

Best Practices Guide



International Association of Chiefs of Police

Services, Support and Technical Assistance for
Smaller Police Departments

Developing a Police Department Policy-Procedure Manual

by Chief W. Dwayne Orrick

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Best Practices Guide for Developing a Police Department Policy-Procedure Manual

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Introduction

This guide has been designed to assist police agencies in smaller communities with the development and revision of their policy-procedure manuals. The policy and procedures manual is the foundation for all of the department's operations. When properly developed and implemented, a policy-procedure manual provides staff with the information to act decisively, consistently, and legally. It also promotes confidence and professional conduct among staff.

Service delivery by agencies in smaller communities is often more responsive than departments in larger communities due to knowledge of the community and partnerships within the community. In addition, officers working in smaller agencies must be prepared for the same challenges and situations as their colleagues in larger organizations. The only real difference between large and small is the degree of specialization in job assignments in smaller departments. Smaller agency officers are generalists, often seeing the case through from start to finish. Because of this, officers in smaller departments are provided more latitude to perform their jobs and are not locked into the same routine every day, allowing for more growth, job enhancement and satisfaction for the employees of these departments. Therefore, policies and procedures for smaller agencies must be as thorough and complete as in their larger counterparts.

The remainder of this guide will focus on the process of developing a manual in smaller departments. It will explore the general rules for developing policies, how to form a policy committee, sources of information, how to organize the manual, steps for writing a policy, implementing a new policy, and for compliance inspections.

Definitions

Organizations call their policy and procedures manual different names – policy and procedures, operations manual, standard operating procedures. Regardless of the name, the document provides staff with the guidance necessary to perform department operations. Before outlining the process for developing an operations manual, it is necessary to provide a baseline of terminology. Several terms will be used during the development of a manual. It is necessary to distinguish between each:

- Standard - Guidelines or performance requirements that establish benchmarks for agencies to use in developing the organizational structure and measuring its service delivery system.
- Policy - A course or line of action adopted and pursued by an agency that provides guidance on the department's philosophy on identified issues.
- Procedure - A detailed description of how a policy is to be accomplished. It describes the steps to be taken, the frequency of the task, and the persons responsible for completing the tasks.

- General Orders - Written directives related to policy, procedures, rules and regulations involving more than one organizational unit. General orders typically have a broad statement of policy as well as the procedures for implementing the policy.
- Special Orders - Directives regulating one segment of the department or a statement of policy and procedure regarding a specific circumstance or event that is temporary in nature.
- Personnel Orders - Announcements of changes in status of personnel such as transfers or promotions.
- Rules and Regulations - Procedures that apply each and every time a situation occurs with specific guidelines for staff to follow. Rules and regulations usually proscribe specific behavior that will result in employees being disciplined for failing to follow the guidelines provided.¹
- Employee Handbook - Manual provided by the governing authority that introduces employees to the organization, its benefits/compensation package, and an abbreviated listing of policies.

Rules for Effective Manual Development and Implementation

When developing operational policy and procedures, several general principles should be remembered.

- First, the operations manual should be comprehensive, providing staff with direction and guidance for all aspects of the department's operations.
- Second, the manual should be clearly written and easy to use.
- Third, the manual should be consistent with and mirror the organizational philosophy, legal requirements and applicable standards.
- Fourth, staff should be involved in the development of the manual and kept informed of any changes.
- Fifth, staff should receive adequate training and participate in open, frank discussions about the policy and the reasons for its requirements.
- Sixth, the operations manual should be considered a living document. Routine inspections and reviews should be completed to ensure compliance with its directives so that the manual remains current.²
- Seventh, The manual should reflect and incorporate accepted state and national best practices, for example, model policies like those developed by the IACP's National Law Enforcement Policy Center or other law enforcement organization's general guidelines for policy-procedure manuals as developed by CALEA (Commission on Accreditation for Law Enforcement), state law enforcement associations and others.

