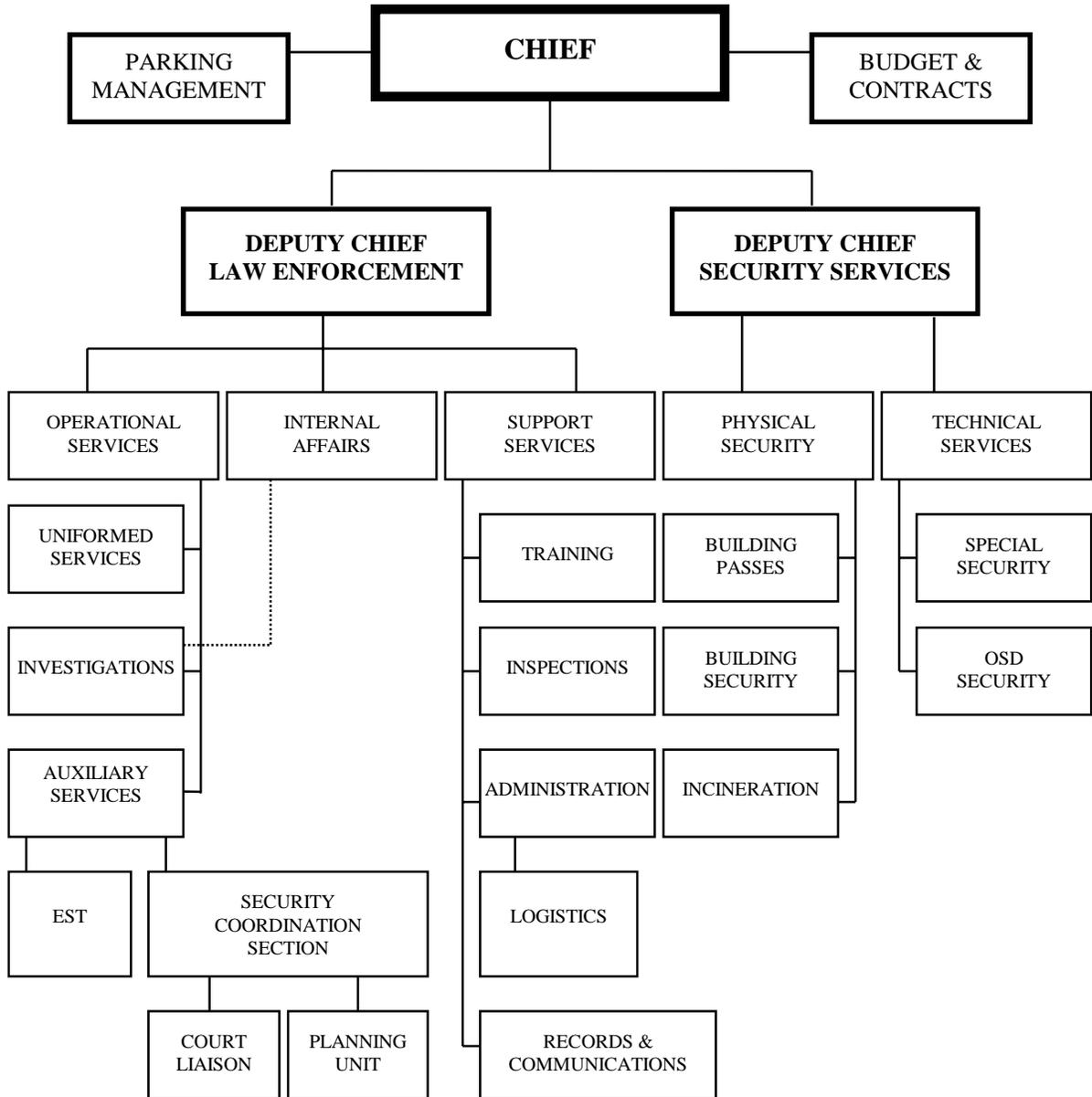


Appendix A. DPS Organization Chart



Appendix B. CALEA Standards and DPS Policy

Standard No.	Standard	DPS Policy
	LAW ENFORCEMENT ROLE AND AUTHORITY	
1.1.1	A written directive requires all personnel, prior to assuming sworn status, to take and subsequently abide by an oath of office to enforce the law and uphold the nation's constitution or basic law of the land and, where applicable, those of governmental subdivisions.	5 USC 3331
1.1.2	A written directive requires all sworn officers to abide by a code or canon of ethics adopted by the agency.	GO 1100.2
1.2.1	A written directive defines the legally mandated authority vested in sworn agency personnel.	GO 1000.2
1.2.2	A written directive governs procedures for assuring compliance with all applicable Constitutional requirements, including: a) interview and interrogations; and b) access to counsel.	GO 1800.16 GO 1800.17
1.2.3	A written directive governs search and seizure without a warrant by agency personnel, to include the following situations: a) search by consent; b) stop and frisk of an individual under circumstances where the officer has articulable reasons to fear for his/her safety; c) search of a vehicle under a movable vehicle exception; d) at the scene of a crime; e) exigent circumstances, as where the public safety is endangered; f) inventory searches of seized vehicles or other property; and g) other situations authorized by state and federal constitutional provisions.	No
1.2.4	A written directive specifies the procedures for any arrest made with or without a warrant.	GO 1000.2
1.2.5	A written directive defines the authority, guidelines, and circumstances when sworn personnel may exercise alternatives to arrest, prearrest confinement, and/or pretrial release.	GO 1800.3 GO 1800.6 GO 1800.9 GO 1800.10
1.2.6	A written directive governs the use of discretion by sworn officers.	Not Evaluated
1.3.1	A written directive states personnel will use only the force necessary to accomplish lawful objectives.	GO 2100.1
1.3.2	A written directive states that an officer may use deadly force only when the officer reasonably believes that the action is in defense of human life, including the officer's own life, or in defense of any person in immediate danger of serious physical injury. Definitions of conditional terms, such as those for reasonable belief, serious physical injury, or similarly used terms that are used to qualify the directive, shall be included.	GO 2100.1 DD 5210.56
1.3.3	A written directive governs the discharge of "warning" shots.	DD 5210.56 GO 2100.1
1.3.4	A written directive governs the use of authorized less-than-lethal weapons by agency personnel.	GO 2100.1
1.3.5	A written directive specifies procedures for rendering appropriate medical aid after use of lethal and less-than-lethal weapons.	GO 2100.1 GO 2100.2

(See Note on Page B-32)

1.3.6	A written report is submitted whenever an employee: a) discharges a firearm, for other than training or recreational purposes; b) takes an action that results in, or is alleged to have resulted in, injury or death of another person; c) applies force through the use of lethal or less-than-lethal weapons; or d) applies physical force as defined by the agency.	GO 2100.2 GO 2100.1 GO 2100.2 GO 2100.1 No
1.3.7	The agency has a procedure for reviewing the report required by standard 1.3.6.	GO 2100.1 - .2
1.3.8	A written directive requires the removal from line-duty assignment, pending administrative review, any employee whose actions or use of force results in a death or serious physical injury.	GO 2100.1 GO 2100.2
1.3.9	A written directive requires that only weapons and ammunition meeting agency-authorized specifications be used by agency personnel in law enforcement responsibilities both on or off duty. The directive must address: a) the types and specifications of all lethal and less-than-lethal weapons approved for use; b) the types and specifications of ammunition approved for use; c) the procedure for review, inspection, and approval of all weapons intended for use by each employee in the performance of duty, prior to carrying, by a qualified weapons instructor or armorer, and a process to remove unsafe weapons; and d) the procedure for maintaining a record on each weapon approved by the agency for official use.	GO 1500.1 GO 2100.1 GO 1500.1 GO 1500.7 GO 1500.7
1.3.10	A written directive requires that only employees demonstrating proficiency in the use of agency-authorized weapons be approved to carry such weapons.	GO 1600.1
1.3.11	At least annually, each employee is required to receive in-service training on the agency's use-of-force policies and demonstrate proficiency with any approved weapon that the employee is authorized to use. In addition: a) proficiency training must be monitored by a certified weapons instructor; b) training and proficiency must be documented; and c) the agency must have procedures for remedial training for those employees who are unable to qualify with an authorized weapon prior to resuming official duties.	DD 5210.56 GO 1600.1
1.3.12	A written directive requires that all employees authorized to carry weapons be issued copies of and be instructed in the policies described in standards 1.3.1 through 1.3.5 before being authorized to carry a weapon. The issuance and instruction shall be documented.	GO 1500.4
1.3.13	The agency conducts an annual analysis of those reports required by standard 1.3.6.	No
AGENCY JURISDICTION AND MUTUAL AID		
2.1.1	A written directive delineates the specific geographical boundaries of the agency's jurisdiction.	GO 1000.2
2.1.2	A written directive specifies the agency's responsibilities in any inter-agency agreement regarding concurrent jurisdiction.	GO 2800.1- GO 2800.21

2.1.3	In the absence of controlling legislation governing mutual aid, the agency has written agreements with neighboring law enforcement agencies to provide mutual aid in emergency situations. The mutual aid agreement must include, at a minimum, the following details: a) the legal status of agencies and agency personnel responding to mutual aid requests; b) procedures for vesting provider agency personnel with the legal authority to act within the receiver agency's jurisdiction; c) procedures for requesting mutual aid; d) identity of those persons authorized to request mutual aid; e) identity of persons to whom outside personnel are to report; f) procedures for maintaining radio communication with outside personnel; g) expenditures, if any, which should be borne by the receiver agency to compensate for the use of the provider agency's resources; and h) procedures for review and revision if prescribed in the agreement.	GO 2800.1 GO 2800.2 GO 2800.3 GO 2800.5 GO 2800.7 GO 2800.8 GO 2800.9 GO 2800.10 GO 2800.12 GO 2800.15 GO 2800.17 GO 2800.18
2.1.4	A written directive governs procedures for requesting federal law enforcement or national guard assistance in emergency situations.	Yes(various)
	CONTRACTUAL AGREEMENTS FOR LAW ENFORCEMENT SERVICES	
3.1.1	A written agreement exists governing law enforcement services provided by the agency and includes: a) a statement of the specific services to be provided; b) specific language dealing with financial agreements between the parties; c) specification of the records to be maintained concerning the performance of services by the provider agency; d) language dealing with the duration, modification, and termination of the contract; e) specific language dealing with legal contingencies; f) stipulation that the provider agency maintains control over personnel; g) specific arrangements for the use of equipment and facilities; and h) a procedure for review and revision, if needed, of the agreement.	FAR
3.1.2	A written directive stipulates that employment rights of personnel assigned under a contract for law enforcement services are not abridged by the provider agency.	FAR
	ORGANIZATION	
11.1.1	A written directive describes the agency's organizational structure and functions and is available to all personnel.	GO 1000.1
11.1.2	The agency's organizational structure is depicted graphically on an organizational chart that is reviewed and updated as needed. The chart is accessible to all personnel.	No
11.2.1	Each employee is accountable to only one supervisor at any given time.	GO 1000.1
11.2.2	Each organizational component is under the direct command of only one supervisor.	GO 1000.1
11.3.1	A written directive stipulates limits for the number of employees under the immediate control of supervisors under normal day-to-day operations.	No
11.4.1	A written directive requires that: a) responsibility is accompanied by commensurate authority; and b) each employee is accountable for the use of delegated authority.	GO 1500.4 GO 1100.22
11.4.2	A written directive states that supervisory personnel are accountable for the performance of employees under their immediate control.	GO 1100.22
	DIRECTION	

12.1.1	A written statement issued by a unit of government, a law or ordinance, or combination thereof designates the authority and responsibility of the chief executive officer.	DEPSECDEF Delegation
12.1.2	A written directive establishes the command protocol for the following situations, at a minimum: a) in the absence of the chief executive officer; b) in exceptional situations; c) in situations involving personnel of different functions engaged in a single operation; and d) in normal day-to-day agency operations.	GO 1000.1 GO 1000.3 GO 1100.24 GO 1000.1
12.1.3	A written directive requires employees to obey any lawful order of a superior, including any order relayed from a superior by an employee of the same or lesser rank. The directive must also include procedures to be followed by an employee who receives a conflicting or unlawful order.	AI-8
12.1.4	A written directive establishes procedures for communication, coordination, and cooperation among all agency functions.	No
12.2.1	The agency has a written directive system that includes, at a minimum, the following: a) a policy statement that vests in the agency's chief executive officer the authority to issue, modify, or approve agency written directives; b) identification of the persons or positions, other than the agency's chief executive officer, authorized to issue written directives; c) a description of the written directives system format; d) procedures for indexing, purging, updating, and revising directives; e) statements of agency policy, rules and regulations; f) procedures for carrying out agency activities; and g) procedures for staff review of proposed policies, procedures, rules, and regulations prior to their promulgation.	GO 1100.5 GO 1100.4 GO 1100.4-5 GO 1100.6 GO/SOP GO 1100.5 GO 1100.4-6
12.2.2	A written directive establishes procedures for the dissemination and storage of agency written directives, and addresses, at a minimum, the following: a) dissemination of existing, new, or newly revised directives to all affected personnel whether (1) in hard-copy form or (2) through a computerized documentation system, backed up by hard copies of the directives in sufficient number to place at specified accessible locations for reference by all personnel affected by the directives; b) storage of written directives whether (1) by their incorporation into manuals or (2) by their storage in a computerized documentation system and placement of hard copies in manuals put at specified accessible locations for reference by all personnel affected by the directives; and c) acknowledgment indicating receipt and review of disseminated directives by affected personnel whether in written form or in some other way that is at least equally effective.	GO 1100.6 & GO 1500.4
GENERAL MANAGEMENT		
13.1.1	A written directive specifies an agency administrative reporting program, to include: a) a listing of all administrative reports; b) a statement as to the person(s) or position(s) responsible for the formulation of the report(s); c) a statement of the purpose of the report(s); d) a statement of the frequency of the report(s); and e) a statement of the distribution of the report(s).	No
13.1.2	The agency has a written directive to ensure accountability for agency forms that includes procedures for development, modification, approval,	AI 86

	and review.	
13.1.3	The agency has a system for ensuring that periodic reports, reviews, and other activities mandated by applicable accreditation standards are accomplished.	No
13.1.4	If the courts in an agency's service area permit the use of written reports, sworn affidavits, or complaints at preliminary court proceedings or arraignments in lieu of an officer's presence, the agency uses such a system.	Not Evaluated
13.1.5	A written directive specifies the agency's role in criminal justice and social service diversion programs.	No
13.2.1	A written directive requires the formulation and annual updating of written goals and objectives for the agency and for each organizational component within the agency. Established goals and objectives are made available to all affected personnel.	No
13.2.2	The agency has a system for evaluating the progress made toward the attainment of goals and objectives.	No
13.2.3	The agency has a current multiyear plan which includes the following: a) long-term goals and operational objectives; b) anticipated workload and population trends; c) anticipated personnel levels; d) anticipated capital improvements and equipment needs; and e) provisions for review and revision as needed.	No Post Protection Budget Process.
	PLANNING AND RESEARCH	
14.1.1	A written directive describes the activities of the planning and research function and specifies how they should be organized or assigned.	GO 1000.1
14.1.2	Operational and organizational placement of the planning and research function ensures the following: a) access to necessary information resources; and b) accessibility to the agency's chief executive officer.	GO 1000.1
14.1.3	If analytical reports are used, a written directive requires that they are distributed to the affected organizational units.	No
	CRIME ANALYSIS	
15.1.1	A written directive establishes crime analysis procedures to include: a) specification of source documents from which crime analysis data elements are extracted; b) analysis of crime data; c) identification of potential and actual police hazards that are within the agency's service area; d) documentation of the temporal and geographic distribution of selected crimes; e) the distribution of crime analysis information; f) feedback analysis and program evaluation; and g) briefing the agency's chief executive officer on crime patterns or trends.	Crime analyses reports are generated, but no directive exists which establishes them or sets their scope
15.1.2	A written directive identifies the factors included in crime analysis to include at a minimum: a) frequency by type of crime; b) geographic factors; c) temporal factors; d) victim and target descriptors; e) suspect descriptors; f) suspect vehicle descriptors; g) modus operandi factors; and h) physical evidence information.	See Above
	ALLOCATION AND DISTRIBUTION OF PERSONNEL AND	

