBS
IN FEBRUARY, 1974

Patrolman

The Patrolman, as implied by his title, patrols an assigned geographic sector on foot or in a vehicle, to fulfill the functions of the East Hartford Police Department. These functions may be divided into three (3) basic areas, which are Crime Prevention, Law Enforcement, and Public Safety. The Patrolman also performs related tasks associated with rendering service to the public.

Within this framework, the primary tasks currently performed by Patrolman are:

1. Patrol - To prevent and detect violations of State statutes and Town ordinances, and apprehend offenders.
2. Investigation - Conducts investigations of complaints, Motor Vehicle accidents, suspicious circumstances and activity.
3. Reporting - Writes various types of reports and departmental forms dealing with both Patrol and Investigative activity, and Department administration.
4. Evidence Collection and Storage - Gathers evidence for use in court and during investigation. Takes necessary steps for safe storage and retrieval of this evidence.
5. Traffic Control - Directs traffic, both pedestrian and vehicular, at intersections and pedestrian crossings.
6. Building Security - While associated with Patrol, this activity, during the night and non-business days, constitutes a major portion of the Patrolman's time when not otherwise assigned.
7. Casualty Assistance - The rendering of assistance to accident victims and medical emergency casualties.

SLC

The Patrolman is currently hampered in the performance of his work by the following:

1. Training - Insufficient training prevents the Patrolman from conducting the type of complaint investigation that would be most useful, and hampers efforts to render to the public the type of service they are entitled to receive from a department of EHPD's size. No long term sequential training program is in effect.
2. Duplication of Effort - Although a Patrolman is capable of conducting an investigation in the field, such as a cold B&E, much of the crime scene processing (e.g. fingerprinting, photography) requires that a Patrol Sergeant or Detective be summoned, resulting in delays and wasted time.
3. Reporting - Although many types of incidents are handled by EHPD, with varying types of actions required, there is only one established type of report form available for the Patrolman's use. This eliminates any flexibility in the reporting of incidents of varying police involvement. Often more time is required to write the report than to investigate the incident. Further, the Patrolman has little or no opportunity to use his own judgement as to the necessity of the report; the Dispatcher assigns what type of report is required, without benefit of on the spot information, and often strictly upon his own judgement of the situation as based upon his limited contact with a Complainant. Patrol time is shortened by the practice of some Patrolman of not clearing, parking the vehicle and writing the report, although this unit is supposedly in a "Patrolling" status.
4. Traffic Posts - Several traffic posts exist although there is no pressing need for a sworn officer at the location. (School Crossing, Church Traffic, Upgraded electric traffic signals, etc.)

SLC

5. Workload Distribution - Unequal distribution of work, caused by assignment of work on a strictly geographic basis. This results in lowered morales and superficial investigation and reporting. Assignment problems are aggravated by units out of service on traffic assignments during peak traffic hours.
6. Communications - Difficult for Patrolman to contact Dispatcher due to Dispatcher's being tied up with other duties.
7. Records - Records division is closed 2/3 of working day. Information retrieval is difficult. Also, reporting of information between shifts is informal at best, with little idea what has occurred on the previous shift.
8. Foot Beats - Assignment of men to footbeats is, frankly a "vacation" for the individuals assigned. Present system of permitting footman to ride with the corresponding vehicle and driver is good, but should be applied uniformly to all shifts.
9. Rules and Regulations - Present system of "R&R" is often vague concerning officer's responsibilities and the Department's "NO*NO". Inconsistent application of these regulations by various supervisors results in smothering initiative of many Patrolman and undercutting morale.

Patrol Sergeant

The Patrol Sergeant in the EHPD, is basically a senior Patrolman. Because of the Sergeant's real or imaginary superior ability and experience, he is charged to function as a field advisor and administrator/supervisor. However, in many instances the Sergeant is unable to render the type of assistance that a Patrolman seeks, causing him to function more as a supervisor who has the sole responsibility of assuring that the ment under him are not neglecting their assigned duties. The control and coordination aspects of the position are frequently neglected or ignored, or are precluded by superiors.

Because of the basic similarity of their work, the Patrol Sergeant and Patrolman share the same primary tasks as previously described under Patrolman. These are:

1. Patrol
2. Investigation
3. Reporting
4. Evidence Collection and Storage
5. Traffic Control
6. Building Security
7. Casualty Assistance

In addition to the above, the Patrol Sergeant has the overall duty of Coordination. This coordination is exercised to varying degrees in all facets of the Patrol Division. Patrol Sergeants are currently hampered by the following:

1. Lack of Training - Patrol Sergeants are presently not prepared for the job prior to accepting the responsibility. Their concept of the job appears to be frequently be one of "overseeing" rather than directing, coordinating and advising. They are not trained for the job after appointment either.
2. Scheduling - Frequently both the Shift Lieutenant and one of the assigned Patrol Sergeants are on a day off, causing the remaining Patrol Sergeant to remain working the desk at HQ. This results in no "Street" supervision or on the scene direction. Further, Patrol Sergeants do not work the same shift schedule of days off as their men, which limits the Sergeant's opportunity to observe and counsel his subordinates.
3. Assigned area - Frequently only on Patrol Sergeant is "on the street". Incidents requiring his attention will often occur at opposite ends of town, precluding him from responding to them in a timely manner because of travel time involved, and simultaneous demands upon his attention.

4. Authority - Patrol Sergeants are hampered by actions of their superiors which tend to strip the Sergeant of his authority. Examples are numerous, but are often the result of conflict of personality. On-scene coordination of activities by Sergeants are often overridden by Desk officers removed from the scene, via radio. Overall effect is to eliminate Sergeant from Chain of Command.
5. Lack of Planning - Apparent lack of contingency planning.
6. Rules and regulations - Vague rules place Sergeant in the middle between Patrolmen and Administration due to varying interpretations.

Juvenile Division

The Juvenile Division is composed of one (1) Juvenile Sergeant, and two (2) Juvenile Officers. These individuals are sworn officers, having full police power. However, their primary area of interest is the detection, investigation, apprehension, and prevention of crimes involving juveniles. Their activity is not limited to just juvenile delinquency, but encompasses child abuse, child welfare, etc. The Division also makes referrals to various public agencies and the Connecticut Juvenile Court system, based upon their judgement and investigative findings. The Division works frequently with the Police-woman, especially when females or young children are involved in the incidents under investigation.

The majority of caseload in the Division is obtained through inter-departmental referral, notably from the Patrol Division and Detective Division, although a notable percentage of the caseload is the result of "walk-in" type complaints.

The Juvenile Sergeant, due to the small size of the Division, functions as a Juvenile Officer, exerting a minimum of direction/coordination activity among his subordinates.

Within the Division, its functions are:

1. Crime Prevention
2. Investigation
3. Reporting

4. Referral
5. Public Programs
6. Patrol

The following areas were cited by Division personnel as areas of possible improvement:

1. Patrol Division Investigation - Often little if any investigation is conducted by the Patrol Officer upon ascertaining that a juvenile is involved in the incident under investigation. Although prompt clearing of these cases could be accomplished by the Patrolman, it is instead referred to the Juvenile Division resulting in investigation of "cold" cases, and increases in caseload.
2. Lack of training - Patrolman is not fully aware of actions to be taken, or proper manner of conducting a Juvenile investigation.
3. Manpower - Due to size of Division, it is able to field a man for only 1/3 of the work day.

Policewoman

The Policewoman functions as a detective, patrolman, and a matron. Her position within the Department is unique, with supervision being exercised by the Chief. Her primary functions are much the same as those of Detectives, but with major attention being devoted to those incidents involving children and females. She operates in close liaison with the Detective Division and Juvenile. She is also assigned the bulk of the fraudulent check investigations for the Department, and investigation of abandoned autos.

The P/W is hampered by:

1. Lack of Training
2. Lack of Understanding of her job by Patrol Division.
3. Breakdown of interdivision communication.
4. Assignment of unrelated activities and responsibilities.
5. Lack of evening and weekend coverage of her primary areas of responsibility.

the detectives also extend into the area of violent crimes such as major assaults, rape, robbery and murder.

While these two areas are, to the general public, the most glamorous and well known, they by no means constitute the bulk of the work load. The detectives must direct much of their energies to the constant problems of narcotics, frauds, and gambling as well as the investigation of fatal motor vehicle accidents, major fires, and organized criminal activities.

Unfortunately, due to past practice and policies, the detective sergeant is little more than a senior detective. His duties are the same as those of a detective, with no real supervisory obligations. This is caused basically by a lack of manpower in the Detective Division, requiring the detective sergeant to carry an equal load of the investigative work.

Members of the Detective Division feel that the following areas are in need of improvement:

Personnel - Or perhaps more accurately, the lack of it.

There is an acute shortage of manpower in the detective division. This shortage requires that the detective sergeants neglect their supervisory duties and devote more time to investigative work. This shortage also limits the amount of time each man can devote to a case.

Training - Members of the detective division receive no specialized training in any area either prior to or after their assignment to the division.

Equipment - All of the field equipment is outdated. Much of the equipment is in a poor state of repair, is bulky, heavy, and should be replaced by more modern equipment.

Communications - Communications are very poor between individual divisional personnel as well as between the detective and patrol divisions. This very often results in a duplication of efforts.

Dispatcher

The Dispatcher has the responsibility for most radio communications in the EHPD. It is the Dispatcher who details assignments, records vehicle availability, case numbers, authorizes lunch breaks, etc. He is the public's first contact when calling the police, as it is generally the Dispatcher who handles incoming telephone calls. No one step of the Dispatcher's job is particularly demanding; however, it is a position where the work load frequently will exceed the ability to keep up with it. The Dispatcher has to function quickly and efficiently during these moments, and during other moments of emotional stress, effectively coordinate police activity.

Current shortcomings in the Dispatchers position are:

1. Lack of field experience - Civilian dispatchers sometimes fail to comprehend the activity taking place in the field.
2. Operation under stress - During periods of peak radio traffic some dispatchers become emotionally upset.
3. Assignment to too many activities - Especially on the evening shift, the Dispatcher needs assistance to handle the telephone and radio duties.
4. Record keeping - Dispatcher is required to maintain several records, sometimes duplicating effort and information.
5. Lack of Training - Dispatchers are called upon to operate machines and equipment that they do not fully understand.
6. Communications System Inflexibility - During periods of peak activity, radio communications become backlogged because of necessity to transmit and receive on the same frequency.

Detective Division

The role of the detective in the Town of East Hartford is an extremely full and varied one. Much of the work at present is being done in the area of larcenies such as safe-burglaries and house breaks. The duties of

Office Conditions - Members of the division are unhappy with their office conditions in general. Each desk should have its own telephone. At the present a telephone is shared by two desks. They also feel that the lighting system is inadequate, and that the typewriters are antiquated.

SC

Job: _____ Rank: _____
Division: _____ Section: _____
Unit: _____ Job Function: _____
Supervised by: _____
Supervises: _____
Job Relationships: _____
GTL: _____

ATTACHMENT B

[illegible]

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sd/c

ATTACHMENT C

TABLE OF CONTENTS

Section

- 1.0 Introduction
- 2.0 Objectives and Scope of Manual
- 3.0 Manpower Utilization in the East Hartford Police Department
- 4.0 M. I. S. Procedures
 - 4.1 M. I. S. Distributions
 - 4.2 M. I. S. Forms
 - 4.3 Pin Map Procedures

1.0 Introduction

To enhance management decision-making in manpower deployment and improve the delivery of police services, it was determined by the Chief of Police and the study task force that a flexible and continuing procedure to gather data about, measure, and analyze police field activity was necessary. Furthermore, because the East Hartford Police Department (EHPD) does not have access to computer facilities, the system which was proposed must be manual in nature rather than electronic. However, the system must be transferable to an electronic mode if computer facilities become available at some time in the future.

Thus, with these parameters in mind, this manual has been prepared to describe the procedures and forms to be used in the East Hartford Police Management Information System.