Formation of the Policy Committee

Developing a policy manual is a critical undertaking. One of the first tasks to be completed is the selection of a policy project coordinator. The selection of the proper person for this position is critical to the success of the development and implementation of the operations manual. In most agencies, this appointment is not a full-time assignment. Instead, the person must complete these responsibilities in addition to their current duties. As the leader, the policy project coordinator must have the authority, knowledge, and motivation to make assignments, draft policies, coordinate meetings, and complete the process. In addition, the coordinator must have sufficient administrative or clerical support to expedite the development process.

While one person can write the manual, the final product will likely be more complete, comprehensive and accepted by staff, if the document is developed with contribution from both sworn and civilian representatives of the agency. Diverse, heterogeneous groups tend to be more effective with complex problems and assignments than a homogeneous group or an individual.³ Therefore, it is strongly suggested that as many staff as practical be involved in the manual's development and implementation. To accomplish this, many departments have organized policy committees to assist with development of the manual.

Involving staff in the developmental process provides a vehicle for employees' abilities and potentials to be both challenged and recognized. It is recommended that the chief post a memorandum or intra-office e-mail explaining the development/revision process of the operations manual. Supervisors should ask persons who are interested to assist with the effort. In addition to volunteers, the policy committee should involve employees who may be critical of the department's operations. Many times, these officers provide information to improve the department operations. Inclusion of those with vocal opposition provides a safe avenue for discussion and promotes resolution. Alternatively, alienation of those critics of policy and procedures only undermines agency cohesion and morale. Finally, there may also be a need to involve persons from other agencies, particularly those with special knowledge areas.

Sources of Information

When preparing to develop each area of the manual, a variety of sources should be reviewed for information to be included in the policy.

The local government's charter usually outlines the department's authority. Similarly, local, state, and federal laws and applicable court decisions proscribe standards of performance for department compliance.

Collective bargaining agreements, consent orders, and court decrees often:

- List requirements for the employment process;
- Describe individual duties and responsibilities;
- Outline discipline and grievance procedures, compensation and benefits programs.

The governing authority's procedures are binding upon the department's operations in many areas, particularly employment procedures and compensation benefits. The department's procedures cannot be in conflict with policies of the governing authority or they will automatically be considered null and void.

Intergovernmental agreements and contracts for services, such as detention of inmates or dispatch operations, may include requirements that should be considered and included in the operational procedures.

Mutual aid agreements, emergency operation plans and previously agreed upon protocols (i.e. child abuse/molestation investigations) often outline binding procedures for officers to follow while working with other agencies. Because these documents are often updated on a schedule different than the review of the manual, it is good to place the latest copy of the agreements in the appendices and refer to them in the body of the policy.

Standards such as the Standards for Law Enforcement Agencies by the Commission on Accreditation for Law Enforcement Agencies (CALEA) or standards promulgated for state certification programs provide the benchmarks for professional conduct and are an excellent cornerstone for department operations.

Existing departmental policies, procedures, and general orders, oftentimes provide ample direction for officers and should not be arbitrarily abandoned. With a little modification to ensure consistency in structure with the new manual, these procedures can be easily included in the manual. In many cases, the informal manner in which the department is operating simply needs to be recorded.

Since police operations are similar throughout the United States, there is no need to reinvent the wheel. Policies from other departments are an excellent resource for expediting the development process. Copies of manuals may be acquired from neighboring departments that have completed state certification or national accreditation. In addition, manuals can be obtained or requested on internet sites such as IACP Net. In many cases, these policies can be downloaded in an electronic format, which simplifies the editorial process. The tendency is for departments to copy manuals from other communities verbatim. This process is completely acceptable if the manual represents the department's philosophy and procedures and is consistent with legal guidelines. However, this is usually not the case and considerable editing is usually required.

Model policies provide a basic document to use as a starting point in the development of a manual. There are a number of sources for model operating policies including the IACP National Law Enforcement Model Policy Center and the National Center for Rural Law Enforcement. In addition, some state agencies and state police chiefs' associations have developed policies to assist agencies in their area. Because of the diversity in the size of communities, state laws, and operational philosophies between agencies, it is difficult to develop a policy that is applicable in all departments. Consequently, model policies should be thought of as general guidelines to be used in the development of the department's manual.

