



# FAIRBURN GEORGIA POLICE DEPARTMENT OPERATIONS MANUAL



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## CHAPTER 3            Organization / Administration

EFFECTIVE DATE: 05/19/2008

NUMBER OF PAGES: 35

REVISED DATE: 10/09/2024

DISTRIBUTION: All

SPECIAL INSTRUCTIONS: N/A

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### **I. PURPOSE**

- A Establishes the general responsibilities and duties of the Agency's personnel.
- B Establishes Agency operational guidelines, the chain of command, and duties attached to positions in the Agency.
- C Identifies other personnel management topics which should be addressed in the Manual.
- D Establishes a standard operating procedure for evaluating work performance.

### **II. RULES AND REGULATIONS**

- A General Responsibilities - Within the jurisdiction, officers of the Agency shall always take appropriate action to:
  - 1. Protect life and property;
  - 2. Preserve the peace;
  - 3. Prevent crime;
  - 4. Detect and arrest violators of the law; and
  - 5. Enforce all federal, state and local laws and ordinances coming under the Agency's jurisdiction.
- B Duty Responsibilities – All employees of the Agency are always subject to duty, although they may periodically be relieved of its routine performance. They shall always respond to the lawful orders of superior officers and other proper authorities, as well as calls for police assistance from citizens. Proper police action must be taken whenever required, requested, or necessary. All employees of the Agency are accountable for their use of delegated authority. Even when assigned a special duty or task, all employees are expected to exercise their authority as necessary.
- C Discharge of Duties
  - 1. All officers and employees of the Agency shall discharge their duties in a professional manner. They shall assist and protect each other in the maintenance of peace and order and in the performance of all their duties.
  - 2. Officers and employees of the Agency who may have questions concerning the performance of their duties shall direct such questions to their immediate supervisor.

## D Command Responsibility

1. A commanding officer has responsibility and accountability for every aspect of his/her command. Within policy guidelines and legal constraints, the commander has the authority to coordinate and direct assigned personnel and other allocated resources to achieve organizational objectives. The commander must perform the full range of administrative functions, relying upon policy, direction, training, and personal initiative to achieve the highest level of performance possible.
2. Upon a change of command, the commanding officer being replaced has a duty to lend his/her full assistance in making the command transition as smooth and orderly as possible. Orientation of a new commanding officer should include information concerning unique problems of the command and assistance in continuing community and professional contacts relative to the command.

E Chain of Command - Organizationally, the number of persons who report to the Chief of Police is limited. To ensure unity of command, clearly defined lines of authority must be drawn so that there is a formal, structural relationship between each employee and the Chief of Police. Each employee must be aware of his/her relative position in the organization. This includes understanding to whom he/she reports and likewise, who reports to him/her. Employees should strive always to operate within the chain of command and to keep their supervisors informed as to their activities. As depicted in the Agency's Organization Chart, each employee is accountable to only one supervisor at any given time. The Chief of Police is available (by appointment) to any employee of the Agency.

F Assignment of Rank - The number of ranking positions in the Agency will be as specified and required by the organizational structure. Ranked positions are defined as those positions above the rank of patrolman and will include the positions of Senior Patrol Officer (SPO), Detective, Corporal, Sergeant, Lieutenant, Captain and Deputy Chief. Appointments of individuals to these positions will be made by the Chief of Police in accordance with the Agency's promotional practices.

G Flexibility of Organization - The ability of the Agency to make organizational adjustments to meet changing needs is essential in obtaining the maximum benefit from the expenditure of assigned resources. To ensure stability and continuity, the basic Agency structure should not be changed without a demonstrated need or to satisfy temporary requirements. There must be continuous monitoring to ensure that the agency's organizational needs are being met. In addition, each commanding officer has the responsibility to maintain the organizational viability of his/her command through constant evaluation.

H Organization - Any organization, including a law enforcement agency, cannot function without an organizational structure that assigns responsibilities and functions to specific individuals or groups of individuals. Each person employed by the Agency is responsible and accountable for assigned functions and tasks.

The function of an employee holding supervisory responsibilities is to see that persons under his/her supervision are performing their tasks.

## I Agency Structure

### 1. Executive

- a) The Chief of Police shall be responsible to the Mayor of the City, or to the jurisdiction's constituents. The Chief of Police shall formulate agency policies, administer rules and regulations and ensure that all general and special orders are understood and enforced.
- b) Agency operates under the direct supervision of the Chief of Police. The Chief of Police shall designate a second in command, a Deputy Chief of Police. In the absence of the Chief of Police, the second in command shall be regarded as the Chief of Police's representative and his/her commands obeyed.
- c) The Agency conducts (or contracts for) an annual staffing analysis to determine if changes are needed in the number of personnel assigned to each division, in order to meet organizational goals and objectives.
- d) The Agency is organized into two divisions: the Uniform Patrol Division and the Investigations Division. Each division performs separate and distinct activities which are interrelated. A description of the Agency's rank structure and employees' work responsibilities follows.
- e) Uniform Patrol Division will be commanded by a Captain, who will report to the Deputy Chief of Police. The Captain is responsible for all day-to-day operations that occur within his/her division.
- f) Investigations Division will be commanded by a Captain, who will report to the Deputy Chief of Police. The Captain is responsible for all day-to-day operations that occur within his/her division.

### 2. Uniform Patrol Division (UPD)

The Uniform Patrol Division is broken down into two watches, each commanded by a Lieutenant (also referred to as Watch Commander), and the agency's Training/Traffic Unit, commanded by a Lieutenant. The Uniform Patrol Division shall consist of four (4) shifts. Individual shifts shall be commanded by an individual with the rank of Sergeant.