2.0 Objectives and Scope of Manual

The purpose of this manual is to serve as a guide in the implementation and use of the East Hartford Police Management Information System. Although it is primarily concerned with various forms and procedures which comprise it, the manual contains a study of current police workload which considers time, place and variety of occurrence. The manpower utilization study was included as a test of the proposed system.

The scope of the manual includes all operational elements of the Management Information System, its information flow and the forms which the system employs. The manual is set out sufficiently detailed to allow full understanding of its operation and purpose.

Specifically, the manpower utilization study is described in Section 3.0. Section 4.0 considers the East Hartford Police Management Information System Procedures. Within that section the duties of the Management Information Analyst are stated and instructions for the use of the system are included. Finally, a flow chart which demonstrates the information flow is attached.

3.0 Manpower Utilization In The East Hartford Police Department

This study examined the "calls for service" received by E. H. P. D.; recording all "calls for service" which required the presence of a police officer, whether or not the call was of a criminal nature; and identifying and recording peak activity time periods (based upon a 24 hour clock) and the areas of occurrence.

Since the Town of East Hartford has been divided into forty-four census tracts by the Census Bureau it was decided for purposes of uniformity and transfer of information within town departments that all "calls for service" would be referenced to appropriate census tracts.

For the purpose of this study, each "call for service" was placed in one of sixteen classifications (See Figure 1). Each classification was self-identifiable except for the classification of "miscellaneous". This classification was devised in order to record the many "calls for service" which were difficult to classify at the time they were reported, or because they were of such a general nature that they could not be recorded in the other fifteen categories.

The study was conducted for a period of forty-five days, beginning at 0000 February 21st and ending at 2400 on April 9, 1974. This time period was chosen to coincide with the overall study of the E. H. P. D. (The reader and analyst should take into consideration that the time of the year in which the study was conducted will have a direct affect upon the number of "calls for service" and their nature) As each "call for service" was received, a specially prepared DC/MI card was completed by the person receiving the call, recording all pertinent information such as time received; name and address of caller and or victim (including the

appropriate census tract); type of call utilizing one of the sixteen classifications; unit or officer assigned to handle the call; time officer was dispatched; time of officer's arrival; and time of completion by the officer of the call.

The majority of "calls for service" was recorded in two manners. A citizen who required police service/assistance could either call the E. H. P. D. and give the information to the receiver of the call (generally the dispatcher) or go to the E. H. P. D. and report the incident in person. The second manner in which "calls for service" were registered was by the police officer in the field, when he "on-viewed" a situation and determined that there was a need for a police service/action. The police officer in the field would notify the E. H. P. D. and report the incident, thus allowing the dispatcher to know what kind of situation the officer was confronted with. Each time a "call for service" was reported, a DC/MI card was prepared.

The forty-five day study period was computed on a 22 1/2 hr. work day. The 22 1/2 work day was used to coincide with the three-shifts-a-day, 7 1/2 hr. shift system already in existence at the E. H. P. D. The remaining 1 1/2 hr. per work day which was not computed was allotted to "lunch time" although technically every officer was available during his "lunch" should an emergency arise and his services be required.

Within the forty-five day period, a total of 9112.5 hrs. was available for "calls for service". This figure was derived with the following formula:

CLASSIFICATION OF CALLS FOR SERVICE

1. Traffic
2. Motor Vehicle Accident
3. Casualty
4. Larceny "A"
5. Larceny "B"
6. Larceny "C"
7. Motor Vehicle Arrest
8. Burglary - B & E
9. Assault - 1 & 2
10. Assault - 3
11. Domestic
12. Robbery
13. Intoxication
14. Breach of Peace
15. Alarm
16. Miscellaneous

$7 \frac{1}{2}$ hrs. per shift x 9 men per shift x 3 shifts a day x 45 days recorded =

9112.5 man hours

Using a portion of the above formula the study concluded that within a normal 24 hr. day, 202.5 man hours were recorded as total available man hours to handle "calls for service". This was derived using the following formula:

$7 \frac{1}{2}$ hrs. per shift x 9 men per shift x 3 shifts a day = 202.5 man hrs. available

During the forty-five day study period the E. H. P. D. received and handled 3086 calls for service. All 3086 calls for service were such that demanded the presence of a police officer. Other calls which were resolved at the E. H. P. D. were not recorded for the purpose of the study. Please note that only the use of the "beat cars" was recorded and not the use of any other police personnel.

(Refer Chart I)

Within the available time of 9112.5 hrs. there were 3086 "calls for service" received and handled by a police officer. The total number of hours recorded to complete the 3086 "calls for service" were 2543 hrs. These 2543 hrs. were identified as "time down" or time an officer was not in service or available for an assignment. Using the total number of hours available during the study (9112.5 hrs.) as a percentage factor of 100%, it was determined that "time down" (2543 hrs.) represents only 27.97% with 72.03% or 6569 hrs. not utilized, and considered "time-up" or "available time" for assignments.

TIME AND LOCATION BY CENSUS TRACT

Because each call for service was recorded by time and location (in relation to the 44 census tracts) the study team was able to determine the periods which were most active, and the locations which received the most "calls for service". (Refer Chart #2)

PEAK ACTIVITY PERIODS

Based upon a 24 hr. day the time periods which received the most activity were at 2400 hrs. (midnight), 0700 hrs. and 1600 hrs. These peak activity periods were generally created by "calls for service" involving traffic conditions and related assignments. It was the opinion of the study members that the peak activity periods were directly related to traffic created by Pratt and Whitney Aircraft employees as they commuted to and from work.

PEAK ACTIVITY AREAS BY CENSUS TRACT

Forty-four census tracts divide East Hartford (note: census tracts are not consecutively numbered). The information collected demonstrated that the areas (census tracts) which received the heaviest activity were recorded at census tracts - #41, #62, and #103. Census tract #41 includes the E. H. P. D. Headquarters and a very densely populated residential area, comprised mostly of apartment houses and single family dwellings. Census tract #62, includes traffic posts located at Main St. and Willis St., and Silver Lane and Whitney Street. Census tract #103, includes the intersection of Brewer Street and Forbes Street and Forest Street and Forbes Street. During the day shift, these traffic posts require

officers to maintain a total of six traffic posts, accounting for about 23.70% of the total (all shifts) recorded time down, or time spent on traffic related services. However, the total number of hours spent on traffic related services throughout the study was 1606 hrs. of the available 9112.5 hrs., or 1020 calls for service of the total 3086 calls for service recorded. A further break-down revealed that 63.15% of the total 2543 hours "time down", or 17.62% (1606 hrs.) of the 9112.5 total hours available was spent on traffic related calls for service. (Refer to Chart #1.)

Because traffic related assignments represented a major portion of the "calls for service", a comparison of the shifts activities was made, and is recorded as follows:

MIDNIGHT SHIFT (0000-0800 hrs.)

There were:

21.65% or 669 calls of the total (3086) calls for service (including traffic).

or

11.31% or 328 calls of the total (3086) calls for service (excluding traffic).

DAY SHIFT (0800-1600 hrs.)

There were:

42.60% or 1316 calls of the total (3086) calls for service (including traffic)

or

24.51% or 770 of the total (3086) calls for service (excluding traffic).

SWING SHIFT (1600-2400 hrs.)

There were:

35.75% or 1101 calls of the total (3086) calls for service (including traffic)

or

26.88% or 830 calls of the total (3086) calls for service (excluding traffic).

(Refer to Chart #3.)

Utilizing the information gathered (Refer to Chart #1) the study examined the sixteen classifications and their relevant calls for service, of the 3086 calls for service or 2543 hrs. required to complete all calls for service or "time down", three classifications of the sixteen classifications recorded nearly 75% of the total "time down" or 2322 calls of the 3086 total calls for service or 2182 hours of the 2543 hrs. recorded "time down". The break down is as follows:

MISCELLANEOUS:

1035 "calls for service", equalling 162 hours of recorded "time down"

33.53% of the total 3086 "calls for service" recorded

4.51% of 9112.5 hours available

TRAFFIC:

1020 "calls for service", equalling 1606 hrs. of recorded "time down"

32.72% of 3086 "calls for service" recorded

63.15% of 2543 hrs. recorded "time down"

17.62% of 9112.5 hours available

MOTOR VEHICLE ACCIDENTS

267 "calls for service" equalling 162 hrs. of recorded "time down"

8.65% of 3086 "calls for service" recorded

6.25% of 2543 hrs. recorded "time down"

1.77% of 9112.5 hrs. available

CONCLUSION:

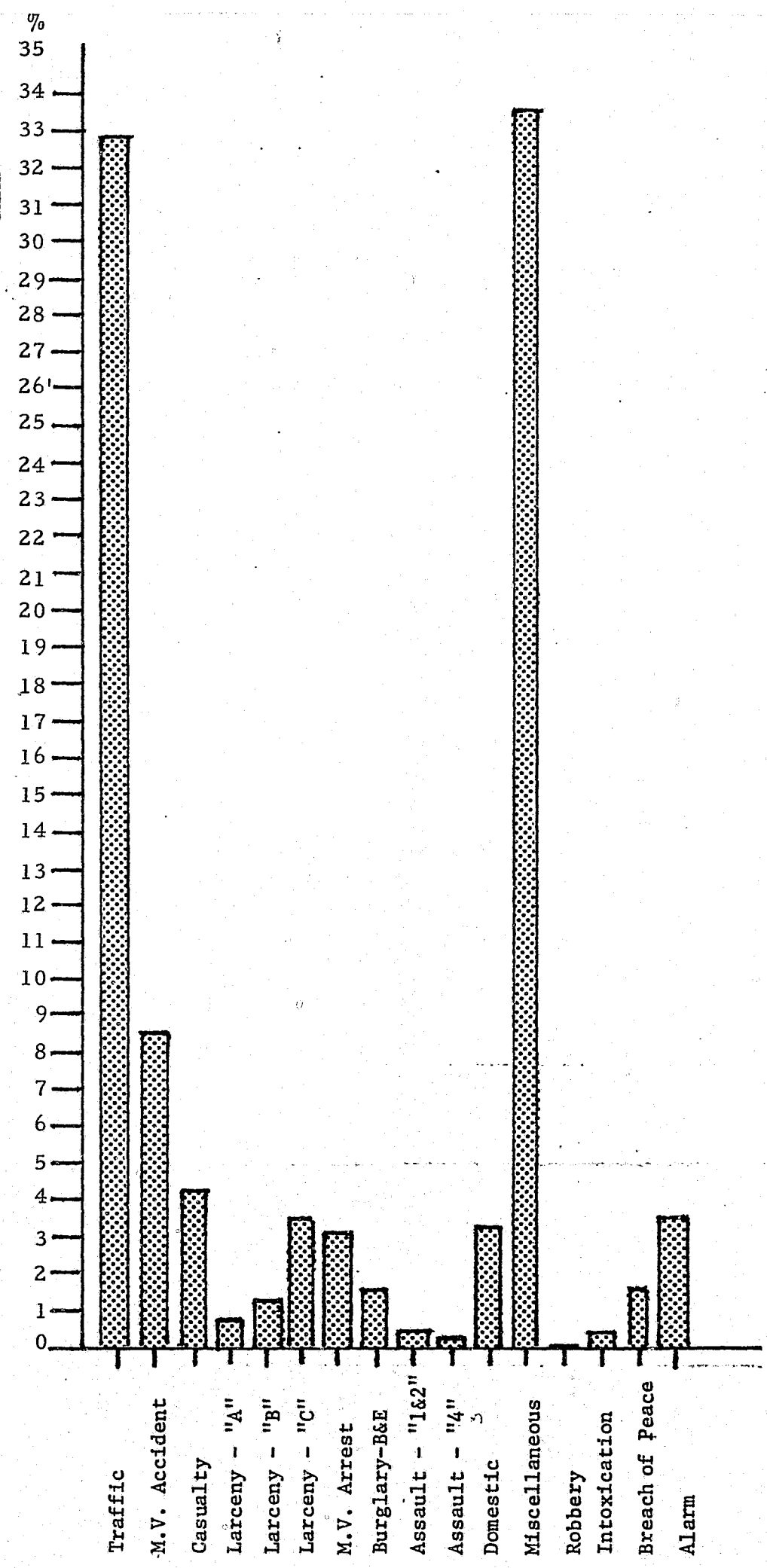
This portion of the study has provided the necessary data to enable administrators to have a more comprehensive understanding of the E.H.P.D.'s activities and its community's "call for service". Now that this information has been made available and the necessary steps have been taken to ensure a continuous accounting of daily activities, management will have valuable assistance critical to planning and implementing meaningful and equitable manpower distribution schemes.