Tips:

- Academic research journals, trade magazines, and training lesson plans are a good source for policy and procedure background information and address areas that may be overlooked in particular subjects. Examples: *Journal of Criminal Justice* and, *An International Journal of Police Strategies and Management*
- Interview subject matter experts such as records clerks, evidence custodians, and narcotic agents, or persons whose contributions are critical to the manual's success, such as other chiefs, legal counsel.

Organization of the Manual

Before beginning to write the manual, several issues relating to formatting must be discussed and decided including scope, headers, pagination, key phrases, and index.

The scope of the manual must be identified. Most smaller agencies have a comprehensive manual that regulates all of the department's administration and operations. Larger agencies have found it necessary to have more than one manual for functional areas such as administration, patrol, investigations, and detention.⁴

The beginning of each new section of the manual should be divided with a tab that readily identifies the chapter's subject or number. Each policy must have a header that includes the Agency's Name, Chapter/Policy number, Title, Effective Date (originally implemented), Revised Date (Current Revision), Number of Pages in the section, and to whom the policy is distributed. Before the policies can be finalized, the format for the header must be designed and approved.

Because manuals tend to be rather voluminous, it is necessary to develop a pagination system. This system should identify the exact policy and page. For example, 5-1.3 indicates the location is Chapter 5.1, page 3. There are several derivations of this format, but the pagination must allow staff to easily identify and locate the policy and page number.

To ensure consistency, key phrases such as detention facility vs. jail, investigator vs. detective, must be identified, discussed, and decided upon for consistency throughout the entire manual.

As the policy manual is being developed, broad topic areas to be covered must be identified. Reviewing model manuals or other departments' policies may provide insight into developing these categories and the specific policies to be included in each area. Each policy should be organized in the sequential order they are to appear in the manual. Some policies may not be finalized until issues are addressed and resolved in other policies. Therefore, it may be necessary for the coordinator to prioritize the order in which the policies must be composed.

Finally, some departments have found it useful to provide an index in the appendices of the manual to assist in readily locating relevant policies. The index cannot be compiled until the manual is completed.

Committee Review

After the topics to be included in the manual have been identified and finalized, the drafting of policies can begin. To ensure the manual is developed in a timely manner, a schedule should be developed to outline the tasks to be completed, time expected to complete the tasks, persons responsible, and deadlines for completing each task. This schedule helps the committee to prioritize their work activity and focus their attention on the manual's development. For the same reasons, an agenda should be developed and distributed at every committee meeting. Otherwise, the meetings will likely get off track and fail to accomplish anything. There are a number of ways to compose an operations manual. The process of policy development typically includes the following steps:

Policy Development Steps

1. The policy committee meets and members reach a consensus regarding what should be included in each section. Any discussion points, questions, and concerns identified during meetings should be noted by the coordinator and provided at next meeting.
2. Using the information provided by committee, the project coordinator (or the designated committee member) develops all draft policy (see "Steps for Developing an Operations Manual" below). The policy development committee should not be used to write the manual. If members were expected to compose the manual as a collective group, it would never get done.
3. Copies of the draft policy are sent to committee members for review and comment.
4. Committee members may individually return their draft copies with comments to the coordinator or meet as a group to discuss their concerns. As the manual is reviewed, committee members should be primarily concerned with the validity of the policies. That is, does the policy regulate or direct department operations and employee conduct in the manner in which it was intended. Any contradictions, gaps, or inconsistencies should be identified and corrected. This review should also ensure each policy is grammatically correct, correctly spelled, and easily understood.
5. The coordinator reviews the comments by the committee and makes the necessary changes to the drafts.
6. Copies of the second draft are sent to the committee members for review. In some cases, it may be necessary to repeat Steps 4 and 5.
7. The coordinator submits the final draft to the department's legal counsel to ensure the proposed policy is in compliance with current local, state, and federal laws. There are differing opinions about the decision to have legal counsel review each policy or restricting the review to areas of high liability and where legal questions exist. This is a decision that should be made by leaders in each community.
8. When the legal review is complete, any comments or changes may be sent to the committee for final review. In some communities, it may be necessary to send the approved policy to the City Manager for review.
9. Upon final review, the coordinator places the policy in final form and prepares it for distribution to department staff.