Duties and responsibilities of personnel are as follows:

- a) Watch Commanders, Patrol Lieutenants, are directly responsible to the UPD Captain for the following:
  - (1) Providing overall supervision for all officers and employees under his/her command, subject to a higher authority;

- (2) Ensuring employee compliance with the Agency's policies, procedures and regulations;
- (3) Ensuring employee compliance with the Agency's personnel management system;
- (4) Evaluating the Watch's productivity and performance of employees;
- (5) Maintaining Watch records;
- (6) Making shift assignments;
- (7) Keeping personnel updated on changes on both the law and operational policies and procedures;
- (8) Scheduling employee training;
- (9) Reviewing all reports generated by his/her Watch for accuracy, completeness, and conformity to reporting procedures;
- (10) Making recommendations to the Captain on the status of vehicles (maintenance), communications equipment, and manpower assigned to the Watch; and
- (11) Coordinating with the Investigation Division Commander for manpower allocations for special operations.
- (12) All other job duties outlined in the City of Fairburn's job description for the appropriate rank.

b) Training/Traffic Unit Lieutenant is responsible for scheduling and executing all Agency in-service training, as well as documentation and filing. The Lieutenant and his/her unit are also responsible for providing additional traffic enforcement and accident investigations within the City when feasible. The Lieutenant is directly responsible to the UPD Captain for the following:

- (1) Providing overall supervision of all officers and employees under his/her command, subject to higher authority.
- (2) Ensuring employee compliance with the Agency's policies, procedures and regulations.
- (3) Ensuring employee compliance with the Agency's personnel management system.
- (4) Evaluating the unit's productivity and performance as it relates to traffic enforcement actions and activities.
- (5) Evaluating the unit's productivity and performance as it

relates to the Agency's training efforts.

- (6) Keeping the department updated on changes in both the law and operational policies and procedures.
- (7) Scheduling and registering all approved employee training.
- (8) Reviewing all reports generated by his/her unit for accuracy, completeness, and conformity to reporting procedures.
- (9) Making recommendations to the Captain for future training schedule and topics in correlation with state certification standard(s), POST mandate(s), or directives from the Chief of Police, or his/her designee.
- (10) Also is the Agency's Field Training Coordinator, responsible for all required training of newly hired officers, and newly promoted personnel to the rank of Sergeant or below.
- (11) Responsible for the proper outfitting and issuance of equipment for all newly hired officers.
- (12) All other job duties outlined in the City of Fairburn's job description for the appropriate rank.

c) UPD Shift Supervisor, Sergeant - Provide direct supervision to his/her subordinates. The supervisor is accountable for the work performance of his/her subordinates and is responsible to the Patrol Lieutenant for the following tasks:

- (1) Informing the Patrol Lieutenant of any changes in the status of his/her shift including:
  - (i) absences (authorized and unauthorized);
  - (ii) injuries/accidents involving shift personnel;
  - (iii) equipment malfunctions/repairs needed; and
  - (iv) any incident which potentially could bring adverse public reaction or discredit to the Agency.
- (2) Monitoring statistics and directing selective enforcement at targeted crime and traffic areas as applicable;
- (3) Conducting roll call as follows:
  - (i) line-up 15 minutes before shift change;
  - (ii) conduct inspection of personnel;

- (iii) brief watch on current information affecting operations;
  - (iv) assign patrol zones; and
  - (v) supervise vehicle check before departure.
- (4) Acting as primary back-up to his/her patrol officers;
  - (5) Maintaining information on the whereabouts of his/her patrol officers;
  - (6) Taking and completing assignments when his/her patrol officers are engaged in other activities;
  - (7) Advising and assisting patrol officers in all phases of law enforcement;
  - (8) Serving as the exclusive authority on his/her shift for "calling out" the Patrol Lieutenant and/or CID personnel in emergency situations;
  - (9) Reviewing all reports generated by his/her shift for accuracy, completeness, and conformity to reporting procedures;
  - (10) Evaluating shift and employee productivity;
  - (11) Briefing the on-coming shift supervisor on shift activity and the status of equipment;
  - (12) Keeping shift personnel updated on the changes in law and in operational policies.
  - (13) All other job duties outlined in the City of Fairburn's job description for the appropriate rank.

c) Corporal - Works directly under the supervision of the shift Sergeant. A Corporal is responsible for carrying out all lawful orders of his/her supervisor in a timely, accurate, and thorough manner. A Corporal is charged with the following tasks:

- (1) Responding to and handling calls for service;
- (2) Conducting preliminary and/or full investigations of crimes, offenses, incidents, and unusual conditions;
- (3) Directing traffic and enforcing federal and state criminal statutes and local ordinances;
- (4) Providing emergency services; and
- (5) Conducting preventative patrol. This includes making

person and property inquiries and inspections focused on preventing crimes and accidents, maintaining public order, and discovering hazards;

(6) Promptly prepare thorough, complete and accurate reports of all occurrences and incidents.

(7) Primary trainer for any individual assigned in the FTO Program. Proper training of any officer assigned in the FTO program (responsibilities and expectations are outlined in Chapter 4-4 Field Training Officer Program and the FTO Manual).

(8) In the absence of the Shift Supervisor, the Corporal assumes command of the shift and is responsible for the work performance of the shift personnel. The duties and responsibilities of the Corporal are outlined above in subsection 2 – Shift Supervisor.

(9) And all other job duties outlined in the City of Fairburn’s job description for the appropriate rank.

d) Senior Patrol Officer (SPO) - Works directly under the supervision of the shift Sergeant and Corporal. An SPO is considered the most senior and experienced patrol officer. An SPO is charged with the following tasks:

(1) Responding to and handling calls for service;

(2) Conducting preliminary and/or full investigations of crimes, offenses, incidents, and unusual conditions;

(3) Directing traffic and enforcing federal and state criminal statutes and local ordinances;

(4) Providing emergency services; and

(5) Conducting preventative patrol. This includes making person and property inquiries and inspections focused on preventing crimes and accidents, maintaining public order, and discovering hazards;

(6) Promptly preparing thorough, complete and accurate reports of all occurrences and incidents.

(7) Acts as the back-up FTO trainer to the Corporal for officers in training within the FTO Program. Proper training of any officer assigned in the FTO program (responsibilities and expectations are outlined in Chapter 4-4 Field Training Officer Program and the FTO Manual).

(8) Will assist with specialized tasks as assigned by higher,



such as traffic control mandates, community-oriented events (Shop with a Cop, Citizens Police Academy), or any other task that requires police presence.