PERSONNEL ALTERNATIVES		
16.1.1	The agency has a position management system which provides the following information: a) the number and type of each position authorized in the agency's budget; b) location of each authorized position within the agency's organizational structure; and c) position status information, whether filled or vacant, for each authorized position in the agency.	AI 33 Merit Promotion
16.1.2	The agency allocates personnel to, and distributes them within, all organizational components in accordance with documented periodic workload assessments.	GS-083 GS-085
16.2.1	A written directive requires an annual review of each specialized assignment for the purpose of determining whether it should be continued. This review shall include: a) a listing of the agency's specialized assignments; b) a statement of purpose for each listed assignment; and c) the evaluation of the initial problem or condition that required the implementation of the specialized assignment.	No
16.2.2	The agency announces anticipated openings for specialized assignments agencywide and fills those positions through a selection process.	AI 33 Article 14
16.2.3	If the agency allows temporary or rotating assignment of sworn personnel, a written directive describes the agency procedure, to include: a) identification of the positions which are available for temporary or rotational assignment; b) the duration of assignments; c) the criteria for selection of personnel; and d) description of the selection procedures.	Rotations occur and are advertised through internal media
16.5.1	Positions not requiring sworn personnel are specified as civilian positions and staffed accordingly.	Yes OPM Rqmts
FISCAL MANAGEMENT AND AGENCY-OWNED PROPERTY		
17.1.1	The agency's chief executive officer is designated as having the authority and responsibility for the fiscal management of the agency, either through a written statement issued by the government, or by a law or ordinance, or by a combination of the two.	Annual letter from Director, Real Estate and Facilities
17.2.1	A written directive describes the agency's budget process and assigns the responsibility for final budget preparation and management to the fiscal management function.	Annual RMO guidance
17.2.2	Major functions within the agency annually prepare written budget recommendations, based on functional goals and objectives.	Yes
17.3.1	A written directive governs procedures for the requisition and purchase of agency equipment and supplies to include, at a minimum: a) specifications for items requiring standardized purchases; b) bidding procedures; c) criteria for the selection of vendors and bidders; d) procedures for the emergency purchasing or rental agreements for equipment; and e) procedures for requesting supplemental or emergency appropriation and fund transfer.	FAR
17.4.1	The agency has an accounting system that includes approval of each account and, at a minimum, provisions for monthly status reports showing: a) initial appropriation for each account (or program); b) balances at the commencement of the monthly period; c) expenditures and encumbrances made during the period; and	Budget Process

	d) unencumbered balance.	
17.4.2	A written directive governs the maintenance of all cash funds or accounts where agency personnel are permitted to receive, maintain, or disburse cash and includes, at a minimum: a) a balance sheet, ledger, or other system that identifies initial balance, credits (cash income received), debits (cash disbursed), and the balance on hand; b) receipts or documentation for cash received; c) authorization for cash disbursement, including CEO authorization for expenses in excess of a given amount; d) records, documentation, or invoice requirements for cash expenditures; e) persons or positions authorized to disburse or accept cash; and f) quarterly accounting of agency cash activities.	GO 1100.27 No Yes Yes Yes Yes Yes
17.4.3	A written directive governs procedures for an independent audit of the agency's fiscal activities.	GO 1100.27
17.5.1	If the inventory and control of agency property is regulated by an outside authority, the agency must meet those guidelines. Absent external controlling directives, the agency has a written directive which establishes internal procedures for inventory and control of agency property and equipment.	AI 94 SOP 37
17.5.2	A written directive establishes procedures for issuing/reissuing agency-owned property to authorized users.	AI 94 GO 1500.2 SOP 37
17.5.3	A written directive designates that maintaining stored agency property in a state of operational readiness is a responsibility of the person or unit to which the property is assigned.	AI 94
	CLASSIFICATION AND DELINEATION OF DUTIES AND RESPONSIBILITIES	
21.1.1	A written task analysis of every class of sworn employee in the agency is conducted, maintained on file, and includes, at a minimum: a) the work behaviors (duties, responsibilities, functions, tasks, etc.); b) the frequency with which the work behavior occurs; and c) the criticality of the job-related skills, knowledge, and abilities.	Employee Position Descriptions
21.2.1	The agency has a written classification plan that includes: a) categorization of every job by class on the basis of similarities in duties, responsibilities, and qualification requirements; b) class specifications for every job within a class; c) provisions for relating compensation to classes; and d) provisions for reclassification.	Article 15 AI 3
21.2.2	If the agency has a classification plan, a written directive specifies the role of the agency in the development and maintenance of class specifications.	Article 15 AI 3
21.2.3	The agency maintains current job descriptions covering all employees. Each employee is issued the job description of his/her job, and a job description for each job within the agency is available to all personnel.	AI 33 Article 15
	COMPENSATION, BENEFITS, AND CONDITIONS OF WORK	
22.1.1	A written directive describes the agency's salary program, to include: a) entry-level salary for the agency; b) salary differential within ranks; c) salary differential between ranks; d) salary levels for those with special skills, if any; e) compensatory time policy; f) overtime policy; and g) the provision of salary augmentation.	OPM f) GO 1300.17 & GO 2300.24

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22.2.1	A written directive describes the agency's leave program, to include: a) administrative leave; b) holiday leave; c) sick leave; and d) vacation (annual) leave.	GO 1300.4 GO 1300.5
22.2.2	A written directive describes the agency's retirement program.	5 CFR 831
22.2.3	A written directive describes the agency's health insurance program.	5 CFR 890
22.2.4	A written directive describes the agency's disability and death benefits program.	GO 1300.24
22.2.5	The agency has a program for the provision of personnel support services to employees.	AI 17
22.2.6	A written directive describes the agency's liability protection program.	No
22.2.7	A written directive describes the provision of clothing and equipment used by employees in performing law enforcement functions.	GO 1500.2
22.2.8	A written directive describes employee educational benefits, if any.	AI 40
22.3.1	A written directive governs the provision of physical examinations for sworn employees. Any examination required of employees in permanent, full-time jobs must be provided at no cost to the employee.	GO 1600.2 GO 1600.3
22.3.2	A written directive specifies criteria for general health and physical fitness to be maintained by sworn employees.	GO 1300.20
22.3.3	A written directive governs the types of off-duty employment in which agency personnel may engage.	GO 1300.18
22.3.4	If the agency permits sworn personnel to engage in extra-duty employment, a written directive addresses the following: a) the requirement that sworn personnel must receive agency permission to engage in extra-duty employment; b) policies that address the behavior and activities of officers during extra-duty employment; c) approval, review, and revocation processes pertaining to officers' extra-duty employment; d) designation of a point of coordination or administration within the agency to oversee adherence to the aforementioned policies, processes, and other matters deemed appropriate by the agency; and e) documentation of the significant aspects of each officer's extra-duty employment.	GO 1300.18
COLLECTIVE BARGAINING		
24.1.1	If there are represented employees in the agency, a written directive describes the role of the agency in the collective bargaining process, and includes: a) establishment of a collective bargaining team for the agency with one person designated as the principal negotiator; b) identification of the bargaining unit or units representing an agency's employees with which it will negotiate; c) a commitment by the agency to participate in "good faith" bargaining with the duly recognized bargaining units representing its members; d) a commitment to abide by the ground rules for collective bargaining that arise out of the collective bargaining process or labor arbitration; and e) a commitment to abide, in both letter and spirit, by the negotiated labor agreement that has been signed by management, labor representatives, and ratified by the bargaining unit.	Negotiated Labor Agreement (5/93)
24.1.2	When a negotiated labor agreement is ratified by all parties, the agency's CEO, or designee, will: a) obtain a written, signed copy of the labor agreement;	Negotiated Labor Agreement

	<ul style="list-style-type: none"> b) review and amend, if necessary, all written directives and procedures to coincide with the terms of the labor agreement; and c) disseminate information relative to a new labor agreement, including modifications to existing agreements, to managers and supervisors of bargaining unit employees. 	(5/93)
	GRIEVANCE PROCEDURES	
25.1.1	<p>Unless there is controlling contract language, a written directive establishes a grievance procedure, which includes the following:</p> <ul style="list-style-type: none"> a) identification of matters that are grievable (scope) and the levels in the agency or government to which the grievance may be filed and/or appealed; b) establishment of time limitations for filing or appealing the grievance to the next level; c) a description of the type of information to be submitted when filing a grievance; d) establishment of procedural steps and time limitations at each level in responding to grievances or appeals; and e) establishment of criteria for employee representation. 	Article 20; GO 1200.3; GO 1300.27
25.1.2	A written directive specifies a position responsible for coordination of grievance procedures.	Same as Above
25.1.3	A written directive establishes procedures for the maintenance and control of grievance records.	Same as Above
25.1.4	A written directive requires an annual analysis of grievances.	Same as Above
	DISCIPLINARY PROCEDURES	
26.1.1	A written directive specifies a code of conduct and appearance for agency personnel.	GO 1100.2
26.1.2	A written directive prohibits sexual harassment in the work place and provides a means by which sexual harassment can be reported, including a means by which it can be reported if the offending party is in the complainant's chain of command.	GO 1200.3
26.1.3	The agency makes readily available to all employees copies of the code of conduct and appearance guidelines.	GO 1100.2 GO 1200.1
26.1.4	<p>A written directive establishes a disciplinary system, to include:</p> <ul style="list-style-type: none"> a) procedures and criteria for rewarding employees; b) procedures and criteria for using training as a function of discipline; c) procedures and criteria for using counseling as a function of discipline; and d) procedures and criteria for taking punitive actions in the interest of discipline. 	GO 1400.3 & Article 19
26.1.5	A written directive specifies the role of supervisors and the authority attendant to each level of supervision and command relative to disciplinary actions.	AI 8
26.1.6	A written directive specifies appeal procedures in disciplinary actions.	Article 19
26.1.7	<p>If employee misconduct results in dismissal, a written directive requires that the following information be provided to the employee:</p> <ul style="list-style-type: none"> a) a statement citing the reason for dismissal; b) the effective date of the dismissal; c) a statement of the status of fringe and retirement benefits after dismissal; and d) a statement as to the content of the employee's employment record relating to the dismissal. 	Article 19 & GO 1400.3
26.1.8	A written directive specifies procedures for maintenance of records of disciplinary actions.	Same as Above

RECRUITMENT		
31.1.1	The agency actively conducts, or participates in the management of, its recruitment program.	AI 33
31.1.2	Individuals assigned to recruitment activities are knowledgeable in personnel matters, especially equal employment opportunity/affirmative action as it affects the management and operations of the agency.	AI 33
31.2.1	The agency has minority group and female employees in the sworn law enforcement ranks in approximate proportion to the makeup of the available work force in the law enforcement agency's service community, or an affirmative action plan pursuant to standard 31.2.2.	Annual Affirmative Action Report
31.2.2	The affirmative action plan includes the following elements: a) statement of measurable objectives; b) plan of action to correct any inequities, indicating specific action steps to be taken and a timetable for implementation, designed to achieve the objectives in bullet (a); and c) procedures to periodically evaluate the progress toward objectives and revise/reissue the plan.	Annual Affirmative Action Report
31.2.3	The agency has an equal employment opportunity plan.	GO 1300.27
31.3.1	The agency's job announcements and recruitment notices: a) provide a description of the duties, responsibilities, requisite skills, educational level, and other minimum qualifications or requirements; b) advertise entry-level job vacancies through electronic, print, or other media; c) advertise the agency as an equal opportunity employer on all employment applications and recruitment advertisements; and d) advertise official application filing deadlines.	AI 3 & Article 14
31.3.2	The agency posts job announcements with community service organizations and/or seeks cooperative assistance from community organizations and key leaders.	Same as Above
31.3.3	The agency maintains contact with applicants from initial application to final employment disposition.	Same as Above
31.3.4	Applications are not rejected because of omissions or deficiencies that can be corrected prior to the testing or interview process.	Same as Above
SELECTION		
32.1.1	Written directives describe all elements and activities of the selection process.	GO 1300.19 Article 14 GO 1600.3
32.1.2	All elements of the selection process use only those rating criteria or minimum qualifications that are job related.	Same as Above
32.1.3	A written directive requires that all elements of the selection process be administered, scored, evaluated, and interpreted in a uniform manner.	Same as Above
32.1.4	At the time of their formal application, candidates are informed, in writing, of: a) all elements of the selection process; b) the expected duration of the selection process; and c) the agency's policy on reapplication, retesting, and reevaluation of candidates not appointed.	Same as Above
32.1.5	Candidates determined to be ineligible for appointment on the basis of a single test, examination, interview, or investigation are informed in writing.	Same as Above
32.1.6	A written directive governs the disposition of the records of candidates not appointed to probationary status.	Same as Above
32.1.7	A written directive requires that selection materials be stored in a secure	Same as

	area when not being used and are disposed of in a manner that prevents disclosure of the information within.	Above
32.2.1	A background investigation of each candidate is conducted prior to appointment to probationary status, and includes: a) verification of qualifying credentials; b) a review of any criminal record; and c) verification of at least three personal references.	GO 1300.23 GO 1100.11 GO 1300.2
32.2.2	Personnel used to conduct background investigations are trained in collecting required information.	GO 1300.23
32.2.3	A record of each candidate's background investigation is maintained on file for at least three years.	GO 1300.23
32.2.7	A medical examination is conducted, prior to appointment to probationary status, to certify the general health of each candidate.	GO 1100.11 GO 1300.20
	TRAINING AND CAREER DEVELOPMENT	
33.1.1	A written directive establishes a training committee in the agency and includes provisions for the following: a) composition of the committee; b) the process for selecting and replacing committee members; c) the relationship of the training function to the committee; d) authority and responsibilities of the committee; and e) designation of the person or position to whom the committee reports.	Article 11 GO 1300.13 GO 1600.1 GO 1600.2 GO 1600.3
33.1.2	A written directive governs attendance requirements for employees assigned to authorized agency training programs.	Same as Above
33.1.3	A written directive governs agency reimbursements to employees attending training programs in or outside the agency's service area.	Same as Above
33.1.4	The agency requires lesson plans for all training courses conducted by the agency, to include provisions for the following: a) guidelines and format for lesson plan development; b) a statement of performance and job-related objectives; c) the content of the training and specification of the appropriate instructional techniques; d) a process for approval of lesson plans; and e) identification of any tests used in the training process.	Same as Above
33.1.5	A written directive establishes agency policy concerning remedial training.	Same as Above
33.1.6	A written directive requires the agency to update records of employees following their participation in training programs.	Same as Above
33.1.7	The agency maintains records of each training class it conducts, to include, at a minimum: a) course content (lesson plans); b) names of agency attendees; and c) performance of individual attendees as measured by tests, if administered.	GO 1600.3
33.2.3	If agency personnel are trained in an outside academy, a written directive describes the relationship between the agency and the outside organization.	MOU with FLETC
33.2.4	If agency personnel are trained in an outside academy, a written directive governs the training to be received by agency personnel regarding agency policies, procedures, rules, and regulations.	DD 1556
33.4.1	The agency requires all newly sworn officers to complete the recruit academy training program prior to routine assignment in any capacity in which the officer is allowed to carry a weapon or is in a position to make an arrest, except as part of a formal field training program required in standard 33.4.4.	GO 1600.2 GO 1600.3 GO 1300.23
33.4.2	The academy provides an orientation handbook to all new recruit personnel	FLETC