Procedure Development Steps

Before embarking upon the procedure development, it is recommended the committee take the time to identify and articulate the department's core values, mission statement and vision statement. Of course the department's manual can be developed without these documents, but they can prove invaluable to developing the organization and its culture. Embedding the organizational values throughout the manual will encourage desired behaviors by officers and encourage a strong and consistent value system throughout the department.

Some departments have found it necessary to contract with a facilitator to assist with the development of these statements. An excellent source for developing these documents in-house can be obtained from the IACP Services, Support and Technical Assistance for Smaller Agencies Project Staff at IACP. Contact Elaine Deck at (800) THE-IACP extension 262 for more information.

When writing the procedures, the use of scenarios can be helpful tools in the development process, clarifying each component of the procedure and the supporting agency values and mission. Completing the scenario helps to identify the duties and functions that must be completed with each task.

Steps for Writing Operating Procedures

1. Start with the end in mind. Assuming an officer completes the scenario successfully, identify the desired outcome. (Goal)
2. Review the literature/research material for issues that should be addressed in the policy being developed. Also review the committee's notes of discussion points, questions, and concerns.
3. Outline the actions/steps to be completed to achieve the goal or complete the function successfully. (What)
4. Place the outline steps in sequential order. (When)
5. Identify the person/positions to be involved in completing the tasks in Steps 2 and 3. (Who)
6. Be sure to identify and include any special equipment, supplies and material to be used with the procedure.
7. Compose the draft directive and submit it to the policy committee for review.⁵

It should be noted the tone of the language used in the manual subtly impacts the organizational culture. Unreasonable restrictions in operational policy have oftentimes been the source of dissension between line and supervisory staff. The purpose of the manual is to empower the staff. So it is important to recognize every possible scenario cannot be identified and officers should be allowed the latitude they need for making decisions in unusual circumstances. If a negative tone is used in the manual (e.g., shall not, will not, are not, forbidden) it can permeate the ranks and promote cynical attitudes in staff. Consequently, the text of the manual should avoid focusing on prohibited acts, but rather emphasize conduct the department expects and supports of officers. Finally, there are very few absolutes in law enforcement. The courts have ruled that terms such as should, are to, and directed to, are not absolute. Only "shall" means under all circumstances and conditions. It is difficult to identify when officers are to act in the same manner without regard to the circumstances. Therefore, the use of absolute language should be avoided whenever possible.

Implementation and Confidentiality

After the manual has received final approval, it is ready to be implemented. Each officer should be issued a copy. Before this can occur, sufficient copies must be produced. In small agencies this can be accomplished by printing copies with a high capacity laser printer or photocopy machine. Larger agencies have found it necessary to contract with an outside copy center or commercial printer. If an outside printer is used,

organizational security may dictate a contract agreement with the printer to ensure extra or disregarded copies are destroyed or returned to the department. Some agencies also post their manual on the department's computer server to ensure accessibility and allow easy search and reference at all times. Check with City Hall or an attorney for assistance.

Most departments issue their manuals in a three ring binder. This allows easy modification and addition to existing policy. As each manual is issued it should be stamped with a sequential serial number that is recorded as being assigned to the officer. As with most department equipment, officers may be required to sign for the manual when it is issued to them. Many agencies inappropriately require officers to sign a form indicating they have received, read, understand and agree to follow its requirements.

Once the manuals are issued, staff should be given ample time to read it before the training program begins. Since most manuals are rather substantial, officers will need a minimum of several days and likely weeks to thoroughly read the material. This gives officers time to note legitimate questions regarding the policy requirements and expectations of their performance.

After being provided sufficient opportunity to read the policy, officers must be trained on the manual and fully understand its requirements before it can be implemented. This training should cover administrative and operational topics, with particular emphasis being placed on high-liability issues. This process usually requires several sessions and may include both classroom as well as practical exercises. To ensure officers understand the policy and its expectations, some agencies test officers after the training. If an officer fails a test or several officers miss the same question, additional training is required. In addition to introductory training, time should be designated during every in-service training class to review the department's operational procedures relating to the topic of instruction and the department's performance standards. This is a convenient way to ensure training is relevant and staff remains current on the department's standards of conduct.