The availability of this or future data is not restricted to management. This information will be made available to all personnel who will be encouraged to utilize it in planning and fulfilling their job responsibilities.

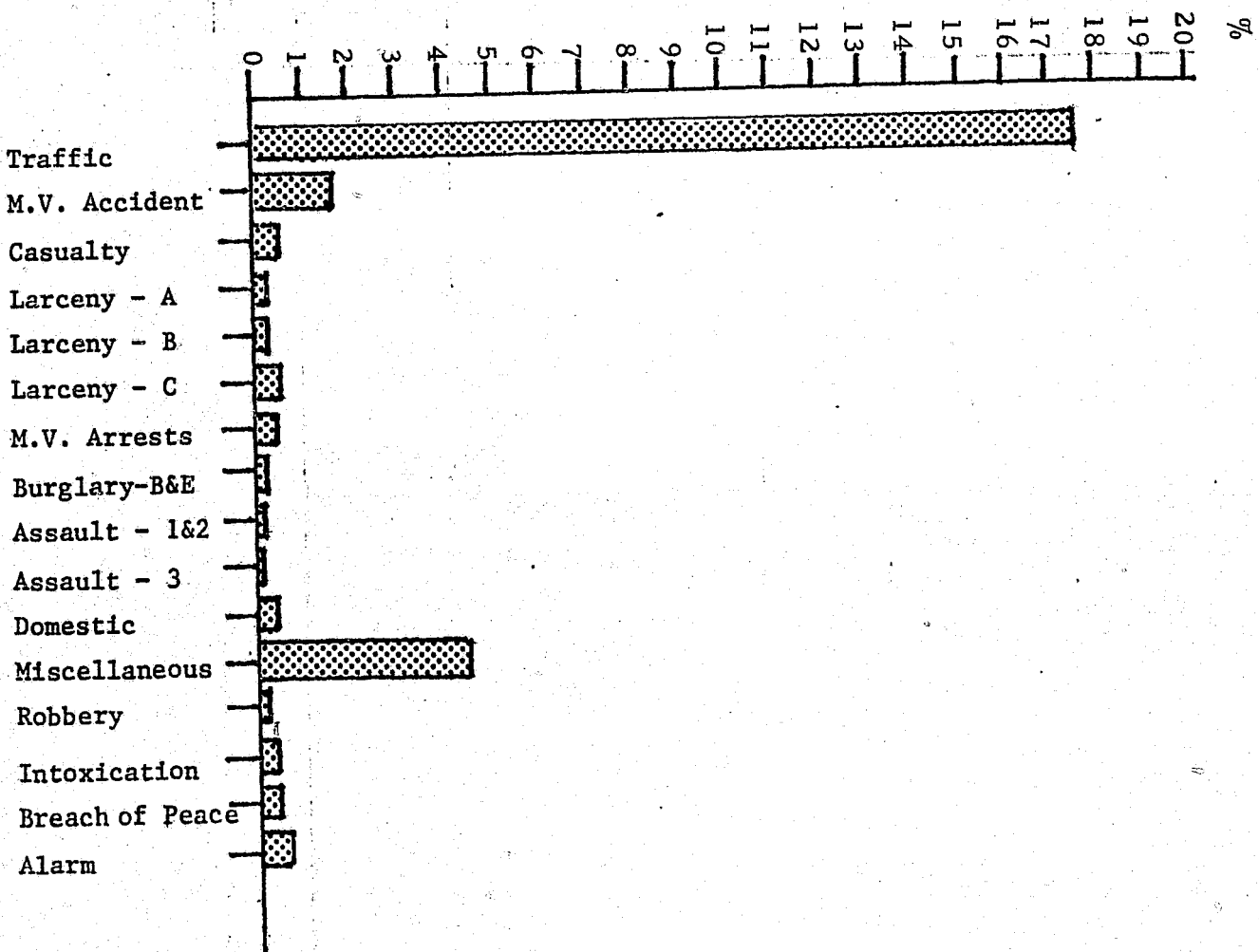
The purpose of this study was to examine the complete scope of activity and how it affected the E.H.P.D. Although it is common knowledge that "calls for service" are influenced by many changing factors, a relatively true image can be extracted from the data collected and analyzed regarding when, where, and what is occupying the "police officers" time while on patrol. This study did not

anticipate any shocking discoveries, and did not find any. Generally speaking, most of the conclusions made from the data collected and analyzed had been anticipated by key department personnel. Until now, however, there had been no documented evidence to support such claims. Now, with this information readily apparent and a system established to continually update the results of this study, the department, as well as the individual police officer, can utilize this information hopefully to increase his overall performance of the E. H. P. D.

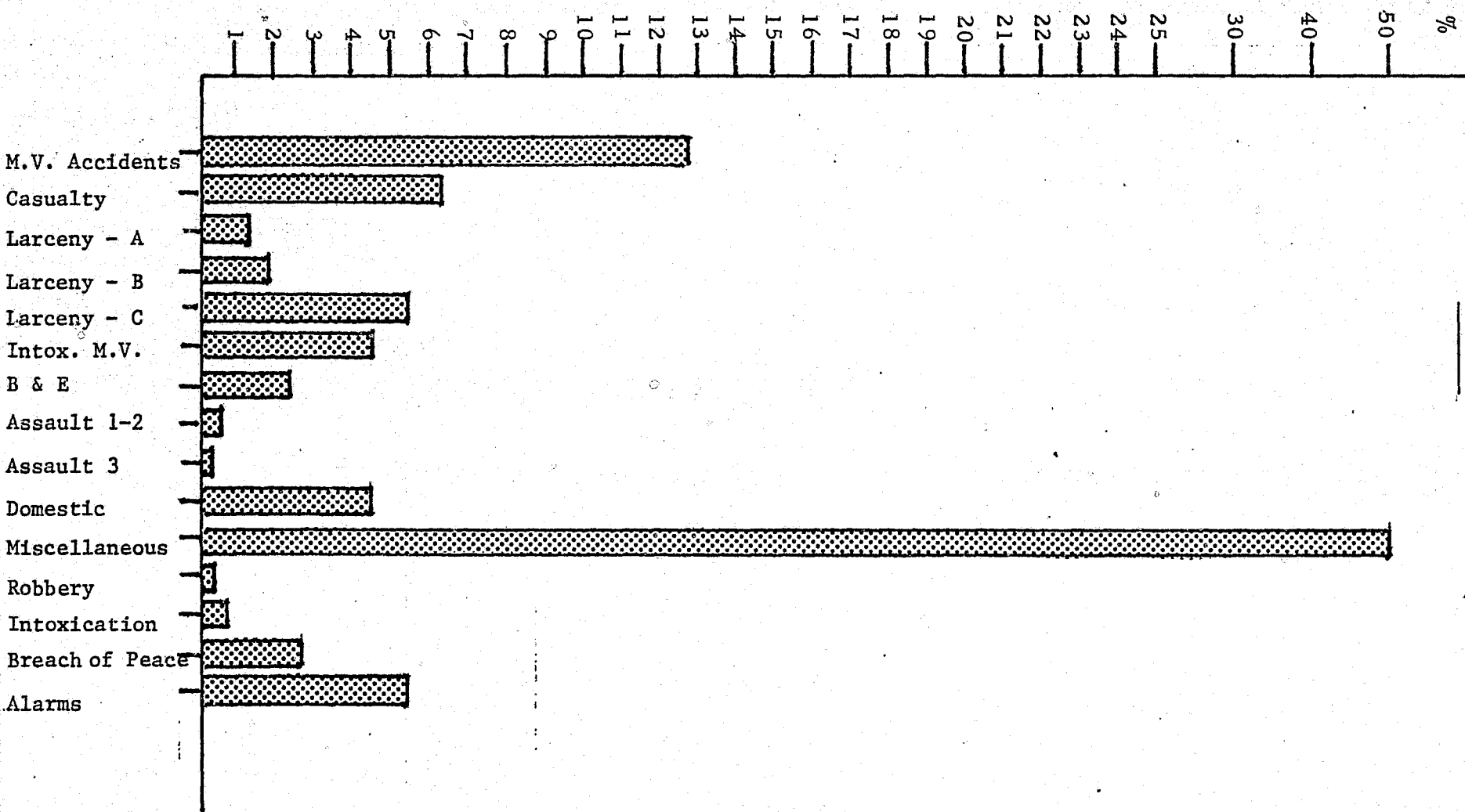
PERCENTAGE OF TYPES OF CALLS
IN RELATIONSHIP TO THE TOTAL
NUMBER OF CALLS (TRAFFIC INCL.)



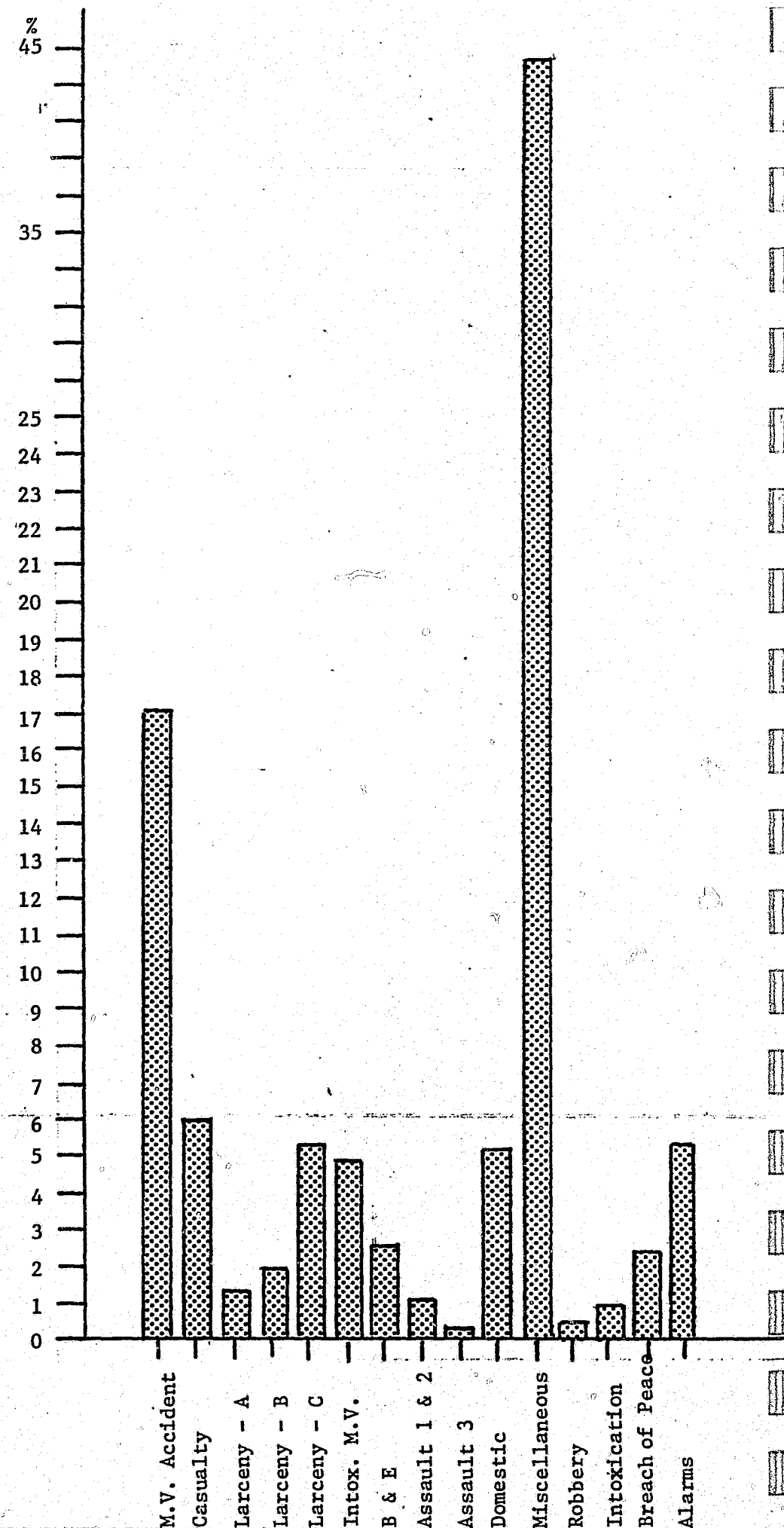
PERCENTAGE OF TIME SPENT ON VARIOUS CALLS
IN RELATIONSHIP TO TOTAL AVAILABLE TIME