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	at the time academy training begins.	
33.4.3	A written directive requires the agency's recruit training program to include: a) a curriculum based on tasks of the most frequent assignments of officers who complete recruit training; and b) use of evaluation techniques designed to measure competency in the required skills, knowledge, and abilities.	FLETC (Curriculum & Training Manual)
33.4.4	A written directive establishes a field training program for recruits with provisions for the following: a) field training of at least four weeks for trainees, during and/or after the required classroom training; b) a selection process for field training officers; c) supervision of field training officers; d) liaison with the academy staff, if applicable; e) training and in-service training of field training officers; f) rotation of recruit field assignments; g) guidelines for the evaluation of recruits by field training officers; and h) reporting responsibilities of field training officers.	Training Manual
33.5.1	A written directive requires all sworn personnel to complete an annual retraining program, including legal updates and firearms requalification.	GO 1600.1
33.5.2	A written directive governs roll-call training.	GO 1100.3

33.5.3	Familiarization with the accreditation process is provided to agency employees as follows: a) to all newly hired agency personnel within a reasonable period after their employment begins; b) to all agency personnel during the self-assessment phase associated with achieving initial accreditation and each reaccreditation; and c) to all agency personnel just prior to an on-site assessment associated with initial accreditation and each reaccreditation.	No
33.6.1	A written directive identifies the functions for which specialized training is required, and includes the following: a) development and/or enhancement of the skills, knowledge, and abilities particular to the specialization; b) management, administration, supervision, personnel policies, and support services of the function or component; and c) supervised on-the-job training.	No written directive
33.6.2	If the agency has a tactical team, the agency requires that all personnel assigned to the team engage in training and readiness exercises.	GO 1600.2
33.7.1	A written directive requires all newly appointed civilian personnel to receive information regarding: a) the agency's role, purpose, goals, policies, and procedures; b) working conditions and regulations; and c) responsibilities and rights of employees.	Performance Standards; Mission and Functions Statement
33.7.2	A written directive identifies the civilian positions for which preservice and in-service training are required.	No written directive
33.8.1	A written directive establishes training requirements for all personnel assigned by the agency to conduct career development activities.	AI 40 & GO 1300.13
33.8.2	The agency provides skill development to all personnel upon promotion.	Training Program
	PROMOTION	GO 1300.19
34.1.1	A written directive defines the agency's role in the promotion process.	AI 33 & Article 14
34.1.2	A written directive vests in an identifiable position the authority and responsibility for administering the agency's role in the promotion process.	AI 33 & Article 14
34.1.3	A written directive describes the procedures used for each element of the promotion process, including those for: a) evaluating the promotional potential of candidates; b) administering written tests, if any; c) using assessment centers, if any; d) conducting oral interviews prior to appointment to probationary status; e) providing procedures for review and appeal of results for each promotional element by candidates; f) establishing procedures for reapplication, retesting, and/or reevaluation; and g) determining promotional eligibility for vacancies where lateral entry is permitted.	AI 33 & Article 14
34.1.4	All elements used to evaluate candidates for promotion are job related and nondiscriminatory.	AI 33 & Article 14
34.1.5	The agency provides employees with a written announcement of the promotional process.	AI 33 & Article 14

34.1.6	A written directive establishes criteria and procedures for the development and use of eligibility lists, if any, to include, at a minimum: a) the numerical weight, if any, assigned to each eligibility requirement; b) the system of ranking eligible employees on the lists; c) time-in-grade and/or time-in-rank eligibility requirements, if any; d) the duration of the lists; and e) the system for selecting names from the lists.	AI 33 & Article 14
34.1.7	In the absence of controlling legislation, at least a six-month probationary period is required of all employees who are promoted, with any exceptions defined.	AI 33 & Article 14
	PERFORMANCE EVALUATION	
35.1.1	A written directive defines the agency's performance evaluation system and includes at a minimum: a) measurement definitions; b) procedures for use of forms; c) rater responsibilities; and d) rater training.	GO 1400.8
35.1.2	A written directive requires a performance evaluation of each employee be conducted and documented at least annually.	GO 1400.8
35.1.3	A written directive requires a written performance evaluation report on all entry-level probationary employees at least bimonthly.	GO 1400.8
35.1.4	Criteria used for performance evaluation are specific to the assignment of the employee during the rating period.	GO 1400.8
35.1.5	Evaluation of the employee's performance covers a specific period.	GO 1400.8
35.1.6	A written directive requires that employees be advised in writing whenever their performance is deemed to be unsatisfactory and that the written notification be given to them at least 90 days prior to the end of the annual rating period.	GO 1400.8
35.1.7	A written directive requires explanatory comments when performance ratings are unsatisfactory or outstanding.	GO 1400.8
35.1.8	A written directive requires that each performance evaluation report is reviewed and signed by the rater's supervisor.	GO 1400.8
35.1.9	A written directive requires that each employee be counseled at the conclusion of the rating period to include the following areas: a) results of the performance evaluation just completed; b) level of performance expected, rating criteria or goals for the new reporting period; and c) career counseling relative to such topics as advancement, specialization, or training appropriate for the employee's position.	GO 1400.8
35.1.10	A written directive specifies that the employee will be given the opportunity to sign and make written comments to supplement the completed performance evaluation report.	GO 1400.8
35.1.11	A written directive requires that a copy of the completed evaluation report be provided to the employee.	GO 1400.8
35.1.12	A written directive requires an appeal process for contested evaluation reports.	GO 1400.8
35.1.13	A written directive requires the retention of performance evaluation reports.	GO 1400.8
35.1.14	A written directive requires ratters to be evaluated by their supervisors regarding the quality of ratings given employees.	GO 1400.8
	PATROL	
41.1.1	If the agency maintains 24-hour coverage, procedures for shift change provide for continuous patrol coverage.	SOP BO-28

41.1.2	A written directive specifies procedures for: a) assignment to patrol shifts; b) frequency of shift rotation, if any; c) assignment to beats; d) frequency of beat rotation, if any; and e) determination of days off.	No written directive
41.1.3	A written directive governs the frequency and procedures for roll call.	GO 1100.3
41.1.4	If the agency has, or uses, special-purpose vehicles, horses, or canine teams, a written directive governs their operation and includes, at a minimum, the following provisions for each kind of vehicle or animal: a) a statement of the objectives of their operation or usage; b) instructions, conditions, and limitations of usage; c) authorization for use in various situations; d) qualifications and training for personnel assigned to operate the vehicle or control the animal, if agency owned; e) designation of the person or position responsible for the condition and maintenance of the vehicle or care of the animal, if agency owned; f) a listing of equipment, if any, to be kept in or on the vehicle or required for the animal, if agency owned; and g) a listing of persons or positions authorized to operate the vehicle and its equipment or control the animal, if agency owned.	No written directive
41.2.1	A written directive establishes procedures for responding to routine and emergency calls and includes guidelines for the use of authorized emergency equipment.	GO 2300.4 GO 2300.21
41.2.2	A written directive governs pursuit of motor vehicles, including: a) evaluating the circumstances; b) initiating officer's responsibilities; c) designating secondary unit's responsibilities; d) assigning dispatcher's responsibilities; e) describing supervisor's responsibilities; f) using forcible stopping/roadblocks (refer to 61.3.4); g) specifying when to terminate pursuit; h) engaging in inter- and intrajurisdictional pursuits involving personnel from the agency and/or other jurisdictions; and i) detailing a procedure for a critique of the pursuit as soon as possible.	GO 2300.5
41.2.3	A written directive governs the conduct of field interviews.	No Directive
41.2.4	A written directive specifies the circumstances and establishes procedures for notifying the following: a) medical examiner/coroner; b) street/highway department personnel; c) public utilities personnel; and d) news media.	a) No b) No c) No d) GO 1100.9
41.2.5	A written directive provides procedures for handling missing persons, which include at a minimum: a) initial description and information to be gathered; b) dissemination of collected information; c) entry of the information in the appropriate criminal justice information system; d) removal of the information from the criminal justice information system; e) follow-up contact with the reporting persons; f) follow-up investigation and search; and g) any special procedures applicable to juveniles.	No Directive

41.3.1	Vehicles used in routine or general patrol service must be conspicuously marked and equipped with at least the following equipment in operational order: a) emergency lights; and b) a siren.	OB-3 GO 1100.22 GO 2300.21
41.3.2	If unmarked vehicles are used for traffic enforcement, they must be equipped with a siren and emergency lights.	GO 2300.21
41.3.3	A written directive specifies the equipment to be included in every patrol car.	OB-3
41.3.4	A written directive requires the use of occupant safety restraining devices in agency vehicles.	GO 1100.26
41.3.5	A written directive designates the specifications for all authorized personal equipment and apparel to be worn by patrol officers.	GO 1500.2
41.3.6	If not worn, body armor is immediately available to all officers assigned to routine uniformed field duty.	GO 1500.2 GO 1100.22
	CRIMINAL INVESTIGATION	
42.1.1	If the criminal investigation function does not provide 24-hour coverage, an "on-call" schedule of investigators is maintained.	GO 1000.1; 10-90 GOLD; CI 100.00
42.1.2	The agency uses a case-screening system and specifies the criteria for continuing and/or suspending an investigative effort.	No
42.1.3	A written directive establishes a system of case file management for the criminal investigation function, to include: a) a case status control system; b) administrative designators for each case; c) types of records to be maintained; d) accessibility to the files; and e) procedures for purging files.	No Directive
42.1.4	A written directive specifies accountability for conducting preliminary and follow-up criminal investigations.	GO 1000.3 & OB-50
42.1.5	A written directive requires the following: a) specification of criteria designating certain individuals as habitual/serious offenders; b) identification of all cases in which a designated habitual/serious offender is a party; and c) notification to the prosecuting agency of such cases.	No Directive
42.2.1	A written directive establishes procedures to be used in criminal investigation, to include: a) information development; b) interviews and interrogation; c) collection, preservation, and use of physical evidence; d) execution of background investigations, and e) surveillance.	a). No b) GO 1800.4 c) No d) No e) No
42.2.2	A written directive establishes steps to be followed in conducting preliminary investigations, to include: a) observing all conditions, events, and remarks; b) locating and identifying witnesses; c) maintaining and protecting the crime scene and arranging for the collection of evidence; and d) interviewing the complainant, witnesses, and suspects.	GO 1800.13
42.2.3	A written directive establishes steps to be followed in conducting follow-up investigations, to include at a minimum: a) reviewing and analyzing all previous reports prepared in the preliminary phase, departmental records, and results from laboratory	GO 1000.3

	<p>examinations;</p> <p>b) conducting additional interviews and interrogations;</p> <p>c) seeking additional information (from uniformed officers, informants);</p> <p>d) planning, organizing, conducting searches, and collecting physical evidence;</p> <p>e) identifying and apprehending suspects;</p> <p>f) determining involvement of suspects in other crimes;</p> <p>g) checking suspects' criminal histories;</p> <p>h) preparing cases for court presentation; and</p> <p>i) making a "second contact" with principals involved in a case requiring follow-up investigations or which has been closed.</p>	
42.2.4	The agency provides checklists to aid in criminal investigations.	No
42.2.5	Sworn positions in the criminal investigation function are the same as those used in the patrol function for: <p>a) rank titles; and</p> <p>b) salary schedules.</p>	OPM standards
42.2.6	The agency has a system that provides for periodic attendance of criminal investigators at roll-call meetings conducted for patrol officers.	Yes
42.2.8	If technical aids for the detection of deception are used, a written directive governs their use in criminal investigations. Examiners must be graduates of institutions providing training for this purpose.	DPS does not own such aids
42.2.9	A written directive specifies policies and procedures to be followed when using informants, to include: <p>a) inclusion of informants in a master file;</p> <p>b) content of the informant file, to include biographical and background information, criminal history record, if any, and code name or number of each informant;</p> <p>c) maintenance of an informant file;</p> <p>d) security of informant file and related codes;</p> <p>e) other methods to protect the identity of informants;</p> <p>f) criteria for paying informants, if applicable;</p> <p>g) precautions to be taken with informants, generally;</p> <p>h) special precautions to be taken with juvenile informants; and</p> <p>i) procedures for the use of informants by patrol officers.</p>	No Directive
	VICE, DRUGS, AND ORGANIZED CRIME	N/A or No Proactive Drugs
	JUVENILE OPERATIONS	
44.1.1	A written directive establishes the agency's juvenile operations function, and includes, at a minimum, the following: <p>a) a statement that the agency is committed to the development and perpetuation of programs designed to prevent and control juvenile delinquency;</p> <p>b) a statement that the responsibility for participating in or supporting the agency's juvenile operations function is shared by all agency components and personnel.</p>	Uses State of Virginia Requirements
44.1.2	The agency encourages review and comment by other elements of the juvenile justice system in the development of the agency's policies and procedures relating to juveniles.	GO 1800.3
44.1.3	A written directive requires annual review and written evaluation of all enforcement and prevention programs relating to juveniles. The evaluation should consider both the quantitative and qualitative elements of each program, lending itself to decisions regarding whether a specific program	No written directive

	should function as is, be modified, or be discontinued.	
44.2.1	A written directive requires that officers dealing with juvenile offenders use the least coercive among reasonable alternatives and includes, at a minimum, provisions for the following: a) outright release with no further action; b) criteria and procedures for issuing written citations or summonses to juvenile offenders to appear at intake in lieu of taking them into custody; and c) referral to juvenile court.	GO 1800.3
44.2.2	The agency has written procedures for taking a juvenile into custody, including, at a minimum, provisions for the following: a) determining whether the juvenile is alleged to have engaged in noncriminal misbehavior (a status offense); b) determining whether the juvenile is alleged to have been harmed or to be in danger of harm; c) ensuring that the constitutional rights of juveniles are protected; d) bringing the juveniles to the intake facility or the juvenile component without delay (unless a juvenile is in need of emergency medical treatment); and e) notifying parents or guardians of juveniles that the latter have been taken into custody.	GO 1800.3 a) No b) No c) Yes d) Yes e) Yes
44.2.3	A written directive governs procedures for the custodial interrogation of juveniles, to include provisions for the following: a) conferring with parents or guardians; b) limiting the duration of interrogation and the number of officers engaging in the interrogation; and c) explaining agency and juvenile justice system procedures to juveniles being interrogated.	GO 1800.3
44.2.4	The agency has a school liaison program which, at a minimum, incorporates the following: a) acting as a resource with respect to delinquency prevention; b) providing guidance on ethical issues in a classroom setting; c) providing individual counseling to students; and d) explaining the law enforcement role in society.	No
CRIME PREVENTION AND COMMUNITY RELATIONS		
45.1.1	The agency's crime prevention function provides for the following: a) targeting programs by crime type and geographic area on the basis of an analysis of local crime data; b) targeting programs to address community perceptions or misperceptions of crime; and c) evaluating the effectiveness of crime prevention programs.	GO 1000.1 No No No
45.1.2	The agency assists in organizing crime prevention groups in residential and business areas targeted for such activity in standard 45.1.1 and maintains liaison with these and other interested community groups.	No Directive