(9) And all other job duties outlined in the City of Fairburn's job description for the appropriate rank.

e) Patrol Officer - Works directly under the supervision of the shift Sergeant and Corporal. A patrol officer is responsible for carrying out all lawful orders of his/her supervisor in a timely, accurate and thorough manner. A patrol officer is charged with the following tasks:

- (1) Responding to and handling calls for service;
- (2) Conducting preliminary and/or full investigations of crimes, offenses, incidents and unusual conditions;
- (3) Directing traffic and enforcing federal and state criminal statutes and local ordinances;
- (4) Providing emergency services; and
- (5) Conducting preventative patrol. This includes making person and property inquiries and inspections focused on preventing crimes and accidents, maintaining public order, and discovering hazards; and
- (6) Promptly preparing thorough, complete and accurate reports of all occurrences and incidents.
- (7) And all other job duties outlined in the City of Fairburn's job description for the appropriate rank.

### 3. Investigations Division

The Division is broken down into three sections: Criminal Investigations, Support Services, and State Certification. The Criminal Investigations Division (CID) shall be commanded by a Lieutenant, who reports to the Investigations Commander, a Captain. The day-to-day operations of the division and its employees shall be the responsibility of the Lieutenant. The division consists of two (2) units, Detectives and Special Operations, each supervised by a Sergeant.

Duties and responsibilities of personnel are as follows:

- a) CID Commander, a Lieutenant - Directly responsible to the Captain for the following tasks:
  - (1) Providing overall supervision for all officers and employees under his/her command;

- (2) Ensuring employee compliance with the Agency's policies, procedures and regulations;
- (3) Ensuring employee compliance with the Agency's personnel management system;
- (4) Evaluating the Division's productivity and employee performance;
- (5) Maintaining Division records;
- (6) Organizing, evaluating and making case assignments;
- (7) Keeping Division personnel updated on changes in law and operational policies;
- (8) Scheduling employee training;
- (9) Making recommendations to the Captain on the status of the equipment and manpower assigned to the Division; and
- (10) Coordinating with Watch Commanders for manpower allocations for special operations.
- (11) And all other job duties outlined in the City of Fairburn's job description for the appropriate rank.

b) Detective Sergeant- Provide direct supervision to all detectives within the unit. The Detective Sergeant shares management responsibilities of the unit at the discretion of the CID Commander. The Detective Sergeant is responsible to the CID Commander for the following:

- (1) Informing the CID Commander of any changes in the status of his/her detectives including:
  - (i) absences (authorized and unauthorized);
  - (ii) injuries/accidents involving detectives;
  - (iii) equipment malfunctions/repairs needed; and
  - (iv) any incident which potentially could bring adverse public reaction or discredit to the Agency.
- (2) Monitoring statistics of all detective's investigative caseloads as well as disposition/clearance rates;
- (3) Assigning all necessary incident/accident reports that require additional investigative efforts
- (4) Conducting case file reviews;

(5) Maintaining information on the investigative updates of all Part I crimes or high priority cases;

(6) Taking and completing assignments when his/her detectives are engaged in other activities;

(7) Advising and assisting detectives in all phases of law enforcement;

(8) Reviewing all supplements generated by his/her unit for accuracy, completeness, and conformity to reporting procedures;

(9) Evaluating unit's productivity;

(10) Conducting audits of detective's equipment and department issued vehicles

(11) Keeping personnel updated on the changes in law and in operational policies.

(12) And all other job duties outlined in the City of Fairburn's job description for the appropriate rank.

c) Detective Corporal- Works directly under the supervision of the Detective Sergeant. A Corporal is responsible for carrying out all lawful orders of his/her supervisor in a timely, accurate, and thorough manner. A Corporal will be responsible for the following:

1) Apprehension activity - occurs during preventative patrol and in response to calls for service. Investigators may be called to investigate any crime. However, they should initially respond to calls involving homicides, forcible rapes, armed robberies, aggravated assaults.

2) Conducting preliminary investigations, interviews, inquiries;

3) Collecting evidence and maintaining the chain of custody;

4) Administrative activity such as evaluating and managing caseloads, providing service to the public and other activities not associated with assigned cases; and

5) Follow-up activities such as arrests, reports, and preparation for court.

6) Act as the primary FTO trainer for any newly assigned

detective to the unit. Proper training of any detective assigned in the FTO program (responsibilities and expectations are outlined in Chapter 4-4 Field Training Officer Program and the FTO Manual).

- 7) And all other job duties outlined in the City of Fairburn's job description for the appropriate rank.
- d) Detective - An investigator is expected to conduct investigations and to make routine duty work decisions independently, although technical and legal advice is available from a supervisor. The tasks assigned to investigators are as follows:
- 1) Apprehension activity - occurs during preventive patrol and in response to calls for service. Investigators may be called to investigate any crime. However, they should initially respond to calls involving homicides, forcible rapes, armed robberies, aggravated assaults, and any other types dictated by supervision.
  - 2) Conducting preliminary investigations, interviews, inquiries;
  - 3) Collecting evidence and maintaining the chain of custody;
  - 4) Administrative activity such as evaluating and managing caseloads, providing service to the public and other activities not associated with assigned cases; and
  - 5) Follow-up activities such as arrests, reports, and preparation for court.
  - 6) And all other job duties outlined in the City of Fairburn's job description for the appropriate rank.
- e) Special Operations Unit (SOU) Sergeant- Provide direct supervision to all special operations officers in the unit. The SOU Sergeant shares management responsibilities of the unit at the discretion of the CID Commander. The SOU Sergeant is responsible to the CID Commander for the following:
- (1) Informing the CID Commander of any changes in the status of his/her officers including:
    - (i) absences (authorized and unauthorized);
    - (ii) injuries/accidents involving officers;
    - (iii) equipment malfunctions/repairs needed; and
    - (iv) any incident which potentially could bring adverse public reaction or discredit to the Agency.

- (2) Monitoring productivity of all special operations officers;
- (3) Coordinating with the CID Sergeant and assisting with investigative efforts when necessary;
- (4) Completing scheduling of officer's expected work schedule in correlation to crime trends in the city.
- (5) Taking and completing assignments when his/her officers are engaged in other activities.
- (6) Reviewing all reports generated by his/her unit for accuracy, completeness, and conformity to reporting procedures.
- (7) Conducting audits of officer's equipment and department issued vehicles.
- (8) Keeping personnel updated on the changes in law and in operational policies.
- (9) Acting as primary back-up to his/her special operations officers;
- (10) Maintaining information on the whereabouts of his/her officers;
- (11) Provide plans of action to suppress criminal activity based on crime trends and analysis.
- (12) And all other job duties outlined in the City of Fairburn's job description for the appropriate rank.