% BY TYPES OF CALLS
OF SERVICE EXCLUDING
TRAFFIC



PERCENTAGE OF DOWN
TIME EXCLUDING TRAFFIC



slc

TOTAL WORKLOAD DISTRIBUTION

	% By Types of Calls Including Traffic	% of all Time Down	% of Total Hours Available
Traffic	32.72%	63.15%	17.62%
Motor Vehicle Accidents	8.65%	6.24%	1.77%
Casualty	4.27%	2.21%	.62%
Larceny-A	.93%	.58%	.16%
Larceny-B	1.29%	.66%	.18%
Larceny-C	3.69%	1.96%	.54%
Motor Vehicle Intoxication	3.17%	1.84%	.51%
Breaking and Entering	1.62%	1.02%	.28%
Assault 1 & 2	.48%	.51%	.14%
Assault 3	.16%	.15%	.04%
Domestic	3.14%	1.92%	.53%
Miscellaneous	33.53%	16.27%	4.51%
Robbery	.06%	.11%	.03%
Intoxication	.48%	.35%	.09%
Breach of Peace	1.84%	.86%	.24%
Alarms	3.56%	1.92%	.53%
	99.92%	99.75%	27.97%

1. Total No. Man Hours: 9,112.5 hours
2. Total No. Hours Spent (Down) on Calls: 2,543 hours (27.97%)
3. Total No. Hours Available (Up): 6,569 hours (72.03%)

SLC

WORKLOAD DISTRIBUTION (EXCLUDING TRAFFIC)

	<u>% By Types Of All Calls Except Traffic</u>	<u>% of Time Down Excluding Traffic</u>	<u>% By Total Hrs. Available Excluding Traffic</u>
Traffic			
Motor Vehicle Accidents	12.92%	17.28%	1.77%
Casualty	6.38%	6.08%	.62%
Larceny-A	1.48%	1.60%	.16%
Larceny-B	1.93%	1.81%	.18%
Larceny-C	5.51%	5.33%	.54%
Intoxication Motor Vehicle	4.74%	5.01%	.51%
Breaking and Entering	2.42%	2.77%	.28%
Assault 1 & 2	.72%	1.38%	.14%
Assaults	.24%	.42%	.04%
Domestic	4.69%	5.22%	.53%
Miscellaneous	50.00%	44.18%	4.53%
Robbery	.09%	.32%	.03%
Intoxication	.72%	.96%	.09%
Breach of Peace	2.75%	2.34%	.24%
Alarms	5.32%	5.22%	.53%
	99.91%	99.92%	10.17%

4.0 M.I.S. PROCEDURE

1. Dispatch Control/Management Information (DC/MI) cards will be placed in numerical sequence as determined by the assigned case number. This procedure will establish whether all cards are present and the total number of service calls assigned during a 24-hour work period (0000-2400 hrs.)
2. After accounting for all DC/MI cards and noting their total, place cards in stacks by the hour indicated by their "Time Received" stamp.
3. Take Work Sheet Ia (a packet of 24 pages) and place the date in the space provided at the upper right hand corner that corresponds with the date of the DC/MI cards under examination. Page 1 of 24 will be marked 0000 to 0059 at the Time of Day space also in the upper right hand corner of the page. Page 2 of 24 will be marked 0100 to 0159, page 3 of 24 will be marked 0200 to 0259 and in the same manner through to page 24 of 24 which will be marked 2300 to 2359, thereby covering 24 one hour periods.
4. Beginning with the DC/MI cards assigned from 0000 to 0059 identify the type of service and the census tract marked on each DC/MI card and mark the corresponding box found on Work Sheet Ia. Follow in identical procedure for each card within each hour for each corresponding one-hour time frame page. If a one-hour time frame page has no DC/MI card, mark the page "None Reported".

5. When all DC/MI cards for the 0000-0059 time frame have been posted on Work Sheet Ia, total the columns both vertically and horizontally. The sum of the vertical column and horizontal "total" rows should be identical (when added the sums should be the same). Post the "Total" sum in the "Hourly Total" space provided at the lower right corner.
6. Note the "Total" (vertical) column for each "Type" of call listed on Work Sheet Ia, page 1 of 24. Post the total of each "Type" of call in the corresponding "Type" and "Hour" square on Work Sheet IIa.
7. Note the "Total" column (horizontal) for each "Census Tract" listed on Work Sheet Ia, page 1 of 24. Post the total of each "Census Tract" in the corresponding "Census Tract" and "Hour" square on Work Sheets IIIa.
8. Note the "Hourly Total" Figure posed on Work Sheet Ia, page 1 of 24. Mark this total at the corresponding level and time frame on Graph Sheet Ia.
9. Note the "Hourly Total" as posted on page 1 of 24 of Work Sheet Ia and divide by the Daily Total as determined in M.I.S. Procedure #1, carrying the figure to the second decimal place. Mark the quotient at the corresponding level and hour axis of Graph Sheet IIa, graph A.
10. Follow the same procedure described above through each of the 24 pages of Work Sheet Ia.
11. Note the Census Tract "Total" column of Work Sheet IIIa and divide that total by the Daily Total, carrying the figure to the second decimal place. Mark the quotient at the corresponding percent level and census tract axis of Graph Sheet IIa, graph B.

12. Note the Type of Service "Total" column of Work Sheet IIa and divide that total by the Daily Total, carrying the figure to the second decimal place. Mark the quotient at the corresponding percent level and type of service axis of Graph Sheet IIa, graph B.
13. Using the same procedure for the daily Work Sheets and Graphs complete forms "b" for weekly computations and forms "c" for monthly computations.

M. I. S. DISTRIBUTION

1. All Work Sheets and Graphs will be prepared on a daily basis and distributed as follows:

Distribution A

Chief of Police

Operations Commander

All Field Section Coordinators

2. All Work Sheets and Graphs will be prepared using a seven day cumulative figure and distributed as follows:

Distribution B

Chief of Police

Operations Commander

All Field Section Coordinators

All Field Sector Sergeants

3. All Work Sheets and Graphs and a Narrative Summary will be prepared on a monthly basis and distributed as follows:

Distribution C

Chief of Police

All Division Commanders

All Section Coordinators

All Field Sector Sergeants

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TYPE OF CALL FOR SERVICE IN
A GIVEN CENSUS TRACT BY TIME
OF DAY

[illegible]

Hourly
Total

WORK SHEET II a. (daily)
 b. (weekly)
 c. (monthly)

DATE

--	--	--

TOTAL NUMBER OF CLASSIFICATIONS BY TIME
OVER A 24-HOUR PERIOD

TOTAL																								
Traffic																								
M.V. Accidents																								
Casualties																								
Larcenies - A																								
Larcenies - B																								
Larcenies - C																								
M.V. Arrests																								
Assaults - 1																								
Assaults - 2																								
Assaults - 3																								
Domestics																								
Miscellaneous																								
Robbery																								
Intoxication																								
Breach of Peace																								
Alarms																								
TOTAL																								
	0000	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300

Daily
Total _____

WORK SHEET III a. (daily)
b. (weekly)
c. (monthly)

TOTAL NUMBER OF CALLS FOR SERVICE
BY CENSUS TRACT AND BY TIME
FOR A 24-HOUR PERIOD

DATE

D	M	Y

	69/149,	141	133	132	131	123	122	121	113	112	111	103	102	101	94	93	92	91	83	82	81	74	73	72	71	64	63	62	61	52	51	44	43	42	41	33	32	31	23	22	21	11			
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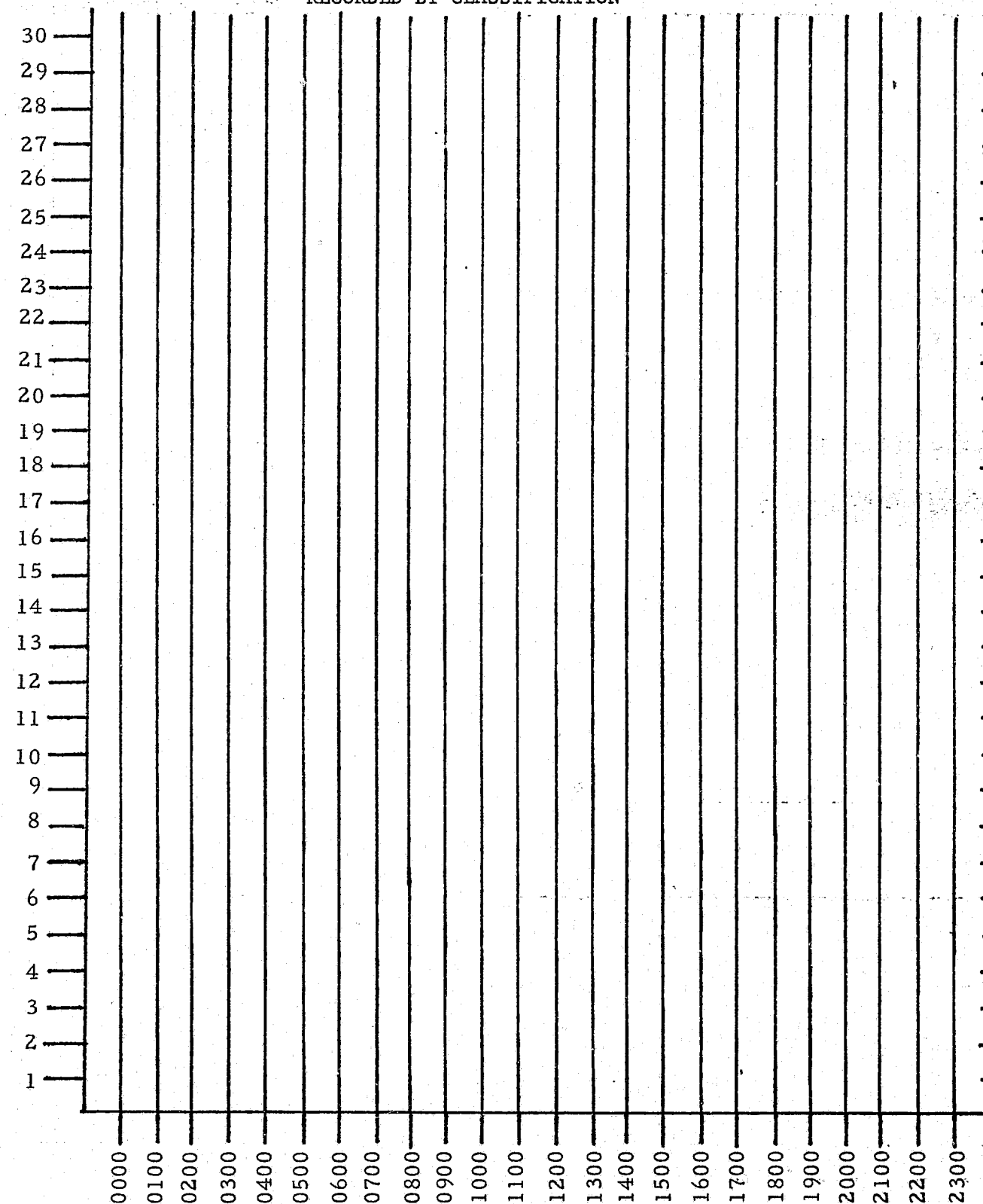
Daily
Total _____

