




City of Manassas Police Department General Duty Manual



Effective Date: 12-29-2008	GENERAL ORDER	Number: 01-19
Subject: Goals and Objectives		
<input type="checkbox"/> New <input checked="" type="checkbox"/> Amends <input type="checkbox"/> Rescinds <input checked="" type="checkbox"/> Reviewed: 10/01/2024		Reevaluation: <input type="checkbox"/> 1 yr. <input type="checkbox"/> 18 months <input checked="" type="checkbox"/> 24 Months
Accreditation Standards: 15.1.3/ 15.1.4/ 15.2.1/ 15.2.2	By Authority Of:  Douglas W. Keen, Chief of Police	Total Pages: 2

PURPOSE:

To establish a system of meaningful yearly and multi-year Goals and Objectives, using maximum input from members closely associated with the task of meeting them.

POLICY:

Members should be provided with the opportunity to help establish priorities for the Department, identify measurable accomplishments, and work in unison toward the attainment of established Goals and Objectives. Goals and Objectives should be relevant, realistic, and specific; they should commit our resources in partnership with our community to promote public safety and maintain public order by eliminating crime, practice the values of integrity, respect, public service, and professional standing, and maintain a proactive relationship with the community and a positive working environment for our members.

For the purposes of the Department's annual Goals and Objectives, we use the City's fiscal year calendar, beginning July 1 and ending June 30 of the following year. The Chief of Police oversees and coordinates the formulation, implementation, and evaluation of the Department's annual Goals and Objectives.

For the purpose of this directive, the following definitions apply:

GOAL: A relatively broad statement of the end or result that one ultimately intends to achieve. A goal usually requires an extended time span to achieve and, whenever possible, should be stated in a way that permits measurement of its achievement.

OBJECTIVE: An objective is an end or result that one intends to attain in order to achieve partial fulfillment of a goal. An objective is a subgoal or an element of a goal, and therefore requires a shorter time span to achieve than a goal.

PROCEDURE:

I. Planning

- A. The planning stage of the Goals and Objectives process offers management, supervisors, and nonsupervisory members an opportunity to discuss and prepare action plans that contain relevant, reasonable, and achievable results. Care should be used in developing enforcement-related objectives to avoid any resemblance of a quota system (e.g. the reduction of accidents caused by red light violations should be an objective expressed in terms of percentage reduction as opposed to the raw number of citations issued per officer).
- B. Evaluation of the achievement of Goals and Objectives is an ongoing and essential process. Where possible, evaluation criteria should be listed for each objective.
- C. Department Goals and Objectives reflect each major organizational component according to division. Division specific Goals and Objectives are outlined in the document along with the designated member responsible for their completion. Supervisors should play a critical role in soliciting input from line-level employees on the Department's Goals and Objectives.
 1. Input is discussed during regularly-scheduled staff meetings.

Effective Date: 12-29-2008	GENERAL ORDER	Number: 01-19
Subject: Goals and Objectives		Page: 2 of 2

2. Suggestions are incorporated in recommendations from Division Commanders to the Chief of Police.
- D. The Division Commanders, at the direction of the Chief of Police, annually review, revise, and issue a proposed draft copy of the Department's Goals and Objectives for the upcoming fiscal year. The proposed Goals and Objectives are circulated to all Department members for comments, suggestions, additions, etc. All comments, suggestions, additions, etc. should be forwarded through the proposing member's chain of command. A final proposed draft copy is then forwarded to the Chief of Police for review and final approval.
- E. The Chief of Police publishes the approved Department Goals and Objectives for the new fiscal year.
- F. Succession planning should be considered in Department Goals and Objectives to ensure a continuation of institutional knowledge and leadership.

II. Execution and Follow-Up

- A. The annual Goals and Objectives, once approved by the Chief of Police, are published and distributed Department-wide to all members.
- B. Supervisors are responsible for informing nonsupervisory members of the Departmental Goals, and executing specific objectives identified for their fulfillment.
- C. Semi-annually, the Chief of Police, with input provided by the Division Commanders, evaluates the progress made toward attainment of the Goals and Objectives.
- D. Accomplishment of specific Goals and Objectives should be used as applicable material included in members' Annual Employee Performance Review.
- E. The annual Goals and Objectives are included in the Multi-Year Strategic Plan developed by the Chief of Police.

III. Multi-Year Strategic Plan

- A. The Chief of Police develops a Multi-Year Strategic Plan with corresponding Goals and Objectives.
- B. The Plan provides guidance for the long-term direction of the Department to include, amongst other things, budgetary needs, training and/or equipment needs, succession planning, and personnel allocation requests.
- C. The Plan is reviewed annually and revised as necessary. It includes the following:
 1. Long-term Goals and Objectives.
 2. Anticipated workload and populations trends.
 3. Anticipated personnel levels.
 4. Anticipated capital improvement and equipment needs.
 5. Provisions for review and revision as needed.

Attachment: N/A

Index as: Goals and Objectives.
Multi-Year Strategic Plan.

References: N/A