The second section of the Investigations Division is Support Services Division, which is commanded by a Lieutenant, who answers directly to Investigations Commander, Captain. Functions and work units of the Support Services Division include:

- a) Quartermaster – The Support Services Division has one assigned Senior Patrol Officer who handles all requests for repairs of vehicles (fleet management), radios and other equipment. The Quartermaster answers directly to the Deputy Chief of Police.
- c) Property Room – The division is responsible for the security of all items seized during an officer's investigation, to include items taken for safekeeping purposes. Items also include narcotics that need to be transported to the GBI for official testing and identification, or items that need to go through civil asset forfeiture. The Property Room is maintained by the COPS Sergeant.

- d) Office of Professional Standards - The activities with this function include the handling of internal affairs investigations and citizen complaints.
- (e) Extra Duty Jobs - Planning and coordination of all agency off-duty jobs.
- (f) Hiring/Recruiting- Activities include processing of applicants interested in police officer, reserve officer, administrative aide, or code enforcement positions.
- (g) Reserve Officer Program- this unit is lead by the COPS Sergeant. The Reserve Officers are specifically designated with providing security at all Court proceedings in the City, City Council Meetings, and any other security details as assigned.
- (h) Community Oriented Police Services (COPS)- is a small component within the Support Services Division responsible for advancing the practice of community policing, proper planning and execution of all community events held by the Agency, as well as any other tasks dictated by the Chief of Police and his/her designee. Unit is supervised by a Sergeant.

Duties and Responsibilities - The Support Services Lieutenant is directly responsible to the Captain for the following:

- 1) Providing overall supervision for all officers and employees under his/her command, subject to a higher authority;
- 2) Ensuring compliance of his/her employees with the Agency's policies, procedures and regulations;
- 3) Ensuring compliance of his/her employees with the Agency's personnel management system;
- 4) Evaluating the Division's productivity and employee performance;
- 5) Maintaining agency records;
- 6) Making duty assignments;
- 7) Keeping Division personnel updated on changes in law and operational policies;
- 8) Scheduling and recording employee training;
- 9) Making recommendations to the Captain on the status of equipment and manpower; and
- 10) And all other job duties outlined in the City of Fairburn's job

description for the appropriate rank.

The third section of the Investigations Division is State Certification and other administrative duties. This section answers directly to the Investigations Commander. Functions and work units of the division include:

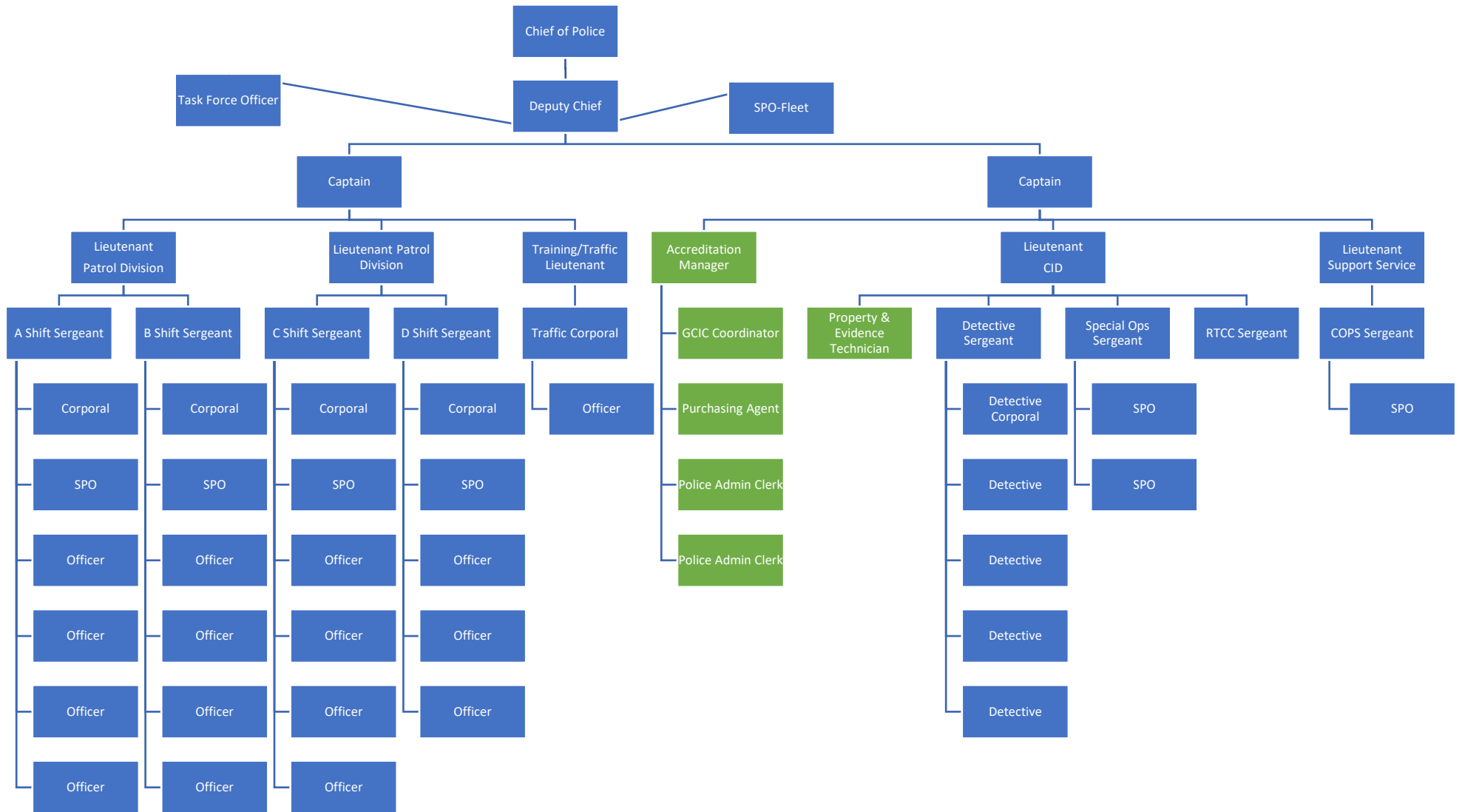
- a) Records Unit- master case files are maintained by this unit. The monthly NIBRS report to the FBI is generated here.
- b) Provides recommendations for policy development or updates; is responsible for maintaining State Certification standards.
- c) Supervision of all Administrative Aides; responsible for open records requests, all background and fingerprinting requests, alcohol licensing and pouring permit requests, and routine citizen inquiries.