45.1.3	If granted the opportunity by the jurisdiction's governing authority, the agency provides crime prevention input into development and/or revision of zoning policies, building codes, fire codes, and residential/commercial building permits.	No Directive
45.2.1	The community relations function provides the following at a minimum: a) establishing liaison with formal community organizations and other community groups; b) informing all personnel that they are responsible for achieving the agency's community relations objectives; c) developing community relations policies for the agency; d) publicizing agency objectives, problems, and successes; e) conveying information transmitted from citizens' organizations to the agency; f) improving agency practices bearing on police-community relations; g) identifying training needs through interviews with citizen representatives, consultations with those involved in internal investigations, and conferences with supervisors; and h) establishing community groups where they are needed.	No Directive
45.2.2	At least quarterly, the person or persons responsible for the community relations function prepares and submits to the chief executive officer a report that includes, at a minimum, the following elements: a) a description of current concerns voiced by the community; b) a description of potential problems that have a bearing on law enforcement activities within the community; and c) a statement of recommended actions that address previously identified concerns and problems.	No Directive
45.2.3	A survey of citizen attitudes and opinions is conducted at a minimum of every two years with respect to: a) overall agency performance; b) overall competence of agency employees; c) officers' attitudes and behavior toward citizens; d) concern over safety and security within the agency's service area as a whole; and e) recommendations and suggestions for improvements.	No Directive
UNUSUAL OCCURRENCES AND SPECIAL OPERATIONS		
46.1.2	The agency has a written plan for responding to natural and man-made disasters and includes provisions for: a) communications; b) situation maps; c) field command posts; d) chain of command (to include other agencies); e) casualty information; f) community relations/public information (media briefings); g) other agency support; h) military support (martial law); i) public facility security; j) traffic control; k) equipment requirements; l) de-escalation procedures; m) rumor control; n) post-occurrence (aftermath) duties; o) after-action reports; and p) transportation.	EST/CINT 10-90 GOLD; 10-90 PURPLE; GO 1100.9

46.1.3	<p>The agency has a written plan for responding to civil disturbances and to emergency situations at a correctional or other institution. That plan includes provisions for:</p> <ul style="list-style-type: none"> a) communications; b) situation maps; c) field command posts; d) chain of command (to include other agencies); e) community relations/public information (media briefings); f) court/prosecutorial liaison and other legal considerations; g) other law enforcement agency support; h) military support (martial law); i) public facility security; j) traffic control; k) equipment requirements; l) post-occurrence (aftermath) duties; m) after-action reports; and n) transportation. 	See Above
46.1.4.	<p>The agency's civil disturbance plan includes the following provisions for carrying out mass arrests:</p> <ul style="list-style-type: none"> a) arrest/processing/confinement procedures (to include booking); b) juvenile offenders; c) transportation; d) detention facilities; e) evidence collection; f) security; g) identification; h) interagency agreements; i) defense counsel visits; j) court and prosecutorial liaison; k) media relations/public information; l) food, water, and sanitation; and m) medical treatment. 	GO 2300.13
46.1.5	<p>The agency has a written plan for handling a hostage/barricaded person situation, to include, at a minimum, provisions for the following:</p> <ul style="list-style-type: none"> a) attempts to avoid confrontation in favor of controlling and containing the situation until the arrival of trained tactical and/or hostage negotiation personnel; b) notification of tactical and hostage negotiation personnel, if these functions exist; c) interaction between tactical and hostage negotiation personnel and responsibilities of each; d) notification of appropriate persons within and outside the agency, such as command officers, dog handlers, or helicopter pilots; e) communications with other agencies; f) establishment of inner and outer perimeters; g) evacuation of bystanders; h) evacuation of injured persons; i) establishment of central command post and appropriate chain of command; j) request for ambulance, rescue, fire and surveillance equipment; k) authorization for news media access and news media policy; l) authorization for use of force and chemical agents; m) use of trained negotiation and support staff; n) pursuit/surveillance vehicles and control of travel routes; and 	GO 2300.7

	o) after-action report.	
46.1.6	The agency has a written plan for handling a bomb threat or bomb emergency and for gaining access to a bomb disposal unit.	GO 2300.1 GO 2300.2 10-90 GOLD
46.1.7	Agency equipment designated for use in unusual occurrence situations is inspected at least once each month for operational readiness.	No
46.1.8	Emergency operations plans are accessible to all command personnel and are reviewed and updated as needed.	Yes
46.1.9	The agency has a written emergency mobilization plan, to include provisions for: a) communications; b) alert stages; c) primary and alternate assembly areas; d) equipment distribution; e) special task force activation; f) key personnel designations; g) coordination with emergency management personnel; h) transportation requirements; i) management control measures; and j) rehearsals.	Yes (various)
46.1.10	The agency has a written plan for handling the security of VIP's, to include, at a minimum, provisions for the following: a) designation of a single person or position as supervisor and coordinator of any given security detail; b) equipment requirements, to include consideration of vehicles, body armor for VIP's and security officers, and weapons for officers; c) instructions for planning and reconnoitering travel routes and alternates; d) advance inspection for gathering intelligence information; e) coordination of operations within the agency and with outside agencies; f) identification of emergency first-aid, ambulance, and medical facilities; g) communications; and h) identification by designation, e.g., lapel pins.	a) GO 1000.1 b-g) No written directive, but the DPS "Special Event Operations Order" is a planning structure for such actions h) OB 51
46.1.11	The agency has a written plan for handling special events, to include, at a minimum, provisions for the following: a) designation of a single person or position as supervisor and coordinator for the coverage of a given event; b) written estimate of traffic, crowd control, and crime problems expected for any given event; c) contingency plan for traffic direction and control; d) use of special operations personnel, if any; e) logistical requirements; f) coordination inside and outside the agency; and g) after-action report.	Yes (various)
46.2.1	A written directive establishes procedures for the following special operations activities at a minimum, either on a part-time or full-time basis: a) deployment of tactical teams to supplement other operational components; and b) coordination and cooperation between tactical teams and other operational components.	GO 2300.7
46.2.2	If the agency conducts tactical operations, either on a part-time or full-	Yes

	time basis, a written directive establishes criteria for the selection of officers assigned to those operations.	
46.2.3	If the agency has a full-time or part-time tactical team, the agency provides specialized equipment for its operations.	Yes
46.2.4	If the agency has hostage negotiators, a written directive specifies criteria for selection to those positions.	Yes
	INTERNAL AFFAIRS	
52.1.1	A written directive requires all complaints against the agency or its employees be investigated, and specifies: a) the type of complaints to be investigated by line supervisors; b) the type of complaints that require investigation by the internal affairs function; and c) the type of complaints to be reviewed by the internal affairs function.	GO 1100.25; GO 1300.7
52.1.2	A written directive specifies that the position responsible for the internal affairs function has the authority to report directly to the agency's chief executive officer.	GO 1100.25
52.1.3	A written directive specifies the procedures for notifying the agency's chief executive officer of complaints against the agency or its employees.	GO 1300.7
52.1.4	A written directive specifies a time limit for completing an internal affairs investigation, with provisions for extensions.	GO 1100.25
52.1.5	The agency keeps the complainant informed concerning the status of a complaint, to include at minimum: a) verification of receipt that the complaint has been received for processing; b) periodic status reports; and notification of the results of the investigation upon conclusion.	GO 1100.25; GO 1300.7
52.1.6	When employees are notified that they have become the subject of an internal affairs investigation, the agency issues the employee a written statement of the allegations and the employee's rights and responsibilities relative to the investigation.	GO 1100.25
52.1.7	A written directive specifies the conditions, if any, during an internal affairs investigation, when: a) medical or laboratory examinations are administered; b) photographs are taken of employees; c) an employee may be directed to participate in a line-up; d) an employee may be required to submit financial disclosure statements; and instruments for the detection of deception are used.	No
52.1.8	A written directive specifies the circumstances in which an employee may be relieved from duty.	
52.1.9	A written directive requires a "conclusion of fact" for each investigation into allegation of misconduct.	GO 1300.8 (findings sustained/not)
52.1.10	A written directive requires the agency to maintain a record of all complaints against the agency or employees and to protect the confidentiality of these records by maintaining them in a secure area.	GO 1100.25
52.1.11	The agency compiles annual statistical summaries, based upon records of internal affairs investigations, which are made available to the public and agency employees.	No
52.1.12	The agency makes available information to the public on procedures to be followed in registering complaints against the agency or its employees.	GO 1300.7
	INSPECTIONAL SERVICES	
53.1.1	A written directive requires line inspections within the agency and includes	GO 1100.22

	<p>provisions for the following, at a minimum:</p> <ul style="list-style-type: none"> a) procedures to be used in conducting line inspections; b) frequency of inspection; c) responsibilities of the supervisor in each function for both the conduct of inspections and correction of conditions discovered by the inspection; d) criteria to identify those inspections that require a written report; and follow-up procedures to ensure corrective action has been taken. 	<p>GO 1700.1</p> <ul style="list-style-type: none"> a) Yes b) Yes c) Yes d) Yes
53.2.1	<p>A written directive requires a staff inspection function and includes provisions for:</p> <ul style="list-style-type: none"> a) identity and authority of the person(s) conducting the staff inspection; b) procedures to be used in conducting staff inspections; c) submission of a written report that identifies deficiencies and makes recommendations for their improvement and/or correction and identifies positive aspects of the area being inspected; d) a follow-up inspection and a written report for noted deficiencies that cannot be immediately corrected; and e) a staff inspection to be conducted within all organizational components at least every three years. 	<p>GO 1100.23</p> <ul style="list-style-type: none"> a) Yes b) Yes c) Yes d) Yes e) No
	PUBLIC INFORMATION	
54.1.1	<p>The public information function shall include, at a minimum:</p> <ul style="list-style-type: none"> a) assisting news personnel in covering news stories at the scenes of incidents; b) being available for on-call responses to the news media; c) preparing and distributing agency news releases; d) arranging for, and assisting at, news conferences; e) coordinating and authorizing the release of information about victims, witnesses, and suspects; f) assisting in crisis situations within the agency; g) coordinating and authorizing the release of information concerning confidential agency investigations and operations; and h) developing procedures for releasing information when other public service agencies are involved in a mutual effort. 	ASD(PA)
54.1.3	<p>A written directive controls the access of news media representatives, including photographers, to the:</p> <ul style="list-style-type: none"> a) scenes of major fires, natural disasters, or other catastrophic events; and b) perimeter of crime scenes. 	GO 1100.9
	VICTIM/WITNESS ASSISTANCE	
55.1.1	A written directive summarizes the rights of victims and witnesses.	DoDI 1030.2 (Not Implemented)
55.1.2	The agency completes an analysis of victim/witness assistance needs and available services within the agency's service area at least every two years or has access to a current analysis.	No
55.1.3	<p>The agency develops policies and procedures that achieve at least the following:</p> <ul style="list-style-type: none"> a) govern the implementation and delivery of victim/witness assistance services by agency personnel; b) ensure the confidentiality of victims/witnesses and their role in case development to the extent consistent with applicable law; c) govern agency efforts to inform the public and media about the agency's victim/witness assistance services; and 	No

	d) govern the relationship between the agency and victim/witness efforts of other agencies and organizations.	
55.2.1	A written directive defines at least the following level of victim/witness assistance information provided by the agency between victimization and preliminary investigation either directly or on a cooperative basis with other area agencies: a) information, including the agency's emergency response phone number, that is available 24 hours a day from a single point of contact regarding victim/witness assistance supplied by the agency directly; and b) referral information that is available 24 hours daily from a single point of contact regarding services offered in the agency's jurisdiction by other organizations (governmental or private sector) for victims/witnesses in need of medical attention, counseling, and emergency financial assistance.	No Directive
55.2.2	The agency provides appropriate assistance to victims/witnesses who have been threatened or who, in the judgment of the agency, express specific, credible reasons for fearing intimidation or further victimization.	No
55.2.3	A written directive defines victim/witness assistance services to be rendered during the preliminary investigation, to include at a minimum: a) giving information to the victim/witness about applicable services, e.g., counseling, medical attention, compensation programs or emergency financial assistance, and victim advocacy; b) advising the victim/witness about what to do if the suspect or the suspect's companions or family threatens or otherwise intimidates him or her; c) informing victims/witnesses about the case number, if known by the agency, and subsequent steps in the processing of the case; and d) providing a telephone number that the victim/witness may call to report additional information about the case or to receive information about the status of the case.	No Directive (CI uses a form)
55.2.4	A written directive defines victim/witness assistance services to be provided during the follow-up investigation, if any, to include, at a minimum: a) recontacting the victim/witness periodically to determine whether needs are being met, if, in the opinion of the agency, the impact of a crime on a victim/witness has been unusually severe and has triggered above-average need for victim/witness assistance; b) explaining to victims/witnesses the procedures involved in the prosecution of their cases and their role in those procedures, if not an endangerment to the successful prosecution of the case; c) scheduling line-ups, interviews, and other required appearances at the convenience of the victim/witness and, at the option of the agency, providing transportation, if feasible; d) returning promptly victim/witness property taken as evidence (except for contraband, disputed property, and weapons used in the course of the crime), where permitted by law or rules of evidence if feasible; and e) assigning a victim advocate, if available, to the victim/witness during follow-up investigation.	No Directive
55.2.5	A written directive defines victim/witness assistance services to be rendered upon arrest and during post-arrest processing of the suspect.	No Directive
55.2.6	A written directive defines victim/witness assistance services to be rendered to agency personnel and their families following line-of-duty deaths or serious injuries.	No