Some departments issue the policies to officers as they are developed and approved. This incremental approach has the advantage of allowing staff more time to digest requirements of the policy. At the same time, tracking and maintaining records of distribution are more cumbersome.

When the training is complete, documentation should be maintained that officers have been issued their manuals, trained on the content and understand its requirements. This documentation may include a copy of the manual, lesson plan, sign-in attendance sheets, tests given to measure comprehension and officers' test scores.

Inspection and Review

Once the new manual has been implemented, only half of the work is completed. Department officials must ensure the policies are being followed. If the work is not done in accordance with the policy, the manual is meaningless because the custom is the policy. This situation is more problematic than not having a policy. Informal customs attack the credibility of the department's operational procedures and administration. It also increases the department's exposure to potential liability.

What gets inspected is what gets done. There are several ways to ensure compliance with the manual. One way is to form a check sheet that lists various inspections that are to be conducted, by staff and the frequency of the inspections. It is a simple process of checking off when the inspection is complete. In some cases, policy may require internal and external inspections.

In the event officers are not in compliance with the department policy, a decision must be made as to the appropriate corrective action, ranging from remedial training to counseling to punishment. In some cases, a change in policy may be required.

Finally, the entire manual should be reviewed on at least an annual basis. This review helps to ensure the manual is in compliance with current management, operational, and legal standards. Instead of trying to eat the elephant in one bite, it is best to coordinate this review with key personnel over several weeks. As the review is conducted, listen to the staff persons who are closest to the service delivery. They know the problems and often times have the best ideas for addressing them. If modifications are necessary, the same procedures outlined in this guide should be followed for updating, distributing, and training staff of the changes.

Conclusion

Developing, maintaining, and revising a police department's operations manual is a monumental undertaking. However, if completed properly, the community, its governing authority, chief executive, and department's staff can be assured their operations are in compliance with current standards. It will ensure staff act in a consistent, professional and legal manner. It will also ensure department staff are prepared for unusual circumstances and the correct course of action is identified.

Bibliography

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- ³ Prince, Dr. Howard, John Halstead, and Larry Hesser, Leadership in Police Organizations, International Association of Chiefs of Police, 2002, p.208
- ⁴ Kinnaird, Brian A., "Policy and Procedure Manual: A Didactic Model for Law Enforcement Administrators", Sheriff, February 2002.
- ⁵ Martin, Mark D., Developing and Revising Detention Facility Policies and Procedures, National Institute of Corrections, U. S. Department of Justice, April 2002

Sample Organization of Department Operations Manual

Chapter 1	Introduction
Chapter 2	Agency Jurisdiction and Mutual Aid
2-1	Law Enforcement Role and Authority
2-2	Contract Services
Chapter 3	Organization and Direction
3-1	Management of Information
3-2	Goals and Objectives
3-3	Fiscal Management
3-4	Hiring Standards
3-5	Promotion/Appointment Procedures
3-6	Performance Evaluations
3-7	Career Development
3-8	Job Analysis and Classification
3-9	Planning and Research
Chapter 4	Training
4-1	Fitness Standards
Chapter 5	Conduct
5-1	Discipline
5-2	Internal Investigations
5-3	Conduct Review Board
5-4	Outside Employment
5-5	Sexual Harassment
5-6	Receiving Civil Process Served Department/Employees
5-7	Polygraph
Chapter 6	Uniform and Dress Code
Chapter 7	Arrest
7-1	Taking Suspects into Custody
7-2	Processing of Juvenile Offenders
7-3	Family Violence
Chapter 8	Search and Seizure
Chapter 9	Firearms
Chapter 10	Use of Force
10-1	Use of Force Reports
10-2	Investigation of Use of Deadly Force
10-3	Critical Incident/Post Critical Incident
10-4	Line of Duty Seriously Injured/Death of Officer
Chapter 11	Vehicle Operations
11-1	Vehicle Pursuits
11-2	Interjurisdictional Pursuits
11-3	Vehicle Inspections and Maintenance
11-4	Personally Assigned Patrol Vehicles
11-5	In-Car Video Camera Film Procedures
Chapter 12	Property and Evidence
12-1	Departmental Property Control
12-2	Vehicle Inventory/Impound
12-3	Blood and Urine Test Kits
Chapter 13	Records Division Operations
13-1	Release of Information