GRAPH SHEET I a. (daily)
b. (weekly)
c. (monthly)

DATE

TYPE OF
CALL FOR
SERVICE

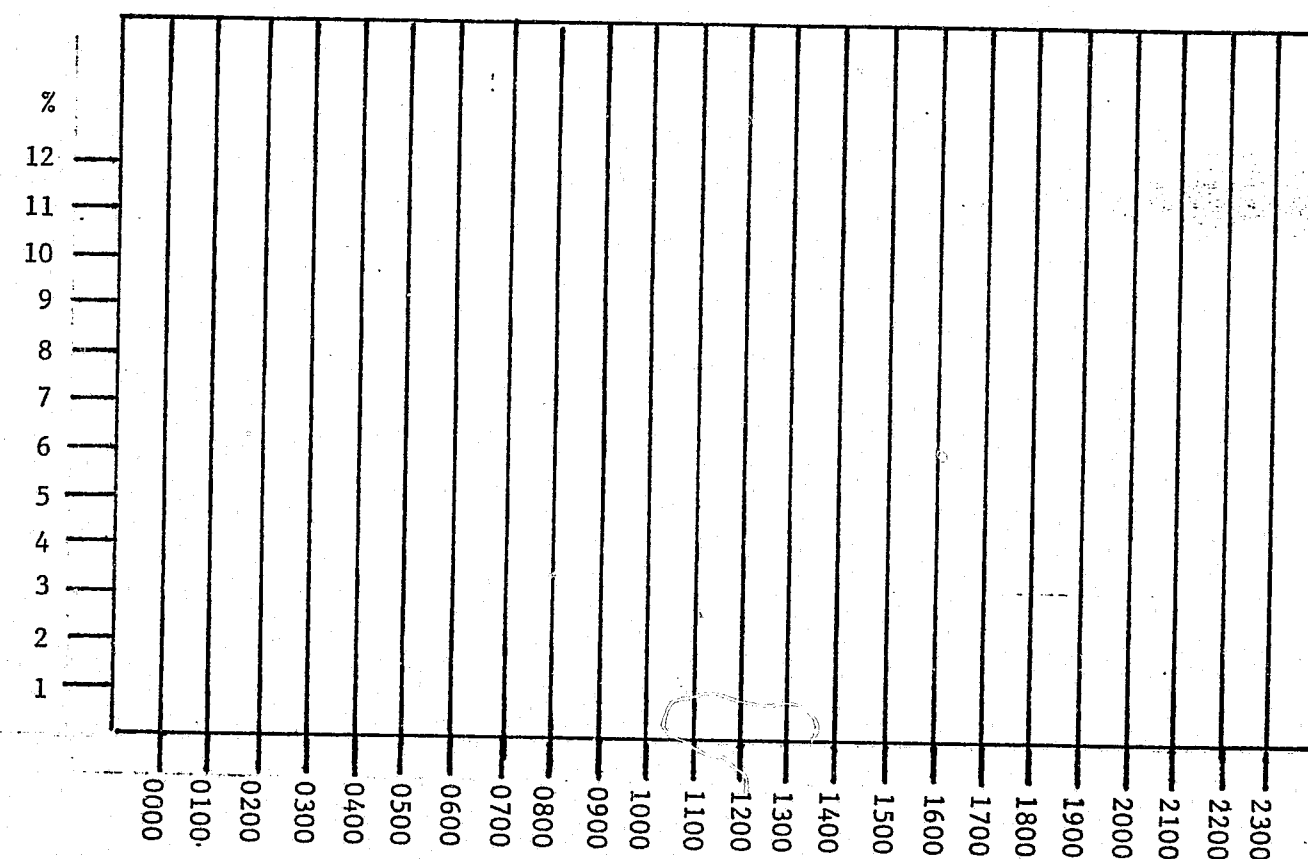
NUMBER OF CALLS FOR SERVICE
WITHIN A 24-HOUR TIME PERIOD
RECORDED BY CLASSIFICATION



GRAPH SHEET II a. (daily)
b. (weekly)
c. (monthly)

DATE M D Y

HOURLY PERCENTAGES OF TOTAL
CALLS FOR SERVICE
OVER A 24-HOUR PERIOD



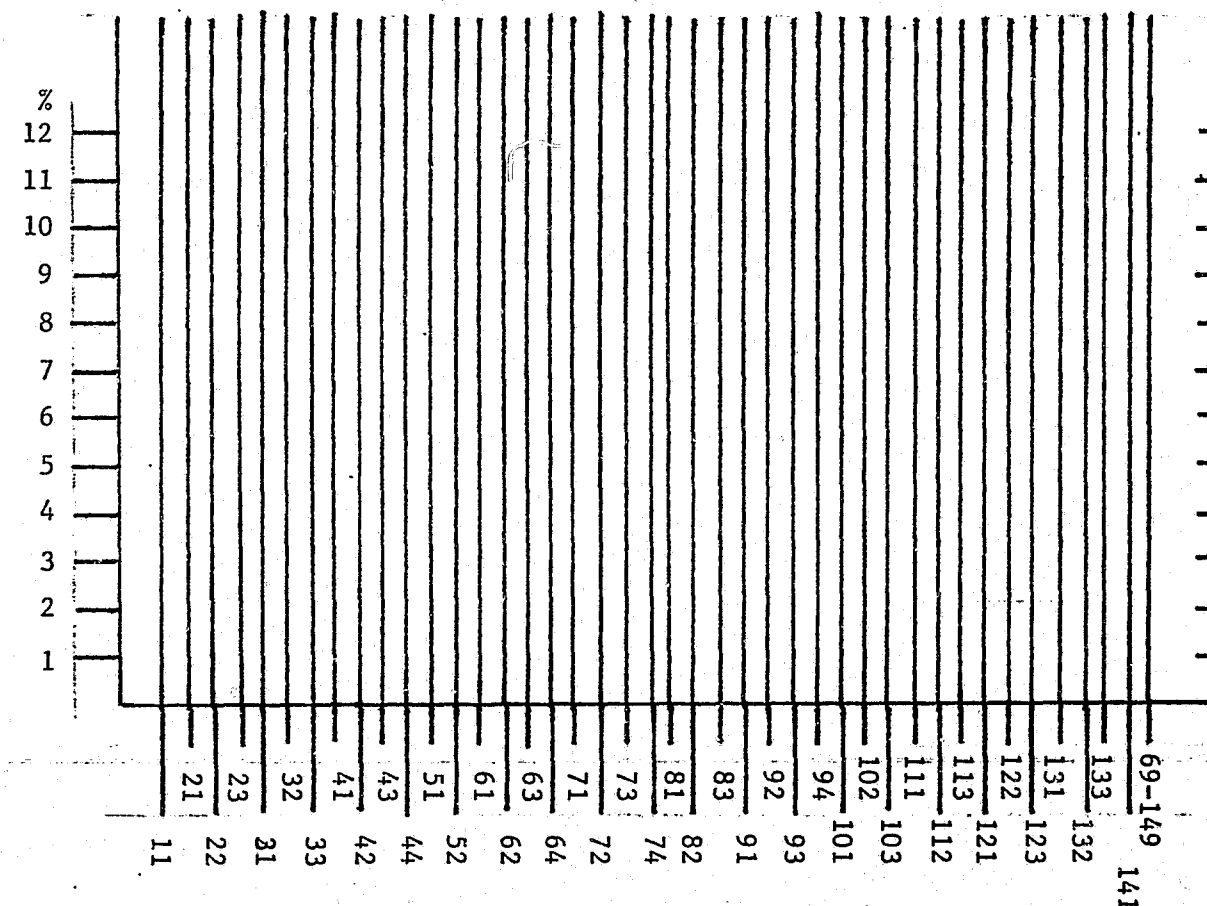
GRAPH SHEET III

- a. (daily)
- b. (weekly)
- c. (monthly)

DATE

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PERCENTAGES OF TOTAL CALLS
FOR SERVICE RELATIVE TO
THE CENSUS TRACTS



THE PIN MAP

The purpose of the pin map is to give a visual conception of the types of calls for service that members of the East Hartford Police Department are called upon to perform. It is hoped and expected that trends and patterns in these calls will become visually discernable, enabling members of the Department to develop and institute tactical plans for the prevention of the incidents requiring police intervention.

Two sets of two maps will be maintained; one set in squad room for inspection by the sector officers, and one set in the office of the section coordinator, for his use. Both sets will be maintained by the Management Information Technician in the following manner:

1. The map to be used will be the Metropolitan District Commission 1:2500 scale street map of the Town of East Hartford. This map is available through the Town Engineering Office at Town Hall.
2. The M.I.S. Tech. will prepare the maps to be used by outlining the census tracts in red ink and write the census tract number within the tract.

Using black ink, he or she will trace the path of Interstate - 86 through East Hartford. This is to be the divider between the Northern and Southern Sectors of the Town.

3. A list of "preventable" incidents has been developed by S.D.C., and a primary color has been assigned to each. Each of these primary colors has been broken down into three shades. The darkest shade has been assigned to the midnite shift, and the medium shade to the evening shift, and the lightest shade to the day shift. The colors will be located on the heads of pins.

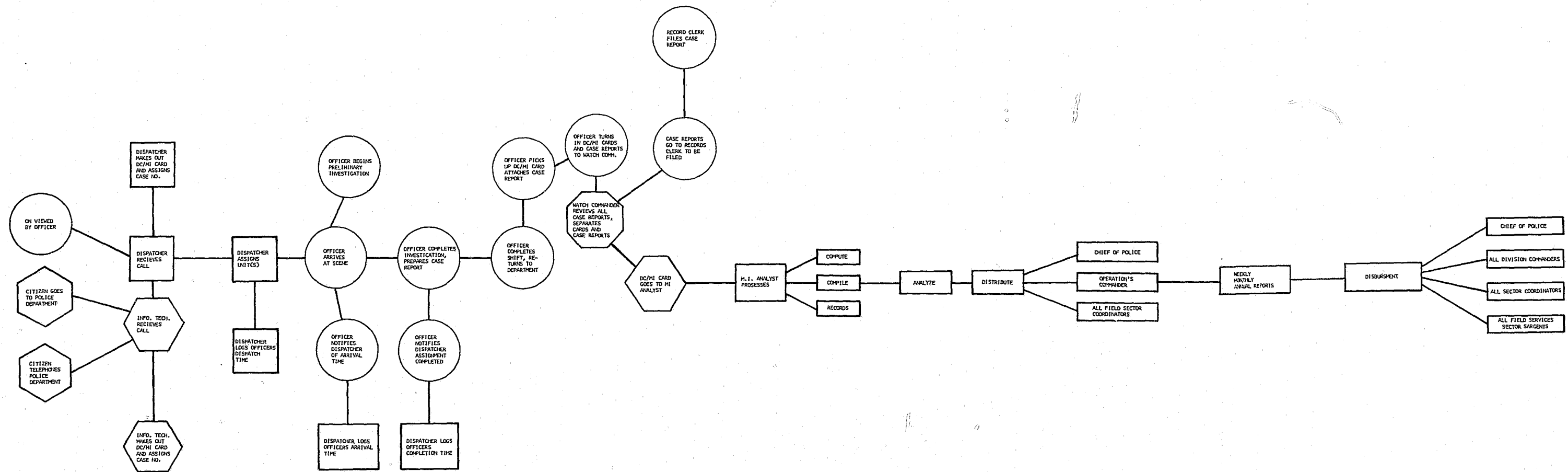
4. When updating the pin map, the M.I.S. Tech will extract the needed information from the D.A. cards. The Technician will note the type of incident, the census tract, the exact location, and the time of day. The tech will then place the proper pin in the proper location. For example, we will say that the color red is assigned to motor vehicle accidents. At 1:23 p.m. on a given day, an accident takes place at the intersection of Preston and Arbutus Streets in census tract #121. The M.I.S. tech will go to tract #121 on the map, locate the exact intersection, and place one of the lightest red pins there.