55.2.7	A written directive establishes procedures for notifying next-of-kin of deceased, seriously injured, or seriously ill persons.	No Directive
	TRAFFIC	
61.1.1	A written directive governs the agency's selective traffic enforcement activities, to include procedures for: a) analysis of traffic accidents; b) analysis of traffic enforcement activities; c) implementation of selective enforcement techniques and procedures; d) deployment of traffic enforcement personnel; and e) evaluation of selective traffic enforcement activities.	No
61.1.2	A written directive establishes uniform procedures for taking enforcement action incidental to traffic law violations, to include: a) physical arrest; b) citation (notice to appear); and c) warnings (if used).	a & b) Traffic Violation Notice writing guide c) not used
61.1.3	A written directive establishes procedures for handling traffic law violations committed by: a) nonresidents of the agency's service area; b) juveniles; c) legislators; d) foreign diplomats/consular officials; and e) military personnel.	a) No b) GO 1800.3 c) No d) GO 1800.11 e) No
61.1.4	At the time a motorist is charged with a violation, the agency provides information relative to the specific charge, to include: a) court appearance schedule; b) optional or mandatory nature of court appearance by the motorist; c) notice of whether the motorist is allowed to enter a plea and/or pay the fine by mail or at a traffic violations bureau; and d) other information that must be provided to the motorist prior to release.	Traffic Violation Writing Guide
61.1.5	A written directive establishes uniform enforcement policies for traffic law violations, to include: a) operation of a vehicle by a driver under the influence of alcohol/drugs; b) operation of a vehicle after driving privileges have been suspended or revoked; c) speed violations; d) other hazardous violations; e) off-road vehicle violations; f) equipment violations; g) public carrier/commercial vehicle violations; h) other nonhazardous violations; i) multiple violations; j) newly enacted laws and/or regulations; k) violations resulting in traffic accidents; and l) pedestrian and bicycle violations.	a) GO 1900.3 b) GO 2000.02 c) No d) No e) No f) No g) No h) No i) No j) No k) No l) No
61.1.6	A written directive governs traffic law enforcement practices, to include: a) visible traffic patrol, whether area, line, or directed; b) stationary observation, covert and overt; and c) use of unmarked or unconventional vehicles.	No
61.1.7	A written directive establishes procedures for stopping and approaching traffic law violators.	GO 2300.21
61.1.8	A written directive establishes procedures for officers in the conduct of their relations with traffic violators.	No

Appendix B. CALEA Standards and DPS Policy

61.1.9	A written directive governs the use of speed-measuring devices in traffic law enforcement, to include: a) equipment specifications; b) operational procedures; c) proper care and upkeep; d) programmed maintenance; e) maintenance and calibration records; and f) operator training and certification.	No
61.1.10	A written directive establishes the agency's alcohol enforcement countermeasures program.	No
61.1.11	A written directive establishes procedures for handling persons charged with driving while under the influence of alcohol or drugs.	GO 1900.3
61.1.12	A written directive establishes procedures for identification and referral of drivers recommended for reexamination by licensing authorities.	No
61.1.13	If parking enforcement exists within the agency, a written directive governs the agency's parking enforcement activities.	GO 1900.1-.2 OB-4 & 5 OB 10 - 14 OB-19
61.2.1	A written directive governs accident reporting and investigation to include accidents involving: a) death or injury; b) property damage; c) hit and run; d) impairment due to alcohol or drugs; e) hazardous materials; and f) occurrences on private property.	GO 2600.2 a) No b) No c) No d) No e) No f) No
61.2.2	A written directive requires agency response to the scene of an accident involving any of the following: a) death or injury; b) hit and run; c) impairment of an operator due to alcohol or drugs; d) damage to public vehicles or property; e) hazardous materials; f) disturbances between principals; g) major traffic congestion as a result of the accident; or h) damage to vehicles to the extent towing is required.	GO 2600.2 a) No b) No c) GO 1900.3 d) No e) 10-90 Purple f) No g) No h) GO 2300.3
61.2.3	A written directive specifies accident scene responsibilities for responding officers, including procedures for: a) determining the officer or investigator who is in charge at the scene; b) identifying and dealing with injured persons; c) identifying and dealing with fire hazards and/or hazardous materials; d) collecting information; and e) protecting the accident scene.	a)GO 1000.3 b) No c) 10-90 Purple d) GO 2600.2 e) GO 1000.3
61.2.4	A written directive establishes procedures for accident investigation follow-up activities.	No Directive
61.2.5	A written directive governs control of property belonging to accident victims.	GO 1800.5
61.2.6	If the agency investigates accidents, the classification system is in conformance with any applicable motor vehicle traffic accident program for the governing authority.	Not evaluated
61.3.1	A written directive governs performance of agency activities related to traffic engineering, to include: a) handling or referral of complaints or suggestions concerning traffic engineering deficiencies; and	No Directive

	b) procedures for transmitting accident and enforcement data to local or regional traffic engineering authorities.	
61.3.2	A written directive specifies procedures for traffic direction and control, to include the following at a minimum: a) procedures applicable at the scenes of traffic accidents; b) uniform hand signals and gestures for manual traffic direction and control; c) procedures applicable at the scenes of fires; d) procedures applicable during periods of adverse road and weather conditions; e) circumstances warranting manual operation of traffic control devices; f) use of temporary traffic control devices; and g) a requirement that any personnel directing traffic, or in the roadway controlling traffic, wear reflective clothing at all times.	No Directive
61.3.3	A written directive governs provisions for: a) law enforcement escort services; and b) escorts of civilian vehicles in medical emergencies.	No Directive
61.3.4	A written directive describes circumstances warranting the use of roadblocks and specifies procedures for implementation.	No Directive
61.3.7	If there are criminal justice coordinating and/or local or regional transportation system management planning committees within the agency's jurisdiction, the agency participates in such committees.	COG
61.4.1	A written directive governs the provision of assistance to highway users, to include: a) general assistance; b) mechanical assistance and towing service; c) protection to stranded persons; and d) emergency assistance.	a) OB-49 b) No c) No d) No
61.4.2	A written directive specifies procedures for taking action to correct hazardous highway conditions.	No Directive
61.4.3	A written directive specifies procedures for the following: a) handling of abandoned vehicles; b) removal and towing of vehicles from public and private property; and c) maintaining records of all vehicles removed, stored, or towed at the direction of an officer.	a) GO 1900.8 b) GO 2300.3 c) GO 2300.3
61.4.4	Traffic safety educational materials are made available to the public.	No

	PRISONER TRANSPORTATION	
71.1.1	A written directive requires the transporting officer to search the prisoner before being transported.	GO 1800.12
71.1.2	A written directive requires examination at the beginning of each shift of all vehicles used for transporting prisoners and the search of any transport vehicles prior to and after transporting prisoners.	GO 1800.12
71.1.3	A written directive requires that transporting officers be seated in specific locations within the vehicle, depending upon the number of prisoners to be transported and the number of escort officers used.	No Directive
71.1.4	A written directive requires that the transporting officer(s) not lose sight of the prisoner(s), with exceptions specified in a written directive.	GO 1800.12
71.1.5	A written directive prescribes circumstances under which the prisoner may communicate with others while being transported.	No Directive
71.1.6	A written directive prescribes actions, at the destination, of officers transporting prisoners from one facility to another, to include at a minimum: a) securing firearms for safekeeping; b) removing restraining devices just prior to placing the prisoner in the cell; c) delivering documentation to the receiving officer; and d) obtaining the signature of the receiving officer.	No Directive
71.1.7	Following an escape of a prisoner while being transported, the transporting officer takes actions prescribed by a written directive, to include, at a minimum, the following: a) persons to be notified; b) reports to be prepared; and c) further actions to be taken.	No Directive
71.1.8	A written directive requires that the agency notify the appropriate court when a prisoner to be transported to court is considered a security hazard.	No Directive
71.2.1	A written directive requires all prisoners to be restrained during transport, with exceptions noted.	GO 1800.9
71.3.1	A written directive governs situations permitting transport of prisoners by officers of the opposite sex, with exceptions defined.	GO 1800.12 No Definition
71.3.2	A written directive prescribes procedures for transporting sick, injured, or disabled prisoners.	GO 1800.10
71.3.3	A written directive establishes procedures for the security and control of prisoners transported to medical care facilities or hospitals for treatment, examination, or admission.	GO 1800.10
71.3.4	A written directive prescribes procedures for transporting prisoners in special situations.	GO 1800.12 GO 1800.10
71.4.1	Vehicles used primarily for transporting prisoners must have the driver separated from the prisoner by a safety barrier.	No Guidance
71.4.2	If prisoners are routinely transported alone in the rear of agency vehicles, the rear compartments are modified to minimize opportunities for exit without the aid of the transporting officer.	Not Evaluated
71.5.1	A written directive prescribes: a) methods to be used in positive identification of prisoners to be transported; b) documentation that should accompany the prisoner being transported between facilities; and c) information relating to the prisoner's escape or suicide potential or other personal traits of a security nature be recorded and included in the documentation that accompanies the prisoner during transport.	a) No b) No c) GO 1800.12 (No documentation requirement)

	LEGAL PROCESS	Not Evaluated
74.1.1	Information regarding each item of legal process, civil and/or criminal, is recorded, including the following elements: a) date and time received; b) type of legal process, civil or criminal; c) nature of document; d) source of document; e) name of plaintiff/complainant or name of defendant/respondent; f) officer assigned for service; g) date of assignment; h) court docket number; and i) date service due.	
74.1.2	A record on the execution or attempted service of legal process documents is maintained and includes: a) date and time service was executed/attempted; b) name of officer(s) executing/attempting service; c) name of person on whom legal process was served/executed; d) method of service/reason for nonservice; and e) address of service/attempt.	
74.2.1	Written directives govern the service of civil process documents.	
74.2.2	Execution of orders for civil arrest or writs requiring the seizure of real or personal property is performed by a sworn law enforcement officer.	
	COMMUNICATIONS	
81.1.2	A written directive requires that the agency's radio operations be conducted in accordance with Federal Communications Commission (FCC) procedures and requirements.	Not evaluated
	RECORDS	
82.1.1	A written directive establishes privacy and security precautions for the agency's records and, at a minimum, includes the following: a) procedures for the separation of juvenile criminal records from adult criminal records; b) procedures for the collection, dissemination, and retention of fingerprints, photographs, and other forms of identification pertaining to juveniles; c) physical security and controlling access to agency files; and d) procedures and criteria for the release of agency records.	a) No b) No c) Federal Register d) Federal Register
82.1.2	The agency has a records retention schedule.	Federal Register
82.1.3	A written directive establishes procedures for collecting and submitting crime data to a national uniform crime reporting program or national incident-based reporting system, or state system if one exists.	DD 7730.47 (Data in COG report to FBI)
82.1.4	Central records information is accessible to operations personnel at all times.	Yes
82.1.5	The agency establishes a procedure to account for the status of reports, to include the complaint control recording and field-reporting systems.	CLUES (No suspense/rpt tracking)
82.2.1	A written directive establishes a field-reporting system to include: a) guidelines to indicate when reports must be written; b) forms to be used in field reporting; c) information required in field reports; d) procedures to be followed in completing field reports; and e) procedure for submitting and processing field reports.	No Directive
82.2.2	A written directive requires the reporting of every incident in one or more of the following categories if the incident is alleged to have occurred in the	No Directive

	agency's service area: a) citizen reports of crimes; b) citizen complaints; c) incidents resulting in an employee being dispatched or assigned; d) criminal and noncriminal cases initiated by law enforcement employees; and e) incidents involving arrests, citations, or summonses.	
82.2.3	A written directive establishes a case-numbering system, with provisions for the assignment of a unique number to every case.	Not Covered In Directive.
82.2.4	A written directive requires supervisory review of reports to ensure specific procedures are being followed as outlined in the field-reporting system required in standard 82.2.1.	No Directive
82.2.5	A written directive establishes procedures for the distribution of reports and records.	No Directive
82.3.1	The agency maintains an alphabetical master name index.	CLUES
82.3.2	The agency maintains index files to include at a minimum: a) incidents by type; b) incidents by location; and c) stolen, found, recovered, and evidentiary property file.	CLUES Database
82.3.3	The agency has a traffic records system or access to a comparable system containing: a) traffic accident data/reports/investigations/locations; b) traffic enforcement data/citations/arrests/dispositions/locations; c) roadway hazard reports; and d) traffic accident and enforcement analysis reports.	CLUES Database
82.3.4	A written directive establishes procedures for maintaining records of traffic citations, to include: a) issuing citation forms to officers; b) accounting for citations; and c) storing citations in a secure area.	No Directive
82.3.5	A written directive specifies those records to be maintained in agency operational components.	No Directive
82.3.6	The agency has a system for assigning an identification number and maintaining a criminal history file for each person custodially arrested.	CLUES Database
82.3.7	A written directive establishes criteria for recording arrest information, to include: a) preparing reports; b) fingerprinting; and c) photographing.	GO 1800.6 GO 1800.16 OB-26 (All apply to a, b &c)
82.3.8	A written directive establishes procedures for maintaining a warrant and wanted persons file, to include: a) establishing criteria for entering notices in regional, state, and federal information systems; b) establishing criteria for receiving information from other jurisdictions; c) recording the information in agency files; d) verifying information; e) canceling information; and f) requiring 24-hour access to the warrant section.	No Directive. (Uses Virginia Crime Information Network)
	COLLECTION AND PRESERVATION OF EVIDENCE	
83.1.1	A crime scene/accident processor is available on a 24-hour basis.	Yes
83.1.2	A written directive requires that materials and substances be collected from a known source, whenever available, for submission to the laboratory for comparison with physical evidence collected.	No Directive

83.2.1	A written directive establishes guidelines and procedures used for collecting, processing, and preserving physical evidence in the field.	No Directive
83.2.2	A written directive governs procedures used for photography and video taping pursuant to the collection and preservation of evidence and specifies the information to be recorded at the time this type of evidence is taken.	No Directive
83.2.3	A written directive governs the procedures for processing, developing, lifting, and labeling all fingerprints pursuant to the collection and preservation of evidence.	No Directive
83.2.4	The agency provides or has access to personnel, equipment, and supplies used for processing scenes for the following purpose: a) recovery of latent fingerprints; b) photography; c) sketch of the scene; d) collection and preservation of physical evidence; and e) accident investigation.	Yes
83.2.5	A written directive governs the preparation of a report by the person who processes a crime or accident scene.	No Directive
83.3.1	A written directive requires that the transfer of custody of physical evidence be documented.	No Directive
83.3.2	A written directive governs procedures, responsibility, and conditions for submitting evidence to a forensic laboratory, to include: a) identification of the person responsible for submitting the evidence; b) methods for packaging and transmitting evidence to the laboratory; c) types of documentation to accompany evidence when transmitted; d) receipts to ensure maintenance of chain of evidence; and e) stipulation that laboratory results be submitted in writing.	No Directive
	PROPERTY AND EVIDENCE CONTROL	
84.1.1	A written directive establishes procedures for receiving all in-custody and evidentiary property obtained by employees into agency control, to include: a) requiring all property to be logged into agency records as soon as possible; b) requiring all property to be placed under the control of the property and evidence control function before the officer ends his/her tour of duty; c) requiring a written report detailing the circumstances by which the property came into the agency's possession and describing each item of property obtained; d) providing guidelines for packaging and labeling property prior to storage; e) establishing extra security measures for handling exceptional, valuable, or sensitive items of property; f) requiring an effort to identify and notify the owner or custodian of property in the agency's custody; and g) establishing procedures for the temporary and final release of property items from the control of the property and evidence function.	AI 94 a) GO 1800.5 (In-custody property) b). GO 1800.5 (In-custody property) c) GO 1800.7 d) No Directive e) GO 1800.8 (In-custody property) f) GO 1800.5 g) GO 1800.8 (In-custody property)
84.1.2	All in-custody property and evidence is stored within designated, secure areas.	GO 1800.1 & GO 1800.5
84.1.3	Secure facilities are provided for storage of in-custody or evidentiary property during periods when the property room is closed.	Yes
84.1.4	A written directive requires that only authorized personnel have access to areas used by the agency for storage of in-custody or evidentiary property.	GO 1800.5 (In-custody property)