Chapter 14	Traffic and Parking Enforcement
14-1	Traffic Citations (Special Processing)
14-2	Traffic Accident Investigation
14-3	Traffic Direction and Control
14-4	Use of Radar
Chapter 15	Patrol Functions
15-1	Investigating Suspicious Activity
15-2	Foot Pursuits
15-3	Racial Profiling
15-4	Blood Borne Pathogens
15-5	Courtroom Building Security
15-6	Taxicab Inspections
15-7	Administrative Notification
15-8	Hazardous Materials
15-9	On-Call Procedures
15-10	Citizen Ride-Along Program
15-11	Handling Mentally Ill Persons
15-12	Unusual Occurrences
15-13	Missing Persons
15-14	Rights of Victims and Witnesses
Chapter 16	Criminal Investigation Division
16-1	Covert and Raid Operations
16-2	Crime Analysis
16-3	Arson Protocol
16-4	Crime Scene Processing
16-5	Civil Condemnation Actions
16-6	Informants
Chapter 17	Animal Control
Chapter 18	Communications
18-1	Tactical Dispatch Plans

Model Policies



IACP National Law Enforcement Policy Center

(<http://www.theiacp.org/pubinfo/modpolalpha.htm>)

A wide variety of model law enforcement policies incorporate the research findings, input of leading subject experts and the professional judgment of the IACP National Law Enforcement Policy Center's advisory board members who have combined this information with their extensive practical field and management experience. The end product is some of the best contemporary thinking in the field.

The policies addressed are selected because they represent some of the most difficult issues facing law enforcement administrators. The Policy Center continues to develop models in other priority areas.

To receive model policies as they are published, you may join the center as a subscribing member (order form available online www.theiacp.org/pubinfo/MPorderform.pdf). In addition, the center publishes a quarterly newsletter designed to keep readers informed of recent research, legal decisions and related information affecting law enforcement agency policy. Model Policies are available in four volumes; a fifth volume is in process. They are available on CD-ROM or in a three-ring binder format at a cost is \$149 per volume (IACP members receive 15% discount: \$126.65). All other model policies are only available on an individual basis. The cost is \$6.25 each for subscribers, \$9.25 for non-subscribers. To subscribe, call 1-800-THE-IACP, ext 319, or email the project staff at gorey@theiacp.org.

Please visit <http://www.theiacp.org/pubinfo/PolCtr.htm> for the most up-to-date listing of model policies. As of September 2004, the Policy Center mailings will be sent electronically, any new subscribers must provide a valid email address to receive the emailing in PDF and Word formats. As of October 2004, departments will be able to subscribe to the Policy Center or renew their subscription online. They will also be able to place an order for Policies online using their credit card.

Model Policies

(In alphabetical order with date of publication)

Arrests 2/03	Cooperative Drug Enforcement 5/90
Bank/Financial Alarm Response 7/92	Corruption Prevention 10/96
Bike Patrol 8/04	Court Protection Orders 10/93
Body Armor Devices 4/99	Crime Analysis 10/93
Bomb Threats and Searches 3/96	Crime Scene Processing 2/03
Career Development 10/92	Criminal Court Appearance 10/96
Cellular Telephones 6/04	Criminal Intelligence 2/98
Civil Disturbances 2/92	Criminal Investigation 2/03
Civilian Personnel 10/93	Dealing with the Mentally Ill 4/97
Communicable Disease Prevention 6/04	Deaf and Hard of Hearing, The 6/03
Conducting Stakeouts 2/92	Death Notification 12/95
Confidential Funds of Arrest 12/89	Domestic Violence 10/96
Confidential Informants 12/89	Early Warning System 3/02