5. The first map of the set will be updated every day for a 28-day period.

At the end of this 28-day period a second map will be begun and maintained in the same manner as map #2. Map #2 however will remain posted for an additional 28 days but will not be updated. At the end of 56 days ($2 \times 28 = 56$), Map #2 will be dismantled and begin on a new 56 day cycle. Map #2 will remain posted, but not updated then dismantled, and begun again as was done with Map #2. The purpose of the lag is to facilitate identification of trends.

These 28 and 56 day cycles will coincide with departmental shift changes.

Flow Chart of Call for Service and M.I.S. Procedure





PROCEDURES MANUAL FOR
EAST HARTFORD POLICE DEPARTMENT
EMPLOYEE PERFORMANCE EVALUATION SYSTEM

ATTACHMENT D

Table of Contents

Section 1.0	Introduction
Section 2.0	Objectives and Scope of the Manual
Section 3.0	Employee Performance Evaluation System
Section 3.1	Employee Performance Evaluation Report
Section 3.2	Employee Career Development Report

1.0 Introduction

This manual describes procedures and forms which are to be used in the implementation of the Employee Performance Evaluation System of the East Hartford Police Department.

In its publication, Police, the National Advisory Commission on Criminal Justice Standards and Goals recommends that "evaluation of personnel should be related to the skills, abilities, and knowledge required for the position. An employee should be measured by his grasp of these requirements and his performance of the tasks required...."

It is evident that accurate, job related employee performance evaluation has become an area of increasing importance to police administrators. Rather than how an individual appears a proper evaluation considers the contribution an individual makes to the organization and its goals. That is the specific issue to which the East Hartford Employee Performance Evaluation System is addressed.

2.0 Objectives and Scope of the Manual

This manual is intended to serve as a guide for the implementation and operation of the East Hartford Police Department Employee Performance Evaluation System. It provides information on performance evaluation as well as detailed instructions for the use and completion of the Employee Performance Report.

The manual is organized to show the entire system and how its various parts relate. Because the current evaluation system is the standard "appearance" variety it will not be discussed. Therefore, Section 3.0 will review the entire system and Sections 3.1 and 3.2 will provide detailed directions for the use of the Employee Performance Report and the Employee Career Development Report, respectively.

3.0 Employee Performance Evaluation System

Each supervisor within the East Hartford Police Department has as a basic responsibility, the development of personnel resources. The supervisor's obligation is to identify employees within his group who are capable of advancement and assist in their development with the appropriate training, experience and education. Another responsibility which falls to the supervisor is to identify those employees who require improvement in various skills which are a major part of the particular job. He also should endeavor to supply that individual with the appropriate training, experience and education which can produce that improvement.

It is vital in such an evaluation system that the supervisor know not only the individual's capabilities but also the responsibilities of the job. As was stated above, "evaluation of personnel should be related to the skills, abilities and knowledge required" for the particular position.

Furthermore, because a position is generally a period of growth, evaluation of all personnel should be done on a regular basis. The evaluation schedule should be tied to those periods when training programs are being developed so that the training program for the year is related clearly to the observed needs of the department personnel.

Performance evaluation considers the contribution an individual makes to the organization as well as his potential to make further contributions at higher levels of responsibility. An evaluation system which considers the individual in this way preclude the need for consideration of his appearance or other "impressions" a supervisor may have. If the individual "does not look good" but works well, his contribution is of greater importance than his appearance

and his supervisor should evaluate him appropriately. The appearance of an individual, if it is not specifically related to his job, can be handled through those channels which are properly concerned with appearance, i. e., Department Rules and Regulations. Certainly, when promotion is discussed for an individual proper consideration should be given to his disciplinary record but that is separate from his performance evaluation. The two are not the same.

3.1 Employee Performance Report (EPR)

The EPR is designed to facilitate the task of performance evaluation. The supervisor, after listing the worker's primary responsibilities, rates and comments on how the individual performs each responsibility. Furthermore, the supervisor must consider and state necessary steps for improvement or preparation for possible advancement.

The following is a step-by-step procedure for the implementation of the EPR:

1. Name - The individual being rated
2. Title - The individual's rank/title
3. Division - The Division in which the individual has performed
the work being rated, i. e., Operation or Administration
4. Sector/Unit - The particular sector/unit of the division in which
the work has been performed
5. Date - The date the rating has been conducted
6. Rater - The name/rank/title of the first immediate supervisor
of the individual being rated
7. Rating Occasion - The rater should check the appropriate block
which indicates the occasion of the rating. As a
rule, ratings will be conducted semi-annually.
Probationary employees, in any position, will be
rated monthly. "Special" indicates a specific
request that an individual be rated at a time
other than his/her regular semi-annual review.
The "Special" is used when an individual is being
considered for promotion or assignment and the
Chief of Police thinks it necessary that an up-to-
the-moment review of an individual's performance

be prepared so that the information can be used in determining whether a promotion, reassignment etc. is a judicious decision.

8. Rating Period - Indicates the specific time span covered by the particular EPR, i. e., Jan. 1, 1974 - June 30, 1974.

9. Evaluation - Referring to the particular job description prepared by the Study Task Force, list the major responsibilities which occur infrequently in the course of the individual's work or one of minor importance in the performance of the job. Also do not list work fields which occur infrequently.

SAMPLE - Sector Officer (Patrolman)

Work Field	Responsibility	Rating	Comments
Patrol	Perform		
Security	Inspection		
Crime Scene	Preserve		
	Reporting		
Evidence	Collect		
Investigation	Develop		

After the work fields and responsibilities have been listed rate each responsibility in terms of how the individual performs it. The rating codes to be used are:

3. Excellent
2. Standard
1. Improvement Needed
0. Unsatisfactory

"Excellent" should be used in only those instances where it is clear that the individual is carrying out his duties in a manner substantially superior to that which is considered acceptable on the common level of performance. "Excellent" also can be used to indicate that an individual is conducting his responsibilities in a creative, self-starting manner. For instance, he may be experimenting with new ways in which to perform a particular task. Also, the worker requires little supervision or direction.

"Standard" indicates that an individual is performing his responsibilities consistent with what the EHPD requires for that job. "Standard" also means that the individual is performing his job in an acceptable fashion and requires only normal supervision. Given directions the worker does his job as expected.

"Improvement Needed" means that the individual not only needs more than average supervision and direction but also lacks certain basic skills or capabilities necessary to the performance of his work. It is very important that the supervisor be able to specify the kinds of improvement which are necessary to make the employee at least a "standard" worker.

"Unsatisfactory" is used in situations where attempts to improve have been made but the individual simply cannot perform the job which is required and any effort to make him "standard" exceeds the resources of the agency. Furthermore, "unsatisfactory" should be used to indicate that supervision of the employee is so great that it detracts from the supervisor's other responsibilities.

Comments. For each rating the supervisor should comment on the particulars of the rating. He should indicate special skills and high motivation as well as necessary improvements or problems or any other item which can explain the particular rating which has been given. Comments should be made to address progress or improvements that have been made. Furthermore, to the extent, comments should be specific since

they may serve as documentation of a particular rating.

Page 3 of the Employee Performance Report is used to clarify and enumerate those skills and knowledge needed by the employee to improve his or her performance or to prepare for promotional opportunities. This page should be carefully examined by the Training Coordinator and training needs noted.

Upon completion of the form the supervisor shall review it privately with the individual who has been rated. At this time the individual may question any of his ratings and argue for a change. If the supervisor is convinced that the rating is appropriate he need not change it. Nevertheless, at the conclusion of the interview/ review, both the supervisor and the individual worker sign the document. As is noted on the EPR, the signature of the rated employee does not suggest agreement with the supervisor's assessment but only that the EPR has been reviewed by both.

If the employee feels that the EPR is inaccurate he shall make whatever comments he feels are appropriate in the space provided.

Upon completion of all the EPR's, they shall be submitted to the Training Coordinator who shall review them for his purposes of developing a training program which is responsive to both individual and departmental needs.

His review shall include a review of at least two previous Employee Performance Reports. This review will enable him to sense what progress an individual is making, how his needs are changing and whether the training programs are responsive. Furthermore, any drastic change in the ratings should be examined and understood. If there is a dramatic change in the rating the Training Coordinator should review the EPR with both the employee and supervisor. In all cases the Training Coordinator should take particular notice of the employee comments and determine their value.

Upon completion of this review process the Training Coordinator shall bring to the attention of his supervisors serious problems or widespread training deficiencies or needs. He shall also file each report in the individual's personal folder.

1. NAME: _____

2. TITLE: _____

3. DIVISION: _____

4. SECTION / UNIT: _____

5. DATE: _____

6. RATER: _____

7. RATING OCCASION: ☐ Monthly
☐ Semi-Annual
☐ Special

Purpose: _____
(e. g., promotion,
reassignment)

8. RATING PERIOD:

From _____ to _____

[illegible]

Recommendations for Improvement or Advanced Training: Recommend knowledge and skills needed by the employee to improve his/her present job performance as to prepare for promotional opportunities.

Signature of Rater: _____ Date _____

Signature of Employee: _____ Date: _____

(Signature of employee does not suggest agreement but indicates only that the employee has read and discussed with the rater the evaluations and recommendations)

Employee Comments:

3.2 Employee Career Development Report

The second element of the Employee Performance Evaluation System is the Employee Career Development Report. As the directions on the form clearly indicate, an annual review of the individual's strengths and weaknesses, as outlined in the collected Employee Performance Reports, will be conducted by the Training Coordinator and the employee. The resulting report shall serve not only as the employee's career plan for the next year but also as a commitment, recognizing departmental resources, on the part of the Training Coordinator to endeavor to provide the training for the employee's advancement or improvement.

The Employee Career Development Report will be signed by both parties after its elements have been negotiated to mutual satisfaction.

Annually thereafter, the previous Employee Career Development Report will be reviewed to determine progress made over the year and to negotiate the next Employee Career Development Report.

EMPLOYEE CAREER DEVELOPMENT REPORT

After the first year, and every year thereafter, each employee will meet with the Career Counselor (Training Coordinator) to identify training plans and discuss career opportunities. The process recommended is to review the employee's present strengths and weaknesses (the counseling session is to be conducted after the Employee Performance Report is completed) and identify training areas that will enhance his/her professionalism. Next, it is important to identify future career opportunities available and to develop a preparatory training schedule.