For a description of duties with respect to records management, see Chapter 14.

For a description of duties with respect to communications, see Chapter 15.

For a description of duties with respect to training, see Chapter 4.

For a description of duties with respect to Office of Professional Standards, see Chapter 5.





**STANDARD OPERATING PROCEDURE  
EFFECTIVE: 05/19/2008**

**S.O.P. 3-1 HIRING PRACTICES**

**I. PURPOSE:**

The purpose of this policy is to outline and direct the hiring process and practices for employment as a sworn/civilian member of this Agency.

**II. POLICY:**

The policy of this Agency is to hire only those persons qualified for employment in law enforcement. This Agency seeks the highest level of professionalism and integrity by its members and recognizes that this commitment begins with the selection of candidates for this Agency. Each section in the hiring process will be administered, scored, evaluated, and interpreted in a uniform manner. All personnel used to conduct background investigations will be trained in collecting required information. The Agency's Chief of Police is responsible for hiring recommendations.

**III. PROCEDURE:**

- A Agency shall provide each applicant with a step-by-step checklist outlining the process by which this agency selects individuals for employment as a sworn police officer.
  - 1. Automatic Disqualifier List/Selection Process
  - 2. P.O.S.T. certified written exams;
  - 3. Physical agility assessment;
  - 4. Medical exam, including drug screening;
  - 5. Psychological screening;
  - 6. Oral interviews;
  - 7. Other testing, e.g., polygraph, truth/honesty testing.
  
- B The checklist shall include all requirements that must be met prior to consideration for employment by the Agency, i.e. U.S. Citizenship, educational level attained, valid driver's license, etc.
  
- C The Agency shall provide each applicant with a declaration of anti-discrimination with respect to the hiring process. Each applicant must apply using the Agency prescribed application form.
  
- D All questions on the form must be answered completely and truthfully.
  
- E Any determination by the Agency that an applicant has been deceptive in a

response either verbally or in writing during the hiring process shall be immediate grounds for dismissal from the process.

- F Any determination by the Agency that a candidate who has been hired was deceptive during the hiring process shall be grounds for termination from the Agency.
- G The Agency will conduct a background investigation to ensure that an applicant does not have any automatic disqualifiers from employment. See appendix for notated list of automatic disqualifiers.
- H Each applicant must provide documentation of the essential requirements.
- I Each applicant must sign prescribed waivers with respect to prior medical, psychological, education, & criminal history including sealed and juvenile records.
- J Each applicant must sign an affidavit indicating whether they have ever been the subject of a domestic restraining or protective order or whether they have ever been previously convicted of a domestic violence related offense.
- K Each applicant who successfully passes, at the level prescribed by this Agency, the written examination, will proceed to the fitness test. GA POST certified applicants are not required to take the written exam. The fitness levels prescribed by this Agency are objective fitness standards that are set in conformity with the necessities of carrying out the law enforcement function of a patrol officer.
- L The fitness standards of this Agency are set in conformity with standards prescribed by the Agency in accordance with the bona fide occupational qualifications.
- M The fitness process shall be supervised by a sworn officer. Each applicant who successfully passes, at the level prescribed by the Agency, the fitness test, will then proceed to the background examination process, which is to be conducted by personnel that have received training in background investigations. This process shall include:
  - 1. Verification of applicant's responses in the written application.
  - 2. Applicant's driving history.
  - 3. Criminal History check of applicant including checks in all former states of residency.
  - 4. Survey of law enforcement agencies in locales where applicant has resided or been known to frequent. This survey should include a CAD inquiry of the applicant's former residences during the period of the applicant's residency.
  - 5. Check of National Database that registers officers who have been de-certified by a state POST.

6. Check of references listed (a minimum of three) as well as removed references (background investigator should ask the listed references for the identities of additional persons who know the applicant allowing the investigator to speak to persons who have knowledge of the applicant but who were not listed by the applicant).
7. All former employers, to the extent possible, must be interviewed.
8. In cases where formal letters have been sent out to references but have not been returned, the investigator shall make every effort to contact that individual either face-to-face or by telephone to make an inquiry as to the applicant's suitability for employment by the Agency.
9. Following the background investigation, the investigator shall compile a background summary and make a recommendation with respect to the applicant's suitability for employment with the Agency. In cases where the investigator is recommending that the applicant not be considered for employment, the investigator shall provide specific, detailed information as to the reasons supporting the recommendation.
10. Following the successful completion of the background investigation each remaining applicant shall undergo an objective interview. Each applicant interviewed shall be asked the same group of specific questions. Follow-up questions for clarification may be asked by the interviewer(s). Additionally, interviewers shall be provided with the applicant's background investigation prior to the interview so that questions relating to the background may be incorporated into the interview process.
11. Once all applicants have been interviewed, the interviewer (s) will make recommendations to the hiring authority with respect to which applicants should be considered for employment.
12. The Agency will not consider persons for hire where the background examination puts the Agency on notice that the candidate has a propensity to engage in conduct not conducive to law enforcement standards.
13. Prior to medical, psychological, and polygraph exams, it is necessary under federal law to make a conditional offer of employment to the candidate. A conditional offer essentially holds that if the candidate passes the medical, psychological, and polygraph exams, they will be hired by the Agency.
14. Medical Examination: A licensed medical practitioner who is familiar with the job tasks of a law enforcement officer will conduct this exam. The medical examination will include a review of the candidate's medical history of injury/illness that may impact the candidate's ability to meet the job task of a law enforcement officer. This review of medical records is limited to review by the doctor who will determine whether the candidate is medically cleared for a position with this Agency.
15. Drug screening shall be conducted of all candidates who have received a

conditional offer of employment.