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84.1.5	Records reflect the status of all property held by the agency.	
84.1.6	<p>The following inspections and reports shall be completed:</p> <ul style="list-style-type: none"> a) an inspection to determine adherence to procedures used for the control of property is conducted at least quarterly by the person responsible for the property and evidence control function or his/her designee; b) an inventory of property occurs whenever the person responsible for the property and evidence control function is assigned to and/or transferred from the position and is conducted jointly by the newly designated property custodian and a designee of the CEO to ensure that records are correct and properly annotated; c) an annual audit of property held by the agency is conducted by a supervisor not routinely or directly connected with control of property; and d) unannounced inspections of property storage areas are conducted as directed by the agency's chief executive officer. 	No Directive
84.1.7	Final disposition of found, recovered, and evidentiary property is accomplished within six months after legal requirements have been satisfied.	GO 1800.8 (In-custody property only)

NOTE:

- AI - DoD Administrative Instruction
- Article - Article From Negotiated Labor Agreement, Effective May 1993
- COG - Metropolitan Council of Governments
- DD - DoD Directive
- DI - DoD Instruction
- GO - DPS General Order
- OB - Operations Branch Standard Operating Procedure
- RMO - Resource Management Office
- SOP - DPS Standard Operating Procedure

Appendix C. Employee Survey Results

SURVEY RESPONDENTS	Officer		Supervisor		Total	
	Tot	%	Tot	%	Tot	%
Respondent gender:	92	100.0%	28	100.0%	124	100.0%
Male	83	90.2%	27	96.4%	110	88.7%
Female	9	9.8%	1	3.6%	10	8.1%
No answer/Other employee type					4	3.2%
Respondent status:	92	100.0%	28	100.0%	124	100.0%
Officer	92	100.0%			92	74.2%
Supervisor			28	100.0%	28	22.6%
Other					1	0.8%
No Answer					3	2.4%
How long have you been a sworn officer with DPS?	92	100.0%	28	100.0%	124	100.0%
No. of Years	9.3		12.2		9.9	
No Answer	8	8.7%	2	7.1%	13	10.5%
1. Do you think discipline is applied fairly?	92	100.0%	28	100.0%	124	100.0%
Yes	4	4.3%	8	28.6%	12	9.7%
Most of the time	4	4.3%	8	28.6%	12	9.7%
Sometimes	20	21.7%	6	21.4%	26	21.0%
No	61	66.3%	6	21.4%	71	57.3%
Unknown	1	1.1%			1	0.8%
No Answer	2	2.2%			2	1.6%
2. Do you think discipline is applied consistently(the same way every time to each employee)?	92	100.0%	28	100.0%	124	100.0%
Yes			4	14.3%	4	3.2%
Most of the Time	6	6.5%	8	28.6%	14	11.3%
Sometimes	7	7.6%	5	17.9%	12	9.7%
No	76	82.6%	11	39.3%	91	73.4%
Unknown	1	1.1%			1	0.8%
No Answer	2	2.2%			2	1.6%
3. Do you know what is expected of you on the job?	92	100.0%	28	100.0%	124	100.0%
Yes	57	62.0%	19	67.9%	77	62.1%
Most of the time	14	15.2%	4	14.3%	19	15.3%
Sometimes	13	14.1%	3	10.7%	18	14.5%
No	7	7.6%	2	7.1%	9	7.3%
No Answer	1	1.1%			1	0.8%
4. Do you understand the limits of your police authority?	92	100.0%	28	100.0%	124	100.0%
Yes	48	52.2%	24	85.7%	73	58.9%
For the most part	19	20.7%	2	7.1%	22	17.7%
I'm not sure	9	9.8%			9	7.3%
No	15	16.3%	2	7.1%	18	14.5%
Not Applicable					1	0.8%
No Answer	1	1.1%			1	0.8%

Appendix C. Employee Survey Results

5. Do you know exactly what your jurisdiction is?	92	100.0%	28	100.0%	124	100.0%
Yes	45	48.9%	23	82.1%	69	55.6%
For the most part	19	20.7%	2	7.1%	21	16.9%
I'm not sure	10	10.9%	2	7.1%	12	9.7%
No	17	18.5%	1	3.6%	20	16.1%
Not Applicable					1	0.8%
No Answer	1	1.1%			1	0.8%
6. Does your supervisor communicate clearly with you on official issues?	92	100.0%	28	100.0%	124	100.0%
Yes	24	26.1%	12	42.9%	36	29.0%
Most of the time	17	18.5%	6	21.4%	23	18.5%
Sometimes	29	31.5%	5	17.9%	37	29.8%
No	21	22.8%	4	14.3%	26	21.0%
No Answer	1	1.1%	1	3.6%	2	1.6%
7. Do you think your superiors treat you fairly and honestly?	92	100.0%	28	100.0%	124	100.0%
Yes	12	13.0%	12	42.9%	24	19.4%
Most of the time	27	29.3%	6	21.4%	33	26.6%
Sometimes	16	17.4%	5	17.9%	22	17.7%
No	36	39.1%	5	17.9%	44	35.5%
No Answer	1	1.1%			1	0.8%
8. Are DPS's official policies clear and understandable?	92	100.0%	28	100.0%	124	100.0%
Yes	15	16.3%	13	46.4%	28	22.6%
Most Are	18	19.6%	8	28.6%	26	21.0%
Some Are	33	35.9%	3	10.7%	37	29.8%
No	25	27.2%	4	14.3%	32	25.8%
No Answer	1	1.1%			1	0.8%
9. Do you think DPS's official policies are fair and reasonable?	92	100.0%	28	100.0%	124	100.0%
Yes	9	9.8%	14	50.0%	23	18.5%
Most Are	18	19.6%	7	25.0%	25	20.2%
Some Are	34	37.0%	3	10.7%	38	30.6%
No	30	32.6%	4	14.3%	37	29.8%
No Answer	1	1.1%			1	0.8%
10. Do you think most officers follow DPS policies?	92	100.0%	28	100.0%	124	100.0%
Yes	8	8.7%	3	10.7%	11	8.9%
Most do	47	51.1%	15	53.6%	63	50.8%
Some do	20	21.7%	8	28.6%	30	24.2%
No	16	17.4%	2	7.1%	18	14.5%
No Answer	1	1.1%			2	1.6%
11. Do you think all DPS officers are treated equally with respect to:						
Assignments?	92	100.0%	28	100.0%	124	100.0%
Yes	6	6.5%	7	25.0%	13	10.5%
Most of the time	11	12.0%	14	50.0%	25	20.2%
Sometimes	18	19.6%	2	7.1%	20	16.1%
No	55	59.8%	5	17.9%	64	51.6%
No Answer	2	2.2%			2	1.6%

Training Opportunities?	92	100.0%	28	100.0%	124	100.0%
Yes	6	6.5%	11	39.3%	17	13.7%
Most of the time	12	13.0%	10	35.7%	22	17.7%
Sometimes	14	15.2%	2	7.1%	16	12.9%
No	58	63.0%	5	17.9%	67	54.0%
Unknown	1	1.1%			1	0.8%
No Answer	1	1.1%			1	0.8%
Career Advancement?	92	100.0%	28	100.0%	124	100.0%
Yes	2	2.2%	10	35.7%	12	9.7%
Most of the time	8	8.7%	10	35.7%	18	14.5%
Sometimes	17	18.5%	4	14.3%	21	16.9%
No	63	68.5%	4	14.3%	71	57.3%
No Answer	2	2.2%			2	1.6%
Their Race?	92	100.0%	28	100.0%	124	100.0%
Yes	4	4.3%	13	46.4%	17	13.7%
Most of the time	14	15.2%	5	17.9%	19	15.3%
Sometimes	16	17.4%	6	21.4%	22	17.7%
No	56	60.9%	4	14.3%	64	51.6%
No Answer	2	2.2%			2	1.6%
Whether male or female?	92	100.0%	28	100.0%	124	100.0%
Yes	7	7.6%	13	46.4%	20	16.1%
Most of the time	10	10.9%	5	17.9%	15	12.1%
Sometimes	19	20.7%	6	21.4%	25	20.2%
No	51	55.4%	4	14.3%	59	47.6%
Unknown	3	3.3%			3	2.4%
No Answer	2	2.2%			2	1.6%
12. Do you think opportunity for overtime is allocated fairly?	92	100.0%	28	100.0%	124	100.0%
Yes	29	31.5%	15	53.6%	44	35.5%
Most of the time	22	23.9%	7	25.0%	31	25.0%
Sometimes	20	21.7%	4	14.3%	24	19.4%
No	19	20.7%	2	7.1%	23	18.5%
Unknown	1	1.1%			1	0.8%
No Answer	1	1.1%			1	0.8%
13. Are the requirements for getting promoted clear to you?	92	100.0%	28	100.0%	124	100.0%
Yes	12	13.0%	13	46.4%	25	20.2%
For the most part	18	19.6%	8	28.6%	27	21.8%
I'm not sure	15	16.3%	1	3.6%	16	12.9%
No	46	50.0%	6	21.4%	55	44.4%
No Answer	1	1.1%			1	0.8%
13. In your opinion, what is the most important part of the DPS mission?	110	100.0%	31	100.0%	144	100.0%
DoD people/visitor/property protection/security	60	54.5%	22	71.0%	83	57.6%
SECDEF/DEPSECDEF/JCS protection	9	8.2%			10	6.9%
Law enforcement; protect/serve public	16	14.5%	6	19.4%	23	16.0%
Towing vehicles	1	0.9%			1	0.7%
Handle emergency situations effectively	1	0.9%			1	0.7%

Appendix C. Employee Survey Results

Filling posts	1	0.9%			1	0.7%
Developing total team concept			1	3.2%	1	0.7%
Other	7	6.4%	1	3.2%	8	5.6%
No idea/unsure	2	1.8%			2	1.4%
No Answer	6	5.5%			6	4.2%
14. What part of DPS do you think needs the most improvement?	168	100.0%	49	100.0%	215	100.0%
Leadership, Management and Supervision	73	43.5%	11	22.4%	86	40.0%
Pay and Benefits/Retirement Program	25	14.9%	12	24.5%	37	17.2%
Role, Responsibility, Authority and Jurisdiction	10	6.0%	4	8.2%	13	6.0%
Recruiting, Staffing and Equiping	22	13.1%	12	24.5%	34	15.8%
Training and Career Development	12	7.1%	1	2.0%	13	6.0%
Personnel Actions	5	3.0%	3	6.1%	7	3.3%
Employee Morale	8	4.8%	1	2.0%	8	3.7%
All Other	12	7.1%	5	10.2%	16	7.4%
No Answer	1	0.6%			1	0.5%
15. What do you like the most about your job?	116	100.0%	40	100.0%	153	100.0%
Role, Responsibility, Authority and Jurisdiction	35	30.2%	8	20.0%	42	27.5%
Working Overtime/Receiving Training	11	9.5%	1	2.5%	11	7.2%
Working Conditions	8	6.9%	1	2.5%	8	5.2%
Job Satisfaction	27	23.3%	24	60.0%	52	34.0%
Do Not Like Job	14	12.1%	2	5.0%	17	11.1%
All Other	6	5.2%	2	5.0%	7	4.6%
No Answer	15	12.9%	2	5.0%	16	10.5%
16. What do you like the least about your job?	154	100.0%	46	100.0%	198	100.0%
Pay and Benefits/Retirement Program	24	15.6%	11	23.9%	36	18.2%
Management and Supervision	59	38.3%	16	34.8%	77	38.9%
Role, Responsibility, Authority and Jurisdiction	8	5.2%	2	4.3%	9	4.5%
Work Conditions and Job Satisfaction	26	16.9%	5	10.9%	30	15.2%
Promotion and Career Advancement	6	3.9%	1	2.2%	8	4.0%
Personnel Issues	6	3.9%	4	8.7%	9	4.5%
Recruiting and Hiring Issues	3	1.9%	1	2.2%	3	1.5%
All Other	10	6.5%	3	6.5%	12	6.1%
No Answer	12	7.8%	3	6.5%	14	7.1%

Appendix D. DPS Memoranda of Understanding

MOU With	MOU Purpose	GO No.	GO Date
Washington Metro Area Transit Authority Police (WMATA)	To define the jurisdictional and operational responsibilities of the Defense Protective Service and the Metro Transit Police in providing Police Services on WMATA Property within the confines of the Pentagon Premises.	2800.1	07/21/89
Joint Staff Security Division (JSSD)	To define the jurisdictional and operational responsibilities of the Defense Protective Service and the Joint Staff Security Division in providing Police Services for space located within the Pentagon, occupied by members of the Joint Staff to include the National Military Command Center (NMCC)	2800.2	06/03/96
U.S. Navy Security Police	To define the jurisdictional and operational responsibilities of the Defense Protective Service and the U.S. Navy Security Police Detachment with respect to security and violations of the law occurring within the confines of the Pentagon.	2800.3	02/13/90
Pentagon Army Heliport - Pre-Accident Plan	To Define the operational responsibilities of the Defense Protective Service in providing Police Services for the Heliport, which is located outside the Corridor 4 Entrance at the Pentagon, occupied by members of the Army Air Traffic Control Division, Pentagon Heliport.	2800.4	12/03/89
HQ USAF Security Force, 1101 Security Police Squadron	To define the jurisdictional and operational responsibilities of the Defense Protective Service and the HQ USAF Security Force, 1101 Security Police Squadron with respect to security and violations of the law occurring within the confines of the Pentagon.	2800.5	03/23/92
City of Alexandria Police Department	To define the jurisdictional and operational responsibilities of the Defense Protective Service and the City of Alexandria Police Department, Alexandria, Va., in providing Police Services to buildings within the City of Alexandria occupied in whole or in part, by the Department of Defense employees which have been delegated to DoD by the General Services Administration.	2800.7	06/05/90
Defense Intelligence Agency	To define the jurisdictional and operational responsibilities of the Department of Defense (DoD), Washington Headquarters Service (WHS) and the Defense Intelligence Agency (DIA) with respect to security and violations of the law occurring within the confines of 3100 Clarendon Ave., Arlington, VA.	2800.8	07/24/91
US Army Operational Test and Evaluation Agency	To outline responsibilities and procedures for security and law enforcement support for the US Army Operational Test and Evaluation Agency (OETA) Sensitive Compartmented Information Facility (SCIF), located on the 7 th Floor, Room 700 at 4501 Ford Ave., Park Center IV, Alexandria, Va. 22303-1458.	2800.9	08/27/91