[illegible]

Comments:

Areas of Training Needed in Career Preparation	Recommended Courses	Date of Enrollment	Date of Completion

Comments: _____

Signature - Career Counselor Date

Signature - Employee Date



EAST HARTFORD POLICE DEPARTMENT

PERSONNEL FORMS

ATTACHMENT E

[illegible]

<u>Name</u>	<u>Address</u>	<u>Phone</u>
-------------	----------------	--------------

<u>Course Title</u>	<u>Location</u>	<u>Length</u> (e. g., days/hrs.)	<u>Year</u>	<u>Evaluation</u> (Ex, Gd, Fr)
---------------------	-----------------	-------------------------------------	-------------	-----------------------------------

List the Special Skills You Believe that You Have:

_____	_____	_____
_____	_____	_____

List the Special Police Skills You Would Like to Achieve:

_____	_____	_____
_____	_____	_____

What police rank would you most like to hold? _____

What police job would you most like to hold? _____

I would like to receive additional police training if the department will pay all costs and expenses

- Including overtime for my attendance _____
- Including at least straight time for my attendance _____
- If the department will at least split the costs (e. g. , tuition, books) _____
- Even if I have to pay most or all of the costs _____

I do not feel that I require any additional training _____

EAST HARTFORD POLICE DEPARTMENT
WORK EXPERIENCE AND SPECIAL SKILLS

Name: _____ Service No.: _____

Date Appointed at EHPD to:

Supernumary _____ Officer _____ Detective _____
Sergeant _____ Lieutenant _____ Captain _____ Chief _____

Previous Law Enforcement Experience:

<u>Agency:</u>	<u>Year - Year</u>	<u>Last Rank/Position</u>	<u>Reason For Leaving</u>
_____	____ - ____	_____	_____
_____	____ - ____	_____	_____
_____	____ - ____	_____	_____

Previous Non-Law Enforcement Experience:

<u>Organization</u>	<u>Year - Year</u>	<u>Job</u>	<u>Special Skills</u>
_____	____ - ____	_____	_____
_____	____ - ____	_____	_____
_____	____ - ____	_____	_____
_____	____ - ____	_____	_____
_____	____ - ____	_____	_____

Armed Services Experience:

<u>Service Dates</u>	<u>Rank/Rate</u>	<u>Special Skills Received</u>
_____	_____	_____
_____	_____	_____

Hobbies:



EAST HARTFORD POLICE DEPARTMENT
RECORDS SYSTEM PROCEDURES MANUAL

ATTACHMENT F

TABLE OF CONTENTS

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- 1.0 Introduction
- 2.0 Objectives and Scope of the Manual
- 3.0 East Hartford Police Records System (Revised)
 - 3.1 Information Technician
 - 3.2 Dispatcher
 - 3.3 Field Officer
 - 3.4 Watch Coordinator
 - 3.5 Management Information Analyst
 - 3.6 Records Technician
- 4.0 Worker Relations

1.0 INTRODUCTION

This Records System Procedures Manual has been prepared to describe the operating procedures and forms to be used in the new records system of the East Hartford Police Department (EHPD).

In a time of rising workloads, limited resources and increased reporting requirements, a records system must provide timely, accurate and efficient access to necessary information. Thus, the challenge of the records revision project has been not only to make improved use of records personnel but to ensure that the EHPD Records System stores, retrieves and processes police information consistent with the changing and increasing demands of the EHPD operational and administrative divisions and those of other criminal justice agencies.

2.0 OBJECTIVES AND SCOPE OF THE MANUAL

This manual is intended to serve as a guide for the operation of the EHPD Records System. It is primarily concerned with the maintenance of case/incident reports and supplementary and related reports which they generate. However, the scope of the manual will include all the work flow around these basic reports, starting with dispatch of police personnel, preparation of case report, review and quality control, files and relevant reporting requirements.

Because this manual describes a system already accepted at the executive levels of the EHPD and its implementation is underway at this date, the manual will describe only the new system and will not specifically consider the "old" system in any comprehensive fashion.

All operational elements of this new system, its information flow and various new forms will be described in detail sufficient to allow understanding of its operation. Specifically, the new system, formats of new forms and filing procedures are described in Section 3.0. In addition, a flow chart is provided for clarity. Section 4.0 will describe supervisory and worker relations.

3.0 EAST HARTFORD POLICE RECORDS SYSTEM (REVISED)

This portion of the procedures manual is divided into sections, each represented by the worker position which performs a particular set of duties at that particular point in the system workflow. This same format is utilized in the System Flow Chart (Figure 3.7).

3.1 INFORMATION TECHNICIAN (COMPLAINT WRITER)

As a citizen either calls or appears at the police station and requests service the Information Technician fills out a Dispatch Control/Management Information Card (DC/MI Card) (See Figure 3.1) and assigns the next sequential case/incident number, i. e. 74-12572. Each number in sequence is preceded by the calendar year. On 1 January 75, for example, the series starts over with 75-00001. Each time a car is dispatched, excluding specific headquarter's assignments; i. e. bank escort, messenger, etc., a case/incident number is assigned.

The Dispatch Control/Management Information Card has a soft original and a hard duplicate copy which contains all the information necessary for the dispatcher to make his assignment. Thus, the time the call is received having been stamped, the card is given to the dispatcher.

In instances where a field officer observes an event in the field and requests a case/incident number the dispatcher asks the Information Technician for the next number in sequence and the dispatcher fills out a DC/MI Card and makes the appropriate notations to indicate a call from the field.

CASE #		SECTOR	UNIT ASSIGNED	CENSUS TRACT	RECEIVED
CODE KEY	OFFICER ASSIGNED		EMPL. #		
COMPLAINT CLASSIFICATION		BACK UP UNIT			
LOCATION					DISPATCHED
COMPLAINT					
PHONE #		FINAL CLASSIFICATION			
REMARKS					
					ARRIVED
					CLEARED
VEHICLE COLOR / YR / MAKE / BODY / STYLE / LIC.					
RECEIVED BY		DISPATCHED BY			
EAST HARTFORD POLICE DEPARTMENT DISPATCH CONTROL/MANAGEMENT INFORMATION DC/MI					

FIGURE 3.1

3.2 DISPATCHER

Upon receipt of the DC/MI Card the dispatcher assigns the appropriate car and notes the 'time assigned'. The officer, upon arrival, notifies the dispatcher who notes this time on the DC/MI Card. And, finally, when the officer assigned is again available for service, and having been notified of that, the dispatcher notes that time as "time cleared". Furthermore, he notes on the DC/MI Card the actual event as reported by the assigned officer if it is different from that which the Information Technician had noted. If the field officer upon his arrival and/or investigation, determines that the actual event is different from that to which he had been dispatched, he shall notify the dispatcher of the change and the dispatcher shall make the change. Under no circumstance will the dispatcher fill in the space "Final Classification". This is the responsibility of the Watch Coordinator.

With the completion of the DC/MI Card the dispatcher also types the dispatch and a brief narrative on the Dispatcher's Daily Log. The Dispatcher's Daily Log is a sequential record by 24 hour period of all dispatches made and case/incident numbers assigned. This serves as a back up reference to the central filing system.

After the Daily Log entry has been made the dispatcher inserts the DC/MI Card in a designated pigeon hole container where the forms are collected until the shift change when it is matched to the Case/Incident Report (Figure 3.2) by the assigned officer. In those cases where the dispatch proved unfounded or of a miscellaneous nature the assigned officer will not fill out a Case/Incident Report. Rather he will notify the dispatcher and the dispatcher will note that fact on the

EAST HARTFORD POLICE DEPARTMENT
EAST HARTFORD, CONNECTICUT

COMPLAINT/CASE SHEET

CASE #	LOCATION	TIME OF INC.	DATE OF INC.	TIME REP.	DATE REP.	OFFICER'S NAME
TYPE OF COMPLAINT		AMOUNT LOST	AMOUNT RECOVERED	FBI CLASS CODE	SECTOR/UNIT	
REFERENCE KEY: C-COMPLAINT, V-VICTIM, W-WITNESS, A-ARRESTEE, J-JUVENILE, O-OTHER						
KEY	NAME	ADDRESS		DOB	SEX	RACE
						TELEPHONE
						HOME
						BUS.
						HOME
						BUS.
						HOME
						BUS.
						HOME
						BUS.
						HOME
						BUS.
VEHICLES INVOLVED						
MAKE	TYPE	YR.	COLOR	VIN. NO. & REG.	O=OWNER D=DRIVER	OPERATOR'S LICENSE # STATE
					O	
					D	
					O	
					D	
					O	
					D	
ARRESTEE						
CHARGE 1		CHARGE 2		CHARGE 3	CHARGE 4	PREV. RECORD
						YES NO
						YES NO
BOND		COURT DATE		SUPERVISOR		BACK-UP OFFICER
AMOUNT	TYPE					CONT. REP. ATTACHED
						YES NO
DIRECT COPIES TO:		REFER TO RELATED CASE		OFFICER'S SIGNATURE		DATE
						APPROVED BY
						DATE
						STATUS
						OPEN
						IN PROGRESS
						COMPLETED
						DISMISSED
FIGURE 3.2						
NARRATIVE (A) IDENTIFY ADDITIONAL SUSPECT(S), (B) RECONSTRUCT THE CRIME, (C) DESCRIBE PHYSICAL EVIDENCE, LOCATION FOUND AND GIVE DESCRIPTION, (D) SUMMARIZE OTHER DETAILS RELATING TO CRIME, (E) TIME AND LOCATION WHERE VICTIM/WITNESS CAN BE CONTACTED BY DAY INVESTIGATORS, IF NO AVAILABLE PHONE NUMBERS. (USE REFERENCE KEY) (F) USE LOST/STOLEN PROPERTY REPORT TO ITEMIZE PR						

3.2 DISPATCHER (continued)

DC/MI Card and, after reviewing it for accuracy and adding any additional information, sign it. Thus, the DC/MI Card is the official record of certain miscellaneous or unfounded dispatches. At times when there is a question as to whether a Case/Incident Report should be filled out, the Sector Supervisor (Sergeant) will decide.

3.3 FIELD OFFICER

Upon assignment by the dispatcher, the Field Officer arrives at the assigned location and conducts the appropriate investigation and takes whatever actions are necessary. Upon conclusion of the matter the officer fills out the Case/Incident Report. The Case/Incident Report is a two part form (one original/one copy) which is distributed to Records and Detective Bureau. As other referrals are necessary, copies are made and distributed. As noted above, in instances where the dispatch is unfounded or miscellaneous, the officer notifies the dispatcher of that fact and does not fill out a Case/Incident Report. If there is any question the Sector Supervisor will decide.

At the shift change field officers will match their finished Case/Incident Reports with the DC/MI Card or review and sign the DC/MI Card for the unfounded or miscellaneous event. The Field Officer will ensure that the DC/MI Card contains accurate information, such as the classification of service. In those instances where the field officer, upon review of DC/MI card, feels that the original dispatch classification is not appropriate he may change it, having advised the dispatcher. Again, the final classification is the responsibility of the Watch Coordinator.

In the event of motor vehicle accidents, the Field Officer will receive the next case/incident number but he will fill out the standard Connecticut Department of Motor Vehicles Accident Form in the same process currently used.

At times when an arrest is made the State of Connecticut Uniform Arrest Report will be filled out in addition to the Case/Incident Report or the Motor Vehicle Accident Form.

3.3 FIELD OFFICER (continued)

In those investigations where a single Case/Incident Report does not provide sufficient space, the officer shall utilize the Continuation/Supplemental Report (Figure 3.3). As necessary, this form can be used to take sworn statements.

During investigations in which a substantial number of different items are in question the officer will utilize the Lost/Stolen Property Report (Fig. 3.4) to enumerate the items.

Thus, at the shift change, each officer will turn his collected reports over to the Watch Coordinator.

EAST HARTFORD, CONNECTICUT

SUPPLEMENT/OR STATEMENT

CASE #	DATE OF THIS REPORT	DATE/TIME OF INCIDENT	INCIDENT/COMPLAINT	
IF STATEMENT GIVEN BY	TAKEN BY:		WHERE TAKEN	DATE/TIME TAKEN

WARNING THE CONSTITUTION REQUIRES THAT I INFORM YOU OF YOUR RIGHTS: YOU HAVE A RIGHT TO REMAIN SILENT. IF YOU TALK TO ANY POLICE OFFICER, ANYTHING YOU SAY CAN AND WILL BE USED AGAINST YOU IN COURT. YOU HAVE A RIGHT TO CONSULT WITH A LAWYER BEFORE YOU ARE QUESTIONED, AND MAY HAVE HIM WITH YOU DURING QUESTIONING. IF YOU CANNOT AFFORD A LAWYER, ONE WILL BE APPOINTED FOR YOU, IF YOU WISH, BEFORE ANY QUESTIONING. IF YOU WISH TO ANSWER QUESTIONS YOU HAVE THE RIGHT TO STOP ANSWERING AT ANY TIME. YOU MAY STOP ANSWERING QUESTIONS AT ANY TIME IF YOU WISH TO TALK TO A LAWYER, AND MAY HAVE HIM WITH YOU DURING ANY FURTHER QUESTIONING.