Electronic Messaging 2/98
Electronic Weapons Control 5/04
Electro-Muscular Control Weapons 6/04
Emergency Vehicular Warning 5/90
Employee Drug Testing 8/99
Employee Mental Health Services 1/94
Encounters with the Developmentally Disabled 6/03
Evacuations 12/02
Evidence Control in the Workplace 10/96
Executing a Search Warrant 12/89
Family and Medical Leave 12/95
Field Interviews and Pat-Down Searches 8/00
Firearms 4/97
Foot Pursuits 2/03
Grievance Procedures 7/92
Harassment and Discrimination - Workplace 4/00
Hate Crimes 8/91
HIV/AIDS Prevention 12/99
Hostage/Barricaded Subject Incidents 10/91
Identity Theft 1/02
Inspections 4/02
Interrogations and Confessions Policy 1/04
Interrogations and Confessions Paper 4/04
Investigating Child Abuse 10/93
Investigating Sexual Assault 11/99
Investigation of Employee Misconduct 7/01
Investigation of Officer Involved Shootings 8/99
Juvenile Curfew Enforcement 10/92
Juvenile Enforcement and Custody 10/92
Law Enforcement Canines 7/00
Less-than-Lethal Weapons 4/02**
Line-of-Duty Deaths 7/92
Lockups and Holding Facilities 4/95
Major Crime Scenes 4/95
Micro-Cassette Recorders 3/01
Missing Children 7/00
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Mobile Video Recording Equipment 10/92
Motor Vehicle Crash Review Process 10/96
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Multi-Agency Investigation Teams 2/95
Obtaining a Search Warrant 4/95
Off-Duty Conduct: Powers of Arrest 10/96
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Pepper Aerosol Restraint Spray 9/94
Performance Recognition Awards 4/02
Personnel Transfer and Rotation 9/94
Police Officer Domestic Violence (No Charge) 4/99
Police Victim Assistance 10/91
Police-Citizen Contacts 8/00
Police-Media Relations 10/91
Polygraph Examinations 3/96
Post-Shooting Incident Procedure 5/90
Preliminary Death Investigation 4/97
Protection of Firearms and Explosives 1/94
Reporting Use of Force 8/00
Responding to Suspicious Mail – Biological Threats Policy Paper 6/04
Response to Civil Litigation 10/96
School Liaison 2/97
Secondary Employment 10/96
Showups, Photographic Identifications and Lineups 2/92
Standards of Conduct 8/97
Strikes and Labor Disputes 9/94
Strip and Body Cavity Searches 12/95
Temporary Light Duty 12/95

Transportation of Prisoners 10/96

Unbiased Policing 6/04

Use of Force 8/01

Vehicular Pursuit (No Charge) 10/96

Volunteers 6/04

Written Directives System 4/02

Model Policy

USE OF FORCE

<i>Effective Date</i> August 2001		<i>Number</i>
<i>Subject</i> Use of Force		
<i>Reference</i>		<i>Special Instructions</i>
<i>Distribution</i>	<i>Reevaluation Date</i> August 2002	<i>No. Pages</i> 2

I. Purpose

The purpose of this policy is to provide law enforcement officers of this agency with guidelines for the use of deadly and non-deadly force.

II. Policy

It is the policy of this law enforcement agency that officers use only the force that reasonably appears necessary to effectively bring an incident under control, while protecting the lives of the officer and others. It must be stressed that the use of force is not left to the unfettered discretion of the involved officer. This is not a subjective determination. The use of force must be objectively reasonable. The officer must only use that force which a reasonably prudent officer would use under the same or similar circumstances.

III. Definitions

Deadly Force: Any use of force that is reasonably likely to cause death.

Non-deadly Force: Any use of force other than that which is considered deadly force. This includes any physical effort used to control or restrain another, or to overcome the resistance of another.

Objectively Reasonable: This term means that, in determining the necessity for force and the appropriate level of force, officers shall evaluate each situation in light of the known circumstances, including, but not limited to, the seriousness of the crime, the level of threat or resistance presented by the subject, and the danger to the community.