Prince George's County Police Department	To define the jurisdictional and operational responsibilities of the Defense Protective Service and the Prince George's County Police Department in or on Federal owned/leased properties within the jurisdictional boundaries of Prince George's County, Maryland.	2800.10	12/03/91
The Anthony Dilorenzo Army Health Clinic (ADAHC)	To identify the responsibilities of the Defense Protective Service (DPS) and the Anthony Dilorenzo Army Health Clinic (ASAHC) with respect to their mutual interaction on the delivery of medical services and support to Federal employees and members of the public.	2800.11	12/30/91
U.S. Army Criminal Investigations	To describe the United States Army Criminal Investigation Command (USACIDC) support and assistance to the Department of Defense Washington Headquarters Service – Defense Protective Service (DPS) for investigations in which the United States Army has an interest or where an Army member is involved as a subject or a victim.	2800.12	02/04/92
Washington Metro Area Transit Authority Police (WMATA)	To define jurisdictional and operational responsibilities of the Defense Protective Service and the Metro Transit Police in providing Police Services on WMATA Property within the confines of the Pentagon Premises	2800.13	02/20/92
Pentagon Army Heliport (Notification of Arriving/Departing Code 1 & Code 2 Passengers)	To define operational responsibilities of the Pentagon Army Heliport, and the Defense Protective Service (DPS) with regard to notification of Code 1 and Code 2 arrivals and departures from the Pentagon Heliport.	2800.14	04/11/94
The Washington, D.C. Metropolitan Police Department	To define the jurisdictional and operational responsibilities of the Defense Protective Service (DPS) and the Metropolitan Police Department (MDP) in or on Federal owned/leased properties within the jurisdictional boundaries of the District of Columbia, Washington, D.C.	2800.15	07/22/93
U.S. Air Force 497 th Intelligence Group for Information Systems Security	To define the response responsibility between U.S. Air Force 497 th Intelligence Group Center for Information Systems Security and the Defense Protective Service regarding alarms located on the sixth floor of Skyline 4 Building, 5113 Leesburg Pike, Falls Church, Va.	2800.17	01/14/94
Defense Information Systems Agency	To define operational responsibilities of the Defense Protective Service (DPS) and the Defense Information Systems Agency (DISA) with respect to security and violations of the law occurring within the confines of One Vintage Park, Loudoun County, VA And 5600 Columbia Pike, Fairfax, VA.	2800.18	10/01/95
Joint Systems Security Division (WE163)	To define operational responsibilities of the Defense Protective Service (DPS) and the Joint Security Division (JSSD) with respect to security and violations of the law occurring within the confines of Joint Staff Support Center within the Pentagon Reservation.	2800.19	02/05/96

U.S. Army Military District of Washington (MDW) for Combating Terrorism	To define the operational responsibilities of the Defense Protective Service (DPS) and the U.S. Army Military District of Washington (MDW) with respect to combating terrorism within the areas of DPS jurisdiction within the National Capital Region (NCR).	2800.21	02/15/97
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Appendix E. DoD Criminal Investigative Policy

- **DoDI 1030.2, “Victim and Witness Assistance Procedures,” December 23, 1994** - prescribes DD Form 2701 and sets requirements for dealing with victims of crime. (DPS has devised a similar form, but is not yet collecting or reporting victim data.)
- **DoDI 1402.5, “Criminal History Background Checks on Individuals in Child Care Services,” January 19, 1993** - details scope of background checks and assigns program to personnel offices.
- **DoD 5100.76-M, “Physical Security of Sensitive Conventional Arms, Ammunition, and Explosives,” September 1992** - sets physical security and accountability standards.
- **DoDI 5100.86, “DoD Forensic Science Committee,” October 10, 1996** - establishes the committee as a joint DoD committee responsible for reviewing and resolving forensic science issues that concern the DoD forensic science community, its customers, the DCIOs, and the Marine Corps Criminal Investigations Division.
- **DoDD 5200.27, “Acquisition of Information Concerning Persons and Organizations Not Affiliated with the Department of Defense,” January 7, 1980** - establishes parameters for collecting and retaining information. (Directly applicable to DPS.)
- **DoDD 5205.7, “Special Access Program (SAP) Policy,” January 13, 1997** - assigns investigative decision process impacting SAPs to DoDI 5505.2, “Criminal Investigations of Fraud Offenses,” July 16, 1990.
- **DoDD 5210.48, “DoD Polygraph Program,” December 12, 1984** - establishes DoD policy for conducting and reporting polygraph examinations.
- **DoDD 5210.56, “Use of Deadly Force and the Carrying of Firearms by DoD Personnel Engaged in Law Enforcement and Security Duties,” February 25, 1992** - prescribes authorities for arming and requirements for training/qualifying military and civilian personnel engaged in DoD law enforcement and security duties. Grants authority for special privileges to DCIOs with respect to nonstandard weapons and carrying weapons when not on duty.
- **DODI 5240.4, “Reporting of Counterintelligence and Criminal Violations,” September 22, 1992** - establishes thresholds for reporting significant investigative matters to DoD management.
- **DoDI 5505.2, “Criminal Investigations of Fraud Offenses,” July 16, 1990 (and “Revised Interim Guidance for Criminal Investigations of Fraud Offenses Jurisdiction,” October 23, 1996)** - assigns investigative responsibilities to the DCIOs, which share responsibility for investigating fraud offenses affecting DoD.

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- **DoDI 5505.3, “Initiation of Investigations by Military Criminal Investigative Organizations,” July 11, 1986** - provides that the MCIOs do not need permission to initiate investigations and only the Secretary of the respective Military Department or IG, DoD may direct an MCIO to close an investigation.
 - **DoDD 5505.6, “Investigations of Allegations Against Senior Officials of the DoD,” July 12, 1991** - requires all DoD components to report allegations of senior official wrongdoing to the IG, DoD, within 5 days. Contains follow-up reporting requirements.
 - **DoDI 5505.7, “Titling and Indexing of Subjects of Criminal Investigations in the Department of Defense,” May 14, 1992** - requires DCII entries for all DoD criminal investigations.
 - **DoDI 5505.8, “Investigations of Sexual Misconduct by the Defense Criminal Investigative Organizations and Other DoD Law Enforcement Organizations,” February 28, 1994** - restricts and discourages investigations into alleged sexual misconduct when activity is consensual between adults.
 - **DoDD 5505.9, “Interception of Wire, Electronic, and Oral Communications for Law Enforcement,” April 20, 1995** - restricts DPS consensual interception techniques to those listed in DoD O-5505.9-M, Chapter 1, Section A, after Director, WHS, approval. Requires DPS to establish procedures.
 - **DoD O-5505.9-M, “Procedures for Wire, Electronic, and Oral Interceptions for Law Enforcement,” May 1995** - prescribes procedures for (1) requesting, approving and reporting such interceptions, and (2) retaining, storing and disposing interception equipment.
 - **DoDD 5505.10, “Investigation of Noncombat Deaths of Active Duty Members of the Armed Forces,” January 31, 1996** - prescribes DoD policy for investigating active duty military member deaths and sets MCIO responsibilities in this area. Reflects DoD expectation that the MCIOs will investigate or participate in all such cases, regardless of military member assignment or location.
 - **DoDD 5525.7, “Implementation of the Memorandum of Understanding Between the Department of Justice and the Department of Defense Relating to the Investigation and Prosecution of Certain Crimes,” January 22, 1985** - establishes DoD policy for investigating crimes in which DoD and DOJ have interests. Assigns investigative responsibilities to the DCIOs, but requires procedures to refer lesser crimes to other DoD law enforcement organizations for investigation.
 - **DoDI 7050.2, “Uniform Criminal Investigative Report Format,” October 12, 1983** - prescribes format and content for criminal investigation ROIs.
 - **DoDD 7050.5 “Coordination of Remedies for Fraud and Corruption Related to Procurement Activities,” June 7, 1989** - requires DoD components to establish

procedures making significant procurement fraud and corruption investigations subject to civil and administrative remedies, as well as criminal prosecution.

- **Criminal Investigations Policy Memorandum Number 2, “Obtaining Written Recommendations from the United States Attorney Following a Declination to Prosecute,” September 13, 1984** - requires DCIO investigators to obtain prosecution declinations that encourage consideration of other remedies (UCMJ, civil, administrative sanctions, etc.)
- **Criminal Investigations Policy Memorandum Number 6, “Requesting, Serving and Executing Search Warrants,” January 4, 1985** - describes how DCIO investigators should obtain and execute “off base” search warrants.
- **Criminal Investigations Policy Memorandum Number 10, “Criminal History Data Reporting,” March 25, 1987** - establishes required finger print reporting to FBI. The IG, DoD, is processing DoDI 5505.XX to replace the policy memorandum.

Appendix F. Management Comments



ADMINISTRATION
& MANAGEMENT

OFFICE OF THE SECRETARY OF DEFENSE
1950 DEFENSE PENTAGON
WASHINGTON, DC 20301-1950



February 26, 1999

**MEMORANDUM FOR DEPUTY ASSISTANT INSPECTOR GENERAL FOR
CRIMINAL INVESTIGATIVE POLICY AND OVERSIGHT**

**SUBJECT: Draft Report on the Evaluation of the Defense Protective Service
(Project No. 70G-0047)**

Thank you for the opportunity to comment on the draft report noted above. Comments concerning each of the recommendations made in the draft report are contained in the attachment, "Recommendations and Comments."

The Defense Protective Service (DPS) that existed at the inception of your investigation is not the same DPS that exists today, some 20 months later. In June, 1997, morale was low and many DPS General Orders needed to be revised. The very make-up of the force itself has undergone significant change since that time, with over 20 officers availing themselves of retirement incentives and 5 other officers removed from service. Today, with the help of many of your recommendations, I believe we are on the way to becoming a top-notch police force, and are striving to become better every day. As you will see, many of your recommendations have already been implemented, and others will be implemented during the next few months. In fact, of the many recommendations made in your report, there are only three areas in which we disagree (and these are explained in detail on pages 3, 5, and 6 of the attachment): We do not agree that certain DPS employees should be reclassified as security guards; we do not agree that DPS should set up a separate Board of Disciplinary Review; and we do not agree that use of the DPS Color Guard on April 3, 1997, should be reviewed by the DoD Standards of Conduct Office and that reimbursement for the expenses associated therewith should be sought.

Necessary changes are being made to ensure that DPS is well-equipped to provide the protection needed by employees of the Pentagon and the National Capital Region. After you have read my comments, I'm sure that you will agree that all of your concerns have been addressed, and that DPS is fast becoming a model police force.

D. O. Cooke
Director

Attachment
As stated



Recommendations and Comments

A. Roles, Responsibilities, and Relationships

A1. The Chief, DPS, in coordination with the WHS General Counsel, revise DPS General Order 1000.2, "Authority, Police Powers, and Jurisdiction," June 24, 1991, to set forth, in plain language, the specific police powers that DPS officers are authorized to exercise when:

- on duty at specific DoD properties and facilities in the National Capital Region, including the Pentagon Reservation;
- on duty, but not on a specific DoD property or facility, such as when traveling between DoD properties or when at another Federal (non-DoD) property or facility;
- providing protective services to DoD officials, visiting dignitaries, and other assigned personnel;
- monitoring and showing police presence at the Secretary of Defense's private residence;
- not on duty; and
- on other missions not specified herein.

I agree with this recommendation. This General Order is currently being studied to determine what changes need to be made to comply with this recommendation. Officers will be queried to determine where they don't understand requirements which are already found in the General Order. This action will be completed no later than June 30, 1999.

A2. The Chief, DPS, in coordination with the WHS General Counsel, identify the law enforcement agencies with which DPS would work during a contingency, both on and off the Pentagon Reservation, and:

- initiate discussions with those agencies to define each agency's authorities, roles, and responsibilities during a contingency; and
- prepare an appropriate MOU between DPS and each of the other agencies formalizing the agreements on these issues.

Attachment

-1-

I agree with this recommendation. DPS already has a Memorandum of Understanding (MOU) with the District of Columbia, Prince George's County, Alexandria, and the Metro Transit Authority. DPS is in the process of formalizing MOUs with the Federal Protective Service and the U.S. Park Police. Previous attempts to establish an MOU with Arlington County have not been successful, because of that police chief's reluctance to approach the County Board. Arlington police have preferred to work with oral arrangements. Nonetheless, MOUs will be initiated with Arlington and Fairfax Counties before June 30, 1999.

It is specifically noted that the last large demonstration which occurred at the Pentagon showed that DPS can and does work closely with neighboring law enforcement authorities. It should be noted that jurisdiction to act either exists or it does not; an MOU cannot change the existence or non-existence of jurisdiction.

A3. The Chief, DPS, in coordination with the WHS General Counsel, initiate discussions with the Defense Criminal Investigative Organizations to define each organization's authorities, roles, and responsibilities when conducting investigations on the Pentagon Reservation and at DoD facilities in the national Capital Region, and then execute MOUs formalizing the agreements on these issues.

I agree with this recommendation. DPS already has a written MOU with the Army's CID. The Navy has been reluctant in the past to initiate a written MOU. DPS will nonetheless attempt to initiate MOUs with the Navy and the Air Force within the next month, and will have completed agreements no later than September 30, 1999. With regard to DCIS, crimes are routinely referred to them when they fit within the parameters of the cases which they consider. Accordingly, no MOU is required with DCIS.

A4. The Chief, DPS, upon completing actions in response to Recommendations 2 and 3 above, conduct training and take other actions as necessary to ensure that all DPS employees (police officers, investigators and security guards) are fully cognizant of, and thoroughly understand, their law enforcement and investigative authorities, particularly in reference to the different properties on which they operate.

I agree with this recommendation; DPS is already in the process of implementing it.

B. Organization and Management

B1. The Chief, DPS, take action to implement and ensure compliance with DoD internal management control programs and requirements.

I agree with this recommendation; DPS is already in the process of implementing it.

B2. The chief, DPS, adopt and implement a strategic goals program that:

- *has a firm nexus to WHS management priorities;*
- *includes customer satisfaction as a goal or objective;*
- *includes a management process for formally reviewing accomplishments against stated goals, based on specific measurement criteria and data collection methods for the measurements; and*
- *identifies and prioritizes key DPS processes supporting the organization's core competencies, and defining the essential data required for process evaluations and the method(s) used to collect the essential data.*

I agree with this recommendation. A strategic goals program already exists within DPS and the Real Estate & Facilities Directorate. DPS plans to develop a more-encompassing, long range strategic plan during calendar year 1999.

C. Personnel

C1. The Chief, DPS, with WHS support, take action to:

- *reclassify as GS-085 (security guard) those GS-083 (police officer) positions currently used to staff fixed posts on a nonrotating assignment basis; and,*
- *determine whether all DPS fixed posts should be staffed with GS-085 security guards, rather than GS-083 police officers.*

I disagree with this recommendation. Nothing would be gained by reclassifying those officers who normally staff fixed posts. Were they to be reclassified, these officers would retain their pay current pay level, and they would most likely file a grievance or other complaint against such reclassification. Such action would have a severe impact on the morale of the force (something DPS management has worked long and hard to repair).