WARNING UNDERSTOOD

SIGNED

INVESTIGATING OFFICER	DATE	REFER TO PRIOR CASE	AMOUNT LOST	AMOUNT RECOVERED	DIRECT COPIES TO:
STATUS <input type="checkbox"/> UNFOUNDED <input type="checkbox"/> OPEN <input type="checkbox"/> CLOSED			APPROVED BY		DATE

FIGURE 3.3

EAST HARTFORD, CONNECTICUT

LOST/STOLEN PROPERTY SUPPLEMENTARY REPORT[illegible]

FIGURE 3.4

3.4 WATCH COORDINATOR (LIEUTENANT)

The Watch Coordinator begins his shift one hour after the men in his shift have started their tour. Consequently, during the hour after his assigned men have concluded their tour and have turned their collected reports over to him, the Watch Coordinator reviews all the material for accuracy, quality of preparation, completeness and shift activity.

During his review of a Case/Incident Report which involves criminal activity, the Watch Coordinator fills in the space designated as F.B.I. Classification and Code. It is the information in this space that the Records Division will use in preparing the Monthly F.B.I. Report. Also, he will review the DC/MI Card and fill in the appropriate Final Classification.

The Watch Coordinator, after approving each report and signing his initials, will separate the original from the copy and place the collected reports in a container for Records and another for the Detective Bureau. However, in the case of the Dispatch Control/Management Information Card, the soft top copy will go to a container set aside for the Management Information Analyst and the hard copy will be attached to the appropriate original Case/Incident Report. If the dispatch was determined to be unfounded or of a miscellaneous nature the hard copy will go to Records itself. The soft copy, nevertheless, will be routed to the Management Information Analyst.

Because a police records system is the core of police operations, quality control is a vital issue often overlooked. It cannot be stressed enough that if the Watch Coordinator is dissatisfied with a particular report it must be returned,

3.5 MANAGEMENT INFORMATION ANALYST (MIA)

Each day the MIA will collect the previous 24 hours' DC/MI Cards and proceed to analyze the specific events. The MIA will examine the hours and location of crime, the variety of crime as well as what events comprise the field officers' shifts. It is expected that weekly reports will be generated for use in crime prevention efforts as well as providing information on budget needs, training needs, manpower demand and resource allocation.

CONTINUED



3.6 RECORDS TECHNICIAN

Each day the Records Technician will pick up the previous day's reports, all of which have been reviewed and approved by the appropriate Watch Coordinator, and type a Central Name File Card (Figure 3.5) for each name mentioned in the reports. However, for the first individual name in a report concerning a crime (either Part I or Part II) or for each individual arrested the Technician will insert carbon paper and type a duplicate Name File Card. The duplicate serves as the basis for the monthly F. B. I. Report because it contains all the information necessary to prepare the F. B. I. Monthly Report. Specifically, if no arrest is made, a 3x5 form identical to the Central Name File Card is used as the duplicate. However, if an arrest is made a blue card is used as the duplicate, and indicates that the arrestee is under 18 years of age and a yellow card similarly indicates the arrestee is over 18 years of age.

The duplicate cards are filed in a tray divided into the various Part I and Part II offenses and, in the case of burglary, by certain characteristics of the crime, i. e. night time residential burglary with force. (See Figure 3.6 for representation of file.)

Thus, each month the Technician, simply by adding up cards and colors and taking limited data from the cards, is able to complete the F. B. I. Monthly Report.

Upon conclusion of typing the name cards from various reports the Technician makes copies of reports as necessary and distributes them as indicated on the report by either the Field Officer or Watch Coordinator. Finally, the Technician

SDC

Name	Race	Sex	Age	Case #
Complaint	FBI Class. Word/Code			
Date/Time	Amt. Lost			
Investigating Officer	Amt. Recovered			
Narrative				

CENTRAL NAME FILE CARD

FIGURE 3.5

FBI MONTHLY REPORT SYSTEM

PART I OFFENSES
(Known and Cleared)



1		Murder and Non-Negligent Manslaughter	Homocid
		Negligent Manslaughter	
2		Rape/Force	Rape
		Attempt	
3		Firearm	Robbery
		Knife	
		Strong arm	
		Other	
4		Firearm	Assault
		Knife	
		Hands/Fist	
		Simple	
		Other	Burglary
Res		Day Force	
Comm		Night	
5 R		D No Force	
C		N	
R		D Other	Theft
C		N	
6		Larceny	Motor Vehicle
7		Auto	
		Truck	
		Other	

Figure 3.6

3.6 RECORDS TECHNICIAN (continued)

As investigations are conducted by the Detective Bureau or the Field Officer makes a follow-up investigation the Continuation/Supplemental Report which is submitted goes through exactly the same process as the original and is filed in the folder of the original Case/Incident Report. In fact, any information concerning a case is filed in that one folder so that everything, i. e. photographs, statements, etc., ultimately will be found in that one location.

Furthermore, according to the appropriate schedules provided by the State of Connecticut, the Records Technician will purge the files of unnecessary or outdated material under the supervision and direction of the Management Analysis Section Coordinator.

Access to the records room and the files will be available around the clock. During the normal daytime hours, an officer may request from a records technician a particular case folder, arrest history, etc. The Technician will then obtain that file, sign it out to the officer and hand it over to him. The officer is not permitted to go into the files.

During these times that the Technicians are not working, the Information Technician, under the supervision of the Watch Coordinator, will have access to the Records Room. Thus, the officer will make the request of the Information Technician and that individual will obtain the material.

If an arrest is made the arresting officer will request the Information Technician to determine if the arrestee has a Criminal History File Name. If he does and his identity has been verified, the standard booking procedure need not be followed. However, if he has no Criminal History File Number, the Information Technician will assign the next sequential number and the standard booking procedure will follow.

3.6 RECORDS TECHNICIAN (continued)

files each report in an individual folder which is marked with the case/incident number. The original name cards are filed alphabetically in the Central Name Card File.

In the instance where an arrest is made it is turned over to a technician who makes a copy of the original report or reports and sends them to the Circuit Court. At the same time, after checking the name file for any previous arrests, an arrest card is made out and the individual, if he has not been arrested in East Hartford before, is assigned a Criminal History File Number, the next number in sequence. In this file will be maintained finger prints, rap sheets, mug shots, and his criminal history summary, i. e., the arrest card. In the case of someone's being arrested who has been arrested before the Technician obtains his Criminal History File Number from the Central Name Card File and removes the Arrest Card.

The Arrest Card in both cases, i. e., whether there is a previous record or not, is held in a pending file where it awaits disposition from the court. As the disposition is received the designated technician notes the disposition and reinserts the card in the Criminal History File. The disposition will be taken from the Circuit Court Abstract. In cases of ambiguous data the technician will review the local Circuit Court docket for clarification.

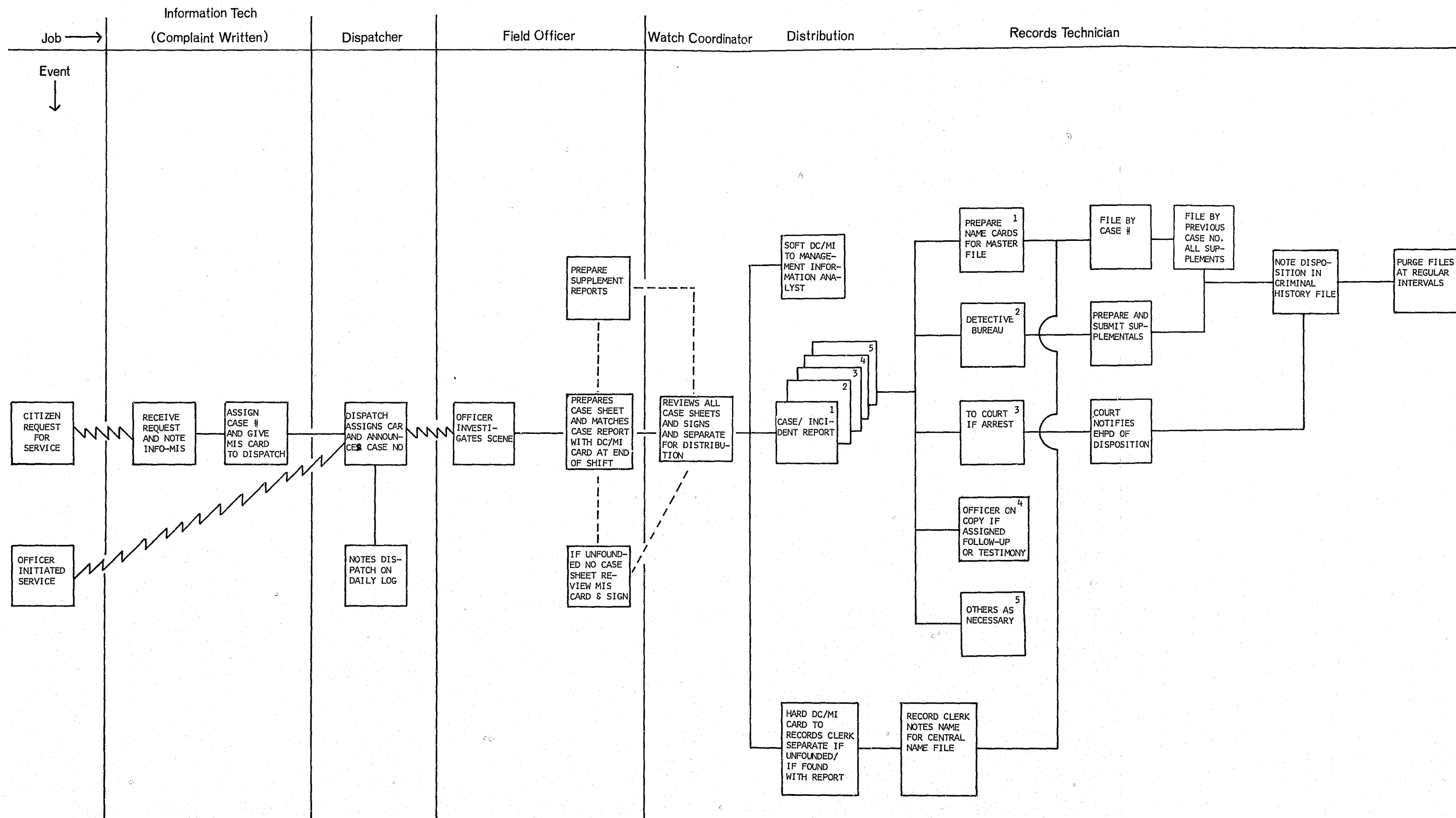
In instances where a Connecticut Department of Motor Vehicles Accident Form has been submitted, the Traffic Officer receives it and conducts his review and notes the location and any other data he requires. After this it is filed with all the other reports in the proper sequence. There is no separate numbering system for traffic reports.

4.0 WORKER RELATIONS

Currently, the East Hartford Police Department Records Clerks rotate the work among themselves and, generally, supervise themselves as well. Each month, any clerk in rotation takes responsibility for all the daily work. The others occupy themselves in responding to information requests made both in person or over the phone, noting court dispositions and general filing.

However, under the revised records system, the Technicians will rotate responsibilities weekly. That is, one clerk will handle all outside requests, i. e., accident information, permits, etc., and be the only individual who answers the phone, thus limiting unnecessary distractions. Another will do all the Central Name File Card work and its attendant filing. The third will do all work involving the court and the disposition of court matters and any miscellaneous matters. At the end of each month the Technicians will work together and complete the F. B. I. Monthly Report, utilizing the system described above in Section 3.6.

The Technicians will continue to supervise themselves under the overall direction of the Management Analysis Section Supervisor. However, as the EHPD grows, it is recommended that the position of Senior Records Technician be created so that there is one individual specifically responsible for the operation of the Records Technician. This individual will be charged with distributing the workload in an equitable fashion, general supervision of records personnel and acting as the representative of records personnel in police department matters which concern them.



END