IV. Procedures

A. Use of Deadly Force

1. Law enforcement officers are authorized to use deadly force to
 - a. Protect the officer or others from what is reasonably believed to be a threat of death or serious bodily harm; and/or
 - b. To prevent the escape of a fleeing violent felon who the officer has probable cause to believe will pose a significant threat of death or serious physical injury to the officer or others. Where practicable prior to discharge of the firearm, officers shall identify themselves as law enforcement officers and state their intent to shoot.

B. Deadly Force Restrictions

1. Officers may use deadly force to destroy an animal that represents a threat to public safety, or as a humanitarian measure where the animal is seriously injured, when the officer reasonably believes that deadly force can be used without harm to the officer or others.
2. Warning shots may be fired if an officer is authorized to use deadly force and only if the officer reasonably believes a warning shot can be fired safely in light of all circumstances of the encounter.
3. Decisions to discharge a firearm at or from a moving vehicle shall be governed by this use-of force policy and are prohibited if they present an unreasonable risk to the officer or others.

C. Use of Non-deadly Force

1. Where deadly force is not authorized, officers may use only that level of force that is objectively reasonable to bring an incident under control.
2. Officers are authorized to use department-approved, non-deadly force techniques and issued equipment to
 - a. Protect the officer or others from physical harm;
 - b. Restrain or subdue a resistant individual; and/or
 - c. Bring an unlawful situation safely and effectively under control.

D. Training

In addition to training required for firearms qualification, officers shall receive agency-authorized training designed to simulate actual shooting situations and conditions and, as otherwise necessary, to enhance officers' discretion and judgment in using deadly and non-deadly force in accordance with this policy.

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Every effort has been made by the IACP National Law Enforcement Policy Center staff and advisory board to ensure that this model policy incorporates the most current information and contemporary professional judgment on this issue. However, law enforcement administrators should be cautioned that no "model" policy can meet all the needs of any given law enforcement agency. Each law enforcement agency operates in a unique environment of federal court rulings, state laws, local ordinances, regulations, judicial and administrative decisions, and collective bargaining agreements that must be considered. In addition, the formulation of specific agency policies must take into account local political and community perspectives and customs, prerogatives and demands; often divergent law enforcement strategies and philosophies; and the impact of varied agency resource capabilities, among other factors.

Policy Manuals Resources

There are many other resources available to help you get started in writing an entire Policy and Procedures Manual or to just review on written on a certain subject. Visit some of the following websites for more information.

1. The **IACPNet** website (is an information web-based network designed specifically for law enforcement professionals. It is a paid membership site offering a free tour of the website and a free sample Model Policy and Training Key. (www.iacpnet.com)
2. The **Florida State Highway Patrol** is a nationally accredited law enforcement agency whose website features a sample manual. (www.fhp.state.fl.us/Manuals/)
3. **IACP's National Law Enforcement Policy Center** has developed more than 95 policies on a wide range of topics. A free sample is available from the IACPNet website mentioned above. There is a small charge for these documents. (<http://www.theiacp.org/pubinfo/modpolalpha.htm>)
4. The Highway Safety Committee's "Traffic Safety Strategies for Law Enforcement," can be found on the **IACP Website**. Prepared to assist agencies in developing operational tactics and innovative approaches to reduce the number and frequency of traffic collisions, this document consists of forty-six strategies covering a broad range of management and technology topics. (www.theiacp.org)
5. The **IACP Technology Clearinghouse** lists multiple Policy and Standards resources at no charge. (www.iacptechnology.org)
6. The National Center for Rural Law Enforcement (NCRLE) Criminal Justice Institute – Model Policy and Procedures Manual, listed on the IACP Technology Clearinghouse site. (www.cji.net/clera/CJI/model/index.htm)
7. The **Sample Directives for Virginia Law-Enforcement Agencies** is a collection of approximately sixty sample orders on important administrative and operational topics developed by the Commonwealth of Virginia Department of Criminal Justice Services. The sample directives manual is intended to help local agencies develop their own comprehensive, written guidance. The administrative component of the manual is oriented