16. Psychological Testing - Each applicant who has received a conditional offer of employment shall undergo the prescribed psychological testing to determine his or her suitability for the law enforcement profession.
17. The Agency shall require polygraph or voice stress testing for each candidate applying for the position of police officer following the background investigation.

**STANDARD OPERATING PROCEDURE  
EFFECTIVE: 05/19/2008**

**S.O.P. 3-2 PERSONNEL ISSUES**

The Agency abides by the personnel practices established and promulgated by the local governing authority that designates the City Administrator as the hiring authority. The following subjects are addressed by the City personnel policy. The City personnel policy will be the default policy for these subjects unless otherwise addressed by department SOP.

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- U Leave Without Pay
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**NOTE: Chapter 6 contains the same outline for Discipline, Grievance and Appeal as listed below.**

#### **IV. DISCIPLINE**

- A Progressive Discipline
- B Cause of Actions
- C Types of Actions
- D Reprimands

- E Oral Reprimands
- F Written Reprimands
- G Adverse Action
- H Suspension Without Pay
- I Salary Reduction
- J Demotion
- K Dismissal
- L Notification of Response
- M Notice of Proposed Adverse Action
- N Employee Response to Proposal
- O Notice of Final Action
- P Postponement of Deadlines
- Q Emergency Action

## **V. GRIEVANCE**

- A Grievance Procedures
- B Purpose
- C Definition
- D Filing
- E Steps
- F Notification and Scheduling
- G Hearing
- H Review and Reporting
- I Non-grievable Areas
- J Posting Procedures

## **VI. APPEALS**

- A Appeals



- B Purpose
- C Reasons
- D Filing
- E Hearing
- F Representation
- G The Decision
- H Further Appeal

#### **VII. POSITION CLASSIFICATION PLAN**

- A Administration
- B Allocation Appeals
- C Allocation of Positions
- D Amendments
- E Definition (Job or Position)
- F Interpretation of Classification - Description/Specifications
- G Maintenance of Plan
- H Official Copy

#### **VIII. PAY PLAN**

- A Demotions
- B Maintenance of Plan
- C New Appointees
- D Objectives
- E Other Step Increases
- F Part-time Employment
- G Pay Plan in Effect
- H Promotions
- I Reallocation Downward

J Step Increases

K Step Increases/Merit Increases

L Step/Probationary Increase

**IX. AMERICANS WITH DISABILITY ACT (ADA)**

**X. FAIR LABOR STANDARDS ACT (FLSA)**

A Declared Work Period

B Duty Tours (8, 9, 10, or 12-hour shifts)

C Work Cycles

**STANDARD OPERATING PROCEDURE  
EFFECTIVE: 05/19/2008**

**S.O.P. 3-3 PERFORMANCE APPRAISAL SYSTEM**

**I. POLICY**

The primary purpose of performance appraisal is to identify how well employees are doing their work and how they can improve their performance. Performance appraisals can also be used in determining salary increments; as a factor in determining order of lay-offs; as a basis for training and promotion, demotion, transfer or dismissal; and for other purposes as set forth in regulations.

- A PERIOD OF EVALUATION - All newly appointed employees, except temporary workers, shall be evaluated at the end of six (6) months of service, and annually thereafter.
- B EVALUATION - Performance appraisal reports shall be prepared by each employee's immediate supervisor and reviewed by the Chief of Police or his/her designee. A supervisor who is leaving his/her position may be required to prepare performance appraisal forms on all those employees under his/her supervision who have not yet been evaluated.
- C REVIEW WITH EMPLOYEE - The Chief of Police or his/her designee shall discuss each performance appraisal with the employee being evaluated. If an employee disagrees with any statement in an appraisal, he/she may submit, within ten days following the conference with his/her supervisor, a written request for review through the chain of command. If an employee still disagrees with the evaluation, he/she may file a grievance.

**ATTENTION: The content or rating of a performance appraisal is non-grievable except when the employee can show illegal discrimination, capriciousness in its administration, or that it is not job related.**

- D PERFORMANCE EVALUATION CONFIDENTIALITY - A performance appraisal shall be confidential and shall be made available only to the employee evaluated, the supervisor(s) involved, the Chief of Police and/or the City Administrator.

**II. MEASUREMENT DEFINITIONS**

All evaluation forms shall include measurement definitions. These definitions shall address the rating standards, for example:

- A EXCEPTIONAL (EC) – Performance of work consistently exceeds expectations; employee always exceeds objectives and rarely needs assistance in completing even unusual, special, and non-routine assignments. Outstanding work performance is clearly obvious to all.
- B ABOVE EXPECTED (AE) – Performance of work within job requirements frequently exceeds quality and/or quantity performance expectations. Employee meets and occasionally exceeds expectations.
- C EXPECTED (EX) – Performance of work meets but does not exceed job

requirements.

- D NEEDS IMPROVEMENT (NI) – Performance of work does not meet job requirements, consistently fails to meet quality and/or quantity performance objectives. Must improve job performance or appropriate disciplinary action can be taken.
- E NOT APPLICABLE (NA) – No opportunity to observe performance in this area.

### **III. USE OF FORMS**

Every job class and assignment within the Agency is provided with a Standardized Employee Evaluation form. Those holding the rank of Sergeant and above will be evaluated on a Standardized Supervisory form. These forms are tailored to target desired behaviors within the particular class being measured. All like positions are rated on the same scale. All performance levels will be defined in the forms.

### **IV. RATER RESPONSIBILITIES**

Evaluation forms are given to the employee's immediate supervisor for rating. Completed performance evaluations are then forwarded to the Chief of Police for review prior to being placed into the employee's personnel file. All ratings shall be based only on performance during the specified rating period.

### **IIV. RATER TRAINING**

Upon promotion to a supervisory rank, the manager to whom the supervisor reports shall conduct rater training with the newly appointed supervisor. The manager will then ensure that new supervisor's performance evaluations are properly executed and that ratings will be based on reasonable expectations consistent with those of all other supervisors.

