



TALLAHASSEE POLICE DEPARTMENT GENERAL ORDERS

 Proudly Policing Since 1841	SUBJECT Staff Inspections		 Nationally Accredited 1986
	CHIEF OF POLICE <i>Signature on file</i>		
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AUTHORITY/RELATED REFERENCES

FS Chapter 119, Public Records
 General Order 2, Chain of Command-General Management
 General Order 17, Records Management
 AIU-2, Staff Inspection Protocols

ACCREDITATION REFERENCES

CALEA Chapters 53, 84
 CFA Chapter 14

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POLICY

The Department will establish and maintain a staff inspection function in support of policy and statutory compliance, accreditation mandates and management best practices. Staff inspectors are responsible for adhering to established protocols in conducting staff inspections.

DEFINITIONS

Findings: Conclusions supported by relevant facts.

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Liaison: A member from the work unit being inspected appointed to act as a point of contact for the assigned staff inspector(s).

Staff Inspection: A careful and critical examination; a formal review of all components of a work unit and an examination of their work processes conducted by a member or members who do not have control of the persons, facilities, or procedures being inspected.

Staff Inspector: A member who conducts a staff inspection.

PROCEDURES

I. GENERAL GUIDELINES

- A. Staff inspections shall be conducted within each organizational component (i.e., each Bureau, and the Office of the Chief) at least once every four (4) years.
- B. The Chief of Police has the authority to require staff inspections be conducted more frequently.
- C. While staff inspections are typically announced, the Chief of Police may direct an unannounced staff inspection at any time for any work unit.
- D. The staff inspection function is assigned to the Accreditation and Inspection Unit within the Internal/External Affairs Bureau.
- E. The Accreditation Manager is responsible for the management and coordination of all staff inspection activities, and shall:
 1. Assign a staff inspector to conduct each staff inspection,
 2. Provide managerial oversight for each staff inspection, and
 3. Ensure the creation of a staff inspection schedule which allows for compliance with the mandate of subsection A above.
- F. The Chief of Police or designee may assign a specialist or technical advisor to the staff inspection team when the work unit to be inspected is of a highly technical or specialized nature.
- G. In circumstances warranting additional staff inspectors to adequately complete an inspection, the Accreditation Manager should request

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approval for additional staff inspectors through the Internal/External Affairs Bureau chain of command.

- H. Additional staff inspector assistance from another Bureau requires approval of the affected Bureau Commander and their Deputy Chief.
- I. Throughout this written directive, whenever a protocol involves a Bureau Commander, the protocol is equally applicable to work units whose commanding officer is not a Bureau Commander (e.g., work units within the Office of the Chief).
- J. Any member may request or suggest a staff inspection of their work unit, one under their control, or another work unit.
 - 1. Requests or suggestions should be directed to the Internal/External Affairs Bureau chain of command.
 - 2. The Internal/External Affairs Bureau Commander shall evaluate all requests or suggestions for a staff inspection and make a recommendation to the Chief of Police through the chain of command.
 - 3. The decision to conduct a staff inspection rests solely with the Chief of Police.
- K. Staff inspectors are responsible for conducting staff inspections with clear objectives and a positive approach, and adhering to the procedures of this general order and AIU-2 (Staff Inspection Protocols).

II. STAFF INSPECTION OBJECTIVES

Staff inspections are conducted to promote an objective review of Department administrative and operational activities, facilities, property, equipment, and members, and:

- A. Serve to inform the Chief of Police and Command Staff of strengths and deficiencies in members, supervision, integrity, training, morale, and policy/procedures,
- B. Determine whether resources are adequate for achieving Department goals and objectives,

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- C. Continually review Department practices and programs to ensure compliance with applicable policies and procedures, statutes, and accreditation standards,
- D. Assess the risk or vulnerability for loss of assets, loss of time, breaches of security, personal physical harm, institutional harm, and lack of adequate internal controls to maintain efficient and effective operations,
- E. Monitor organization components in terms of their results or progress towards the attainment of identified Department goals and objectives,
- F. Evaluate the discharge of management duties and responsibilities, and
- G. Assess the appearance of members and the condition of equipment and facilities.

III. AUTHORITY AND SCOPE

- A. During a staff inspection, staff inspectors, regardless of rank, are:
 - 1. Subordinate only to the Chief of Police, and
 - 2. Considered equal to the ranking member of the work unit being inspected.
- B. All access to appropriate Department facilities, equipment and records shall be given to the staff inspector or staff inspection team during a staff inspection.
- C. The primary focus of staff inspections shall be directed towards policies and procedures, records and files, communications, staffing, workload assessment, training, supervision and leadership, facilities and equipment.

IV. STAFF INSPECTOR RESPONSIBILITIES

- A. The staff inspector shall be free of any official, professional, personal, or financial relationships which might cause the inspector to limit the extent of their inquiry, limit disclosure, or weaken/bias inspection findings in any way.
- B. The staff inspector shall maintain the completed staff inspection report and all related materials in a secure file within the Internal/External Affairs Bureau.

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- C. Information contained in the staff inspection files which is deemed to be confidential by FS Chapter 119 shall be handled in accordance with established procedures regarding control and disposition of exempt public records.
- D. The staff inspector is responsible for completing a staff inspection report within fourteen (14) days of the completion of the staff inspection.
- E. The only deviation permitted from the timeframe in subsection D above in when approved by the Accreditation Manager or higher chain of command authority.
- F. Whenever a staff inspector receives confidential information during a staff inspection, every effort shall be made to keep the information anonymous except:
 - 1. When a clear violation of law is present, or
 - 2. If the mission or reputation of the Department is jeopardized by a serious policy violation (i.e., a policy violation which places the Department at risk for loss of assets, breach of security, personal physical harm, institutional harm, or significantly increased liability).
- G. A staff inspector with information as described in subsections F above shall promptly bring it to the attention of the Internal/External Affairs Bureau chain of command or, if more appropriate, the Chief of Police.
- H. The staff inspector shall perform other duties as directed by the Chief of Police, or the Internal/External Affairs Bureau chain of command.