DPS has studied this issue many times, and we have once again concluded that it is

in the best interest of DPS and Pentagon employees for all DPS officers to be classified as GS-083s. First, personnel in the GS-085 series cannot be graded any higher than pay grade GS-05. Accordingly, it is difficult to recruit motivated and able employees for positions in this series. It is more desirable to have young, quality employees (like those who can be recruited for the GS-083 series) guarding the doors to the Pentagon.

Second, unlike the GS-083 series, there is no viable training available for GS-085s. Employees in the GS-083s series receive extensive training, and are ready and able to react to any eventuality that may present itself. A recent example of this is the incident at the Mall Entrance, where a properly-trained police officer was able to thwart a possibly-disastrous circumstance, largely because of his training.

Third, having all officers working in the same series allows for greater flexibility in assignments. Rotating officers to different duties allows for training and keeping current in all aspects of the job.

Finally, the White House and the Capitol are both protected by forces made up entirely of GS-083s. Department of Defense employees in the National Capital Region certainly deserve no less protection than these.

C2. The chief, DPS, with WHS support and utilizing the recent OPM review of Federal Protective Service positions, determine whether DPS police officers are properly graded based on actual duties and responsibilities for their positions.

I agree with this recommendation. It is my understanding that the OPM review resulted in a finding that recent GSA reclassification of police officers to higher pay grades was invalidated. Accordingly, the OPM review is of little or no value to operations at the Pentagon. However, in an effort to be sure that DPS is appropriately paying its police officers, DPS is involved in a joint study with GSA, looking at viable ways to assure proper pay grades. This review should be completed by August 31, 1999.

C3. The Chief, DPS, take actions to standardize DPS physical fitness requirements for non-EST police officers.

I agree with this recommendation. DPS is in the process of standardizing physical fitness requirements for all newly-employed non-EST police officers. This recommendation should be fully implemented by February 1, 2000.

C4. The Chief, DPS, require action to establish:

- *standard disciplinary actions concerning types of recurring employee wrongdoing and conditions that would warrant a departure from the standard;*

I agree with this recommendation to the extent that it states that standard disciplinary actions should be the norm. However, this recommendation requires no separate action by the Chief. Administrative Instructions (AI) 8 and 37 already require standard disciplinary actions for recurring employee wrongdoing. To the extent that there have been deviations in the past, these have been isolated instances.

- *procedures for processing employee complaints that includes feedback to complainants on status and results; and*

I agree with this recommendation to the extent it states that there should be in place procedures for processing employee complaints that include feedback to complainants on status and results. However, it should be noted that these procedures are already in place. Union grievance procedures and EEO complaint procedures require feedback to complainants on the status and results of their complaints. Furthermore, DPS General Orders (GO) 1300.7, 1300.8 and 1100.25 likewise require feedback to employees.

- *a Board of Disciplinary Review, possibly including representatives from other law enforcement organizations, responsible for ensuring equitable, timely adjudication of employee discipline matters which reports directly to the Chief.*

I disagree with this recommendation. Such a Disciplinary Review Board is unnecessary and duplicates organizations already in existence. Currently involved in employee discipline matters are WHS's Labor, Management, and Employee Relations (LMER) Office, the WHS Office of General Counsel (an attorney generally reviews all serious disciplinary actions), the Merit Systems Protection Board (MSPB), the Equal Employment Opportunity Commission (EEOC), among others, all of which ensure equitable, timely adjudication of employee discipline matters. A new Disciplinary Review Board would consume more time, and would take away responsibility currently properly given to supervisors.

C5. The Chief, DPS, take action to ensure that supervisors who make overtime assignments do so equitably.

I agree with this recommendation. Although GO 1300.17 already addresses this issue, DPS is studying this matter and will immediately take appropriate steps to assure equitable distribution of overtime assignments.

C6. The Chief, DPS, take action to revise the current policy for internal affairs investigations, requiring direct internal affairs reporting to the Chief, DPS, and an alternative reporting mechanism, such as to the Director, Real Estate and Facilities, WHS, when internal affairs allegations involve the Chief, DPS.

I agree with this recommendation; DPS is currently modifying GO 1100.25 in this regard. This review will be completed by March 31, 1999.

C7. The Chief, DPS, take action to revise General Order 1300.10 to identify specifically the types of community relations events that the honor guard may support, and requiring these events to be selected in accordance with Federal law and DoD policy. General Order 1300.10 should set forth specific criteria for selecting and training team members, approving their participation in community events, and for funding participation. The Policy should also include a follow-up reporting process that documents participation, costs, and the actual or anticipated Government benefits derived from the participation.

I agree with this recommendation; DPS will immediately implement required changes.

C8. The Director, Washington Headquarters Service, request a review of the April 3, 1997, use of the DPS Color Guard at a church service on (in?) Towson, Maryland, from the appropriate standards of conduct office. The review should include determining whether DPS should be reimbursed for costs incurred in participating in the Towson religious event.

I disagree with this recommendation. However, I have personally reviewed the facts surrounding this incident, and have challenged the Chief to be sure that appropriate regulatory guidance is always followed. I have further determined that I will not request reimbursement for costs incurred in participating in the event; this incident served as training for those officers involved, and it would be a public affairs error to request reimbursement at this time.

D. Operations

D1. The Chief, DPS, take action to expand the agency's general orders to include policies and procedures for:

- all DPS weapons, including specialized weapons not specifically assigned to individual officers, and specifically addressing the carrying of personal weapons on and off DoD

properties in the National Capital Region; and

I agree with this recommendation. This work is ongoing, and will be completed by June 30, 1999.

- *handling Grand Jury information, including specific procedures for receiving, processing, safeguarding and disposing of such information in accordance with the protection accorded Grand Jury information under Rule 6(e) of the Federal Rules of Criminal Procedure.*

I agree with this recommendation. This work is ongoing, and will be completed by October 31, 1999.

D2. The Chief, DPS, in concert with the WHS Program Management Branch, take action to standardize the accountability process for DPS weapons to conform with DoD policy. This effort should include an aggressive, thorough investigation to determine the total weapons for which DPS is accountable and the circumstances surrounding each missing or otherwise unaccounted weapon.

I agree with this recommendation. This investigation has been completed, and there are no missing or otherwise unaccounted weapons. The inventory completed when the original 38s and shotguns were transferred from GSA to DoD was faulty. However, there is currently an accurate inventory listing. The OSD Property Management Office verifies the inventory annually. DPS performs its own hands-on inventory monthly. There is a daily physical count of each weapon. Weapons are signed for each day when drawn; the officer drawing the weapon and the duty officer each verify the serial number of the weapon being drawn and/or returned.

D3. The Chief, DPS, take action to establish management processes and monitoring systems as necessary to prevent lapses in DPS officer firearm qualification testing and preclude firearms access to those officers who do not qualify or who are otherwise barred from carrying a weapon.

I agree with this recommendation in that it requires management processes and monitoring systems to prevent lapses in DPS officer firearm qualification testing and procedures to preclude firearms access to those officers who do not qualify. This procedure already exists. All officers qualify with their weapons twice annually. Weapons are not issued to officers who do not qualify.

D4. The Chief, DPS, take action to adopt and implement an evidence program that, at minimum, prescribes standards and procedures for:

- *assessing and certifying individual qualifications for an evidence custodian and formally appointing the custodian;*
- *limiting access to evidence holdings to the evidence custodian and other designated and authorized DPS officials with specific access requirements;*
- *transferring to the evidence custodian all physical and other evidence collected, sized or otherwise obtained by all DPS personnel in connection with any law enforcement or criminal investigative case;*
- *collecting, marking, preserving, packaging, labeling and storing evidence, including blood, body fluids and other hazardous materials;*
- *temporary evidence transfers to prosecutors, forensics laboratories and others when necessary and appropriate;*
- *special security and control over sensitive evidence, such as cash, jewelry, firearms, or drugs;*
- *conducting physical inventories annually and whenever an evidence custodian is replaced to ensure that evidence seized, collected, or otherwise obtained in connection with DPS law enforcement and criminal investigative cases is accounted for in the inventory;*
- *initiating investigative or other action as appropriate to resolve any discrepancy in the evidence identified in a physical inventory;*
- *returning or disposing of evidence within 6 months, or another justifiable, reasonable time period after prosecution or other legal requirements have been satisfied; and*
- *inspecting the evidence program at least annually to assess compliance with the prescribed program standards and procedures.*

I agree with this recommendation; DPS is currently working to revise their General Order dealing with custody and control of evidence. This revision is expected to be implemented by October 31, 1999. An SOP is also being developed for the DPS Evidence Custodian, and training will be conducted by the FBI.

D5. The Chief, DPS, require an immediate physical inventory of evidence in DPS' possession and determine whether:

- *evidence known to have been collected can be accounted for in the current DPS inventory; and*

• *individual current inventory items may have lost their utility as evidence for prosecutions.*

DPS should return current inventory items that are determined to have lost their utility in prosecutions to the owners or custodians, or dispose of those items, as appropriate.

I agree with this recommendation. The inventory has been completed, and proper disposition of the evidence has occurred.

D6. The Chief, DPS, take action to align actual evidence custodian duties and responsibilities with the position designated as having those duties and responsibilities.

I agree with this recommendation; DPS will implement this action in conjunction with actions for Recommendation D4.

D7. The Chief, DPS, issue policy for DPS criminal investigators that includes:

- *criteria for initiating, continuing and suspending investigations;*
- *sharing relevant information from investigative reports with appropriate DoD managers responsible for the personnel or property involved in DPS criminal investigations;*
- *procedures for identifying, collecting and reporting investigative case results (from which goals and objectives should be formulated and tracked), including:*
 - *number of indictments;*
 - *number of convictions;*
 - *fine, penalty and restitution amounts collected for the Government, and whether the amount was collected through criminal, civil, or administrative means;*
 - *fine, penalty and restitution amounts collected for non-Government parties, and whether the amount was collected through criminal, civil, or administrative means;*
 - *the value of Government property recovered as a result of criminal investigations;*
 - *the value of property recovered for non-Government parties as a result of criminal investigations;*

- number of cases resolved; and,
- case timeliness.

I agree with this recommendation. This work is ongoing, and will be completed by October 31, 1999.

D8. The Chief, DPS, take action to identify a reasonable and appropriate caseload for a DPS criminal investigator and then adjust staffing for the Criminal Investigations Section accordingly. This caseload should be based on the environment in which DPS operates, including provisions in Memoranda of understanding or operating agreements with other Federal or civilian criminal investigative and law enforcement organizations.

I agree with this recommendation; DPS has already taken steps to implement corrective action. There are now seven criminal investigators, and each investigator is handling an appropriate caseload.

D9. The Chief, DPS, determine whether the problem with prosecutors accepting investigative cases from certain criminal investigators has continued despite the Supervisory Criminal Investigator's intermediary actions and, if so, take action to resolve the problem. At management's discretion, a criminal investigator may be transferred to a different job series with the same journeyman grade level.

I agree with this recommendation. The problem that gave rise to this recommendation no longer exists. DPS investigators have taken steps to improve both their investigatory techniques and their reports. The "intermediary actions" previously in effect are no longer necessary, and prosecutors now deal directly with the investigators.

D10. The Chief, DPS, either eliminate the current confidential fund and disburse the cash holdings, or issue guidance on properly using confidential funds and maintaining the account.

I agree with this recommendation. The confidential fund has been eliminated.

D11. The Chief, DPS, take action to implement a general order specifying procedures for scheduling and posting duty assignments, including rotation requirements.

I agree with this recommendation. An SOP is being developed that will include

procedures for scheduling and posting duty assignments, including rotation requirements. The goal will be to maintain maximum flexibility within permissible limits. This SOP will be completed by August 31, 1999.

E. Operations Support

E1. *The Chief, DPS, take action to:*

- *identify DPS customer and community needs through surveys and community relations programs;*
- *adopt an agency-wide goal of satisfying customer and community needs; and*
- *amend DPS general orders to incorporate and emphasize this new goal.*

I agree with this recommendation. Surveys are ongoing, and follow-up calls are taking place. DPS is involved in community relations programs, where appropriate. DPS has adopted a goal of customer satisfaction and attention to community needs. As each DPS GO is revised, it will be reviewed to see where customer satisfaction and attention to community needs can be emphasized.

E2. *The Chief, DPS, take action to formalize crime statistics development and reporting, based on collecting and analyzing DPS crime statistics and relevant statistics from other law enforcement organizations in the National Capital Region.*

I agree with this recommendation. In fact, this work is already being done. Statistics are developed, analyzed, and reported monthly.

E3. *The Chief, DPS, take action to:*

- *establish formal guidelines for the DPS Shooting Board, including whether the Shooting Board has decision making or advisory authority, when it must be convened, criteria for its membership, and the coordination required with individual DPS operating elements, such as Internal Affairs.*
- *modify current general orders to include specific time targets for completing internal affairs and related administrative actions. The modifications should allow time extensions from specified targets when justified, but should require documented reasons for the delay.*

I agree with this recommendation. A GO is being developed that will establish formal guidelines for the DPS Shooting Board. It will be completed no later than September 30, 1999. Specific time targets for completing internal affairs and related administrative actions are already included in GO 1100.25, which deals with Internal Affairs.

E4. The Chief, DPS, take action to assign additional personnel to the Inspection Section and:

- *ensure the additional personnel are trained on implementing inspections policy and adhering to policy requirements during inspections;*
- *ensure that senior managers give the inspections program higher priority, closer supervision, and act on inspection findings;*
- *consider relocating the Inspections Section to the Pentagon where the staff would be closer to most DPS personnel and, through better staff and management interaction, could better identify inspection needs; and*
- *amend General Order 1100.22, "Line Inspection," November 10, 1992, establishing clear standards and procedures for file maintenance and retention, and management reporting.*

I agree with this recommendation. Adequate additional personnel have been added to the inspections cadre, and are properly trained in their duties. Senior managers hold periodic meetings to assure that inspections are receiving proper priority, and annual inspections have been scheduled. DPS has considered relocating the Inspections Section to the Pentagon, but has determined that, with new emphasis on internal inspections, there's no need to make this move. Personnel monitoring contracts, however, have been moved to the Operations Division. GO 1100.22 will be amended before April 30, 1999 to establish clearer standards and procedures for file maintenance and retention, and management reporting.



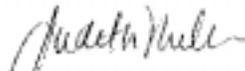
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
1600 DEFENSE PENTAGON
WASHINGTON, D. C. 20301-1600

12 APR 1999

MEMORANDUM FOR THE INSPECTOR GENERAL, DOD

SUBJECT: Draft Report on the Evaluation of the Defense Protective Service (DPS)
(Project No. 70G-0047)

I concur with the recommendations in the subject draft report. The recommendations provide an improved framework for the continued development of DPS management, training and operations that will enhance the performance of DPS in accomplishing its important law enforcement and security responsibilities.


Judith A. Miller



Appendix G. Report Distribution

Office of the Secretary of Defense

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