**STANDARD OPERATING PROCEDURE  
EFFECTIVE: 05/19/2008**

**S.O.P. 3-4 AUDITS AND INSPECTIONS**

**I. PURPOSE**

Some police operations and tasks have a high risk, high liability potential. These police operations must be undertaken in a consistent, methodical manner in an attempt to undertake the necessary police operation/task yet reduce the liability potential. This liability potential can be reduced when the agency can document that the procedures in place were consistently followed. A police agency must conduct formalized, regular audits and inspections of these high risk, high liability operations and tasks.

**II. POLICY**

This Agency will conduct audits and inspections of designated police operations and tasks on both scheduled and unannounced basis.

**III. PROCEDURE**

The following operations and tasks shall be audited and inspected by a person/unit designated by the Chief of Police. This person/unit shall be directly responsible to the Chief of Police. The person(s) conducting the audit/inspection shall use the formal checklist to ensure that all relevant areas of concentration are addressed in the audit/inspection. The ultimate purpose for these inspections is to ensure that operation/task is being conducted in accordance with agency policy/procedure and the law. Scheduled inspections shall enlist and involve the personnel of the unit/function being inspected, unless there is an indication that this would inhibit the process of the audit/inspection. Unannounced audits/inspection shall be conducted at the direction of the Chief of Police. The following operations / tasks shall be audited / inspected on the following schedule:

A Access to the criminal information system	Quarterly
B Citizen complaint investigations	Annual
C Use of Force/Control of Resistive Persons Reports	Annual
D Pursuit Report	Annual
E Property/Evidence (Narcotics, Money, Guns)	Annual
F Non-Deadly weaponry	Annual
G Mandated training	Quarterly/Annual
H Technology	Quarterly/Annual

**IV. THE PROCESS OF THE INSPECTION/AUDIT**

The inspection / audit shall respect the dignity of all agency personnel and be conducted in a professional manner.

## **V. WRITTEN REPORT**

Each audit/inspection shall be recorded in writing.

- A Specific examples of positive and negative issues, if observed, shall be identified.
- B This report shall be forwarded directly to the Chief of Police or his/her designee.

## **VI. FOLLOW-UP REQUIREMENTS**

Each audit/inspection report that identified a deficiency or area of concern shall result in a follow-up audit/inspection within one month of the discovery of the deficiency.

**STANDARD OPERATING PROCEDURE  
EFFECTIVE: 05/19/2008**

**S.O.P. 3-5 PROMOTIONS**

**I. PURPOSE**

The purpose of this policy is to establish a uniform promotional procedure for the Agency that satisfies the professional, legal, and administrative requirements pertaining to the validity, utility, and minimum adverse impact in the selection process. The Chief of Police and his/her designee are solely responsible for the promotional process and the development of its procedures.

**II. POLICY**

It is the policy of the Agency to promote only the most qualified personnel to open positions within the Agency. Personnel with an adverse action in their file within the last 12 months of a promotional test or assessment will not be considered eligible for promotion.

**III. DEFINITIONS**

- A Agency – The Agency shall mean the Fairburn Police Department.
- B Assessment Exercise – Three (3) or more job-related exercises, during which, each candidate's performance is evaluated by three (3) raters.
- C Rater – An individual who evaluates a candidate's performance during the assessment portion of the promotional testing. The rater will hold a rank equal to or higher than the position being sought.
- D Written Examination – A series of job-related questions pertaining to local, state, and federal laws as well as Agency standard operating procedures.
- E Promotional Roster – The listing of all participants who have successfully completed the elements of the promotional process for the rank being sought. This roster shall be active for a period of at least twelve (12) months from the date of testing.

**IV. PROCEDURES**

**Testing Process:**

When a position exists within the Agency requiring that a promotion be made, the Chief of Police or his/her designee shall be responsible for the effective management of the promotional process, operation, and direction. The following shall be the order and procedure for such promotional processes.

- a) Announcement of Promotion – The Chief of Police or his/her designee shall distribute a written announcement for the position to be filled. The announcement will describe the position to be filled and list the eligibility requirements. The announcement will instruct interested and qualified

persons to submit in writing, a letter of interest, to a designated person within a designated timeframe.

- b) Letter of Interest - At the end of the designated timeframe, the person designated to oversee the process shall ensure that those individuals who have submitted a letter of interest meet the Agency's minimum requirements for the position to be filled. Those who do not meet the Agency's requirements shall be notified, in writing, of the lack of qualifications and removed from the process.
- c) Notice of Testing – Those individuals who meet the Agency's requirements shall be notified in writing to be at a designated place, at a designated date and time, to participate in the promotional testing process. The candidates will also be advised of study materials, if any, beneficial to the testing process.
- d) Testing / Assessment – The candidates for an open position will take an assessment appropriate for the position. Candidates may take written tests, conduct performance and judgement related exercises, and other assessments as appropriate as determined by the Chief of Police.
- e) Placement on the Promotional Roster – Upon completion of the testing process, the person designated to oversee the process shall calculate the total scores for all candidates. These scores will determine a candidate's placement on the promotional roster. Any candidate with a total score of less than eighty (80) will be placed into the "not promotable" band. Any candidate with a total score of eighty (80) or above will be placed into the "promotable" band. The score will be a combined score of all portions of the testing process.
- f) Promotion to Position – once the candidates are placed into the bands, the Chief of Police may promote individuals to vacant positions from the "highly qualified" band. Once the "promotable" band is exhausted, the Chief of Police may announce for a new assessment to be completed.
- g) Review/Appeals – Employees shall have the right to appeal any aspect of this process to the Chief of Police. The appeal must be in writing and forwarded to the Chief of Police through the chain of command. The appeal must meet the standards set forth by the City of Fairburn's Personnel Policy. The appeal will be responded to, in writing, no later than ten (10) days from the date of its receipt, unless further investigation is required.
- h) Re-Application, Re-Testing or Re-Evaluation on Sustained or Successful Appeals – If a candidate is successful in his / her appeal of a portion of the promotional process, the following general guidelines for remedy will be applied:
  - i. If the appeal is sustained on an error on a score which may be corrected, (i.e., an error on a mathematical calculation) the scores of all persons tested will be examined for accuracy, scores corrected as needed, re-calculations made, and lists corrected, if needed.