V. MEMBER RESPONSIBILITIES

- A. Members shall cooperate with and assist the staff inspector throughout each phase of the staff inspection (see section VI below), recognizing staff inspections are conducted under the authority and direction of the Chief of Police.
- B. The affected Bureau Commander shall ensure a timely response to any findings from a staff inspection, and ensure the implementation of any needed work unit changes (e.g., training, corrective actions, revised procedures) approved and directed by the Chief of Police.

VI. PHASES OF A STAFF INSPECTION

While procedural variations in staff inspections may vary, the following information provides members with the expected phases and protocols for an *announced* staff inspection.

A. Notification –

1. Official notification of an impending staff inspection shall be communicated to the Bureau Commander of the work unit to be inspected.
2. The notification shall be by numbered memorandum, delivered no fewer than 10 calendar days prior to the start of the staff inspection.
3. The memorandum shall indicate the nature of the inspection and may include specific requests for desired action, questions to be answered, documents to be produced, or other actions by work unit members which are necessary to complete the staff inspection.

B. Pre-inspection Conference –

1. The staff inspector shall request a pre-inspection conference with the affected Bureau Commander to outline the scope and duration of the staff inspection.
2. During the pre-inspection conference, the staff inspector is responsible for:
 - a. Explaining the staff inspection plan, and noting any areas of focus or concern,
 - b. Responding to questions and providing information concerning any area or phase of the staff inspection process,
 - c. Addressing security or logistical concerns, and
 - d. Requesting any documentation or information which may be needed prior to the staff inspection (e.g., organizational charts, staffing rosters, work unit goals and objectives, relevant reports).
3. The affected Bureau Commander shall be asked to assign a work unit member to liaison with the staff inspector.

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C. Inspection –

1. Throughout the inspection, the staff inspector shall provide frequent progress reports with both negative and positive findings to the affected Bureau Commander.
2. The staff inspector may make recommendations for improvement to any supervisor within the inspected work unit when it is within the authority of that supervisor to make or direct the change.
3. If requested by the Bureau Commander or other work unit members, the staff inspector may act as a resource for the work unit in developing recommendations for improvements.

D. Post-inspection Briefing –

1. The staff inspector shall conduct a post-inspection briefing with the affected Bureau Commander to provide an informal report of findings.
2. The Bureau Commander is responsible for utilizing the post-inspection briefing to respond to the findings and ensure the staff inspector has the most up-to-date and correct information.

E. Staff Inspection Report –

1. The staff inspector is responsible for the completion of a comprehensive report at the conclusion of a staff inspection.
2. Credit or recognition shall be given to the work unit and its members when found to be exemplary.
3. Documentation of findings, both negative and positive, shall comprise the main body of the staff inspection report.
4. The staff inspection report shall be directed to the Chief of Police via the Internal/External Affairs chain of command.
5. After the staff inspection report is approved and signed by the Chief of Police, the Accreditation Manager is responsible for ensuring the affected Bureau Commander receives a copy of the approved report.
6. Additional distribution of the completed staff inspection report shall be at the discretion of the Chief of Police.

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F. After-Action Report –

1. If the staff inspection report contains one or more negative findings, the affected Bureau Commander is responsible for submitting a completed Staff Inspection After-Action Report (PD 200) to the Accreditation Manager and the Chief of Police, and ensuring the PD 200:
 - a. Includes a response to each negative finding listed in the report and identifies the member responsible for correcting or improving the situation, and
 - b. Is submitted within 30 days of receipt of the staff inspection report.
2. A response is not required for positive findings.

G. Post-inspection Conference –

1. Upon the conclusion of a staff inspection, the staff inspector shall conduct a post-inspection conference with the affected Bureau Commander and the Chief of Police.
2. The post-inspection conference is designed to:
 - a. Review the findings,
 - b. Report any follow-up actions from the inspection process and/or findings, and
 - c. Provide a forum for guidance and direction regarding any yet to be completed follow-up actions to address a finding.
3. The Bureau Commander may direct other work unit members to attend the post-inspection conference when their presence is needed to add value to the information exchange.
4. The Chief of Police may direct other members of the External/Internal Affairs Bureau chain of command to attend the post-inspection conference.

H. Follow-up Inspections –

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At the direction of the Chief of Police, a staff inspector may conduct follow-up staff inspections on a work unit to assess the progress toward accomplishing goals or objectives identified in the initial staff inspection.

VII. UNANNOUNCED INSPECTIONS, INVENTORIES AND AUDITS

- A. Unannounced inspections, inventories and audits are conducted at the direction of the Chief of Police, without prior notification to the affected work unit, to examine a selective function or operational procedure.
- B. The protocols regarding authority and scope (section III), staff inspector responsibilities (section IV), and member responsibilities (section V) are applicable during unannounced inspections, inventories, and audits.
- C. Examples of unannounced inspections, inventories, and audits include, but are not limited to, the following:
 - 1. K-9 Training Aid Inventory (annual),
 - 2. Overtime or Holiday Pay Audit (as directed),
 - 3. Property and Evidence Unit Inspection (annual), and
 - 4. Confidential Informant Files Audit (annual).
- D. When warranted, and at the direction of the Chief of Police, the results of an unannounced inspection, inventory, or audit may result in the initiation of a staff inspection.

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