



Colorado Springs Police Department

Standard Operating Procedure

DL-1840-20 Distribution of Personnel

Section 1800 – Personnel Functions

Effective Date: 3/11/2021

Supersedes Date: 7/14/2016

.01 Purpose

The purpose of this directive is to address the distribution of patrol personnel between the four patrol divisions, and the shifts within each division.

.02 Cross Reference

[GO 1840 Staffing Availability](#)

.03 Definitions

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.04 Procedure

Annual Shift Selection

Annual shift selection will be conducted, the first week of November each year and become effective the first day of Period 1 of the following year. The scheduling, time, and location for shift selection will be announced prior to sign-up to accommodate planning. Shift pick selections are based on department seniority, a list of which will be published at least annually prior to the shift pick process.

Days Off Patterns

Each year, days off patterns for officers and sergeants are generated by the designated data analyst in the Research and Development section each year. Computer software is used to determine the best staffing assignments based on historical data. The recommended division and shift staffing levels and days off sets are approved by patrol commanders and by the deputy chief of the patrol bureau. The approved patterns are utilized in the yearly shift selection process.

The approved days off patterns are then forwarded to the individual shift lieutenants to complete the remainder of the shift selections for the year. The final schedule for all patrol shifts are to be completed as soon as practicable after the shift selections and must be completed by the end of the calendar year.

Assignment of Patrol Lieutenants

Patrol lieutenants are assigned to shifts at the discretion of the chief of police. Efforts will be made to have shift lieutenants for the following year in place prior to the annual shift pick process; however, lieutenant assignments are subject to change without prior notice.

The assigned shift pick commander will conduct a 'days off' selection with patrol lieutenants.

The selection will be based off seniority, with the following requirements:

- Day shift & swing shift lieutenants are assigned to 8-hour days, with days off either Sunday/Monday or Friday/Saturday. The day and swing shift lieutenant in each division must be on opposite days off patterns at all times, and the days off rotate on a quarterly basis.
- Midnight shift lieutenants are assigned to 10-hour days, with days off either Sunday-Monday-Tuesday or Thursday-Friday-Saturday. The days off rotate on a quarterly basis.

These requirements may make it so that only the most senior lieutenants are able to select days off.

Staffing Adjustments

There will be times during the year, after the annual shift selection has taken place, which the actual ratio of personnel distributed between the divisions will change due to officers transferring to other bureaus, retiring, resigning, etc. Additionally, there will be times during the year when there may be a change in the workload ratio between shifts and divisions. For this reason, it is necessary to have a procedure in place that permits quarterly adjustments in the allocation of staffing.

The deputy chief of the patrol bureau will monitor the workload and staffing levels at each division command and, at least once per quarter, determine the need to reallocate personnel between the various shifts and divisions.

Movements of patrol personnel from one division to another will require the approval of the deputy chief of the patrol bureau. Movements of patrol personnel within a division (from one shift to another, etc.) will require the approval of the division commander.

When, in the opinion of the division commander, a need exists to reallocate personnel between the three shifts within a division, the following procedure will be used:

- A poll-requesting volunteers to transfer between the shifts shall be conducted within the division.
 - Should no one volunteer, or should insufficient personnel volunteer, personnel shall be selected to fill the remaining need for transfers in order of inverse seniority from the shift specified to provide the personnel.

When, in the opinion of the deputy chief of the patrol bureau, a reallocation of personnel between divisions is required, the following procedures will be followed:

- A poll-requesting volunteers to transfer between the divisions shall be conducted within the division providing staffing.
 - Should no one volunteer, or should insufficient personnel volunteer, the personnel will be selected to fill the remaining need for transfers in order of inverse seniority.

Transfers of Personnel

Should an officer be involuntarily transferred between divisions, the commander of the receiving division will make reasonable efforts to accommodate the previously scheduled days-off of the officer.

Should a transfer opening subsequently develop in the division from which an officer was involuntarily transferred, and the officer's new division is designated as the source of the replacement, that officer will be given the opportunity to volunteer to transfer back to their original division before any other transfer requests are considered. Should there be more than one officer in these circumstances; the opportunity will be offered to the various personnel in order of departmental seniority.

Limitations on Transferring Personnel

No officer will be permanently transferred involuntarily, either between shifts or between divisions, more than once within any 12-month period.

Annual Shift Selection Planning

The annual shift pick selection includes selections for division, shift, and days off for periods 1-4.

Individual shift lieutenants will conduct selections for days off in periods 5-13.

Approximate Annual Activity Timeline

July (each year)

Week 2

- The Patrol Deputy Chief assigns a patrol commander to be responsible for annual shift selection.
- The assigned commander creates Shift Pick Committee (normally the shift one lieutenant, the Director of CSPD Human Resources, and other SMEs).