- ii. If the appeal is sustained on an uncorrectable error which only affects a small portion of one particular test, (such as one or two questions on a written test), that portion affected by the appeal will be eliminated, all scores recalculated, and promotion lists corrected, if needed.
- iii. If the appeal is sustained on an uncorrectable error which affects a major portion of a particular test, the Chief of Police will make a determination of one of the following:
  - 1. If the Chief of Police (or the testing administrator) is of the opinion that the overall test battery is still valid without the appealed test, the single promotional test will be eliminated, all scores recalculated, and promotion lists corrected, if necessary; or
  - 2. If the Chief of Police (or the testing administrator) is of the opinion that the overall test battery is no longer valid without the appealed test, all test scores will be eliminated, and the entire battery of tests will be re-scheduled and re-administered.
- i) Lateral/Assignments – The Chief of Police may, at any time, transfer an employee from one position to another of the same grade within the Agency. Lateral movement may include transfer between the patrol, criminal investigative, and administrative functions of the Agency.
- j) Review - The promotional process shall be evaluated, at least annually to determine its effectiveness relative to selecting the best qualified candidates in a fair and equitable manner.
- k) Security - All promotional materials, including examinations and records of each promotional process, shall be kept in a locked filing cabinet within the Office of Professional Standards.

**REQUIREMENTS:**

- A Senior Patrol Officer (SPO) – The position of Senior Patrol Officer is an appointed position. In addition to the normal duties of a Patrol Officer, the SPO is considered a senior officer and versatile in handling a range of additional tasks. The SPO is responsible for assisting in the training and evaluation of new recruits, or any other specialized tasks as assigned by higher. To be eligible for the position of SPO an Officer must:
  - 1. Have at least two (2) years of law enforcement experience;
  - 2. Preferred completion of the GA POST Field Training Officer course (40 hrs) or ability to do so within 6 months of appointment to position; and
  - 3. Must have completed the GA POST Speed Detection Operator course (16 hrs) and GA POST DUI Detection and Standardized Field Sobriety Testing course (24 hrs); or

4. In the absence of both course completions named above #3, equivalent criteria is individual attained the GA POST Intermediate Certification; and
5. Have no adverse action within the last six (6) months

**B Detective** – The position of Detective is an appointed position. A detective is assigned to the Criminal Investigations Division and is responsible for seeking out information through interviews/interrogations, utilization of additional investigative resources for solvability factors, and researching the circumstances of a situation to solve crimes. To be eligible for the position of Detective an Officer must:

1. A minimum of at least two (2) years of law enforcement experience;
2. Must have completed the GA POST Criminal Procedure course (24 hrs);  
and
3. Preferred completion of the GA POST Search and Seizure for Law Enforcement course (40 hrs) or equivalent,
4. Have no adverse action within the last six (6) months

**C Corporal (CPL)** – The position of Corporal is an assessed position. In addition to the normal duties of a Patrol Officer, the CPL is primarily responsible for the training and evaluation of new recruits. In the absence of a higher-ranking supervisor, the CPL may also be required to serve as the on-duty supervisor. To be eligible for the position of CPL an Officer must:

1. Have at least three (3) years of law enforcement experience;
2. Have been employed by the Fairburn Police Department for one year and no longer be in probationary status; and
3. Must have completed the GA POST Speed Detection Operator course (16 hrs) and GA POST DUI Detection and Standardized Field Sobriety Testing course (24 hrs)
4. Must have completed the GA POST Field Training Officer course (40 hrs);
5. Preferred completion of the GA POST Breath Alcohol Training- Intoxilyzer 9000 course (16 hrs),
6. Have no adverse action within the last six (6) months

**D Police Sergeant** – The position of Sergeant, including Detective Sergeant, is an assessed position. It is a supervisory position within the Agency. To be eligible to compete for the rank of Sergeant, an Officer must:

1. Have at least five (5) years of law enforcement experience;
2. Have been employed by the Fairburn Police Department for one year and no longer be in a probationary status; and

3. Must have served in a Fairburn police officer position of SPO, Detective, or Corporal for minimum of one (1) year; or
  4. Absent serving one year in a position of SPO, Detective or Corporal, individual must have served as a Sergeant or higher at a previous Agency for minimum of one (1) year; and
  5. Have no adverse action within the last six (6) months.
- E Police Lieutenant – The position of Police Lieutenant is a Command level position and is an assessed position. To be eligible for the rank of Lieutenant, an officer must;
1. Have at least seven (7) years of law enforcement experience;
  2. Served as Fairburn Police Sergeant for a minimum of one (1) year; and
  3. Employed by Fairburn Police Department for a minimum two (2) years.
  4. Preferred Associate’s Degree or two (2) years of college credit from an accredited college/university; and
  5. Must have completed the GA POST Supervision modules 1-3 (40 hrs each) or Leadership in Public Safety: Theory and Practice (76 hrs total);
  6. In lieu of not completing GA POST Supervision modules 1-3, has obtained a Bachelor’s degree from an accredited college/university; and
  7. Have no written reprimand or adverse action within the last six (6) months
- F Police Captain – The position of Police Captain is an appointed position and made exclusively by the Chief of Police at his/her discretion.
- G Deputy Chief of Police – The position of Deputy Chief of Police is an appointed position and made exclusively by the Chief of Police at his/her discretion.

**Note:**

For the ranks of SPO and Detective, interested applicants will be appointed based on a combination of years of law enforcement experience, hire date, disciplinary record, track record on cases and reports taken, as well as monthly productivity. When no interested applicants meet all criteria for ranks of SPO and Detective, an evaluation made be completed to determine suitability; the appointment will be still made by the Chief of Police.

For the ranks of Corporal and higher, in the absence of at least three (3) qualified candidates from within the Agency, the Chief of Police may at his/her discretion, seek qualified candidates from outside of the Agency or make changes to the minimum eligibility requirements by allowing all submitted interested candidates to assess. If seeking outside candidates, the outside candidate must possess at least five (5) years of law enforcement experience, with minimum one (1) year of supervisory experience.