Week 3

- Specialized units are notified to establish an annual eligibility list and/or select officers for upcoming vacancies prior to annual shift selection.

August (each year)

Week 2

- The shift pick commander meets with the committee and assigns tasks.
- The committee selects and reserves the location for shift selection (if necessary).
- The committee decides if shift selection will be conducted by phone, online, in person, or through some other method.
- The committee considers overtime cost requirements of shift selection.

Week 3

- The committee uses a model/computer software to determine staffing allocation.

Week 4

- HR develops a seniority list for patrol officers and sergeants, updated continually.
- The committee determines any reserved slots for sergeants or officers.
- The committee determines where long-term TDY officers will be carried and whether they will be tracked on 'shadow' status.
- The committee determines PSR pick details and assigns a lieutenant to coordinate.
- As necessary, the committee arranges for web-based monitoring and an appropriate location identifies employees who will assist with call center duties, and assigns supervisors to conduct the selection.

September (each year)

Week 1

- The Patrol Deputy Chief issues a bulletin on deadline for transfer requests to patrol in order to be eligible for annual shift selection (Example A).

Week 2

- The commander meets with the selection committee, if necessary.
- The commander issues a bulletin describing annual shift selection (Example B), to include the proxy identification process, reminders to update all contact information, prohibitions on spouses/partners signing up for positions that would be supervisor to subordinate.

Week 3

- The Shift Pick Committee designee will e-mail all personnel an announcement of annual shift selection dates.
- The committee decides if some officers will be held out of sign-ups to fill vacancies later.
- The committee identify officers who will be directed to select or remain at a specific division.
- The committee finalizes staffing allocations.

Week 4

- HR finalizes the seniority list, posts the list online for participating personnel and employees are notified of the list being published online.

October (each year)

Week 1

- HR e-mails all personnel an announcement/reminder of annual shift selection dates.
- The location of shift selection is reserved.

Week 3

- The commander meets with committee if necessary.
- At no less than 14 days out from the formal shift pick, the committee provides access for participants and command staff to view available positions at all divisions and start times, the days off patterns available for future selection (if applicable), and additional information. This may be accomplished by posting hard copies, via e-mail, through an online link, etc.

Week 4

- The commander coordinates any last minute changes to the available selections and verifies the seniority list of participating employees.
- If no online record of the shift selection exists, the committee sends completed shift selection rosters to the Patrol Bureau Administrative Technician, the Division Senior Office Specialists, Commanders, and Human Resources.

November (each year)

Week 1

The commander meets with the committee to review the annual shift selection process to define the plan to modify staffing as last minute changes arise. On shift pick day:

- Arrange sign-up sheets at each phone station.
- Provide instructions and ensure understanding of all supporting call-makers.
- Committee members and/or shift lieutenants assign calls, check off names and enter selections on the selection forms and/or update the website as selections progress.
- Lieutenant or designee controls process flow and checks off names on seniority list.

Week 2

- The commander meets with the committee members to analyze the annual shift pick process.
- The Shift Pick Committee will provide verified shift pick tools with rosters and approved days off patterns to each shift for use in the Quarter 2 –Quarter 4 shift picks.
- Shift lieutenants start conducting days-off selections for periods 5-13, vacation picks, and sector picks with their shifts. A preference form and software program may be available for these selections.

Order of shift picks for the Annual Shift Selection

Shift picks will be conducted in the following order:

- Patrol Sergeant
- Patrol Corporal
- Lead Police Services Representative
- Police Services Representative
- Patrol Officer

Detail Distribution

Following approval of the shift selection results by the shift pick committee commander:

- The schedule will be entered into the citywide patrol timebook (scheduling software).
- Shift pick selection results will remain available online for employee review until the patrol division timebook is active.

Court Notifications of Days Off Patterns

At the completion of the shift pick process, the work schedule for sworn personnel (the period/detail schedule) must be completed at least four (4) months in advance to provide the courts with the work schedule of the officers. The purpose of this is to avoid, as much as possible, court appearances on officers' days off, so that officers can plan their leisure time. Due to the timing of the shift selection process, court schedule notifications for officer days off patterns and leave notifications for the first two periods of the year may be delayed and should be coordinated with the Court Liaison.

Patrol Division Senior Office Specialists will ensure the schedule detail is completed and submitted to the Deputy Chief's Administrative Technician for approval four (4) months in advance. All patrol bureau details must be submitted to the court liaison and county court 120 days in advance by the office of the chief's administrative technician.

Attachments

[Division Transfer Applications](#) (Example)

[Citywide Shift Picks Bulletin](#) (Example)

[Detail Schedule Form](#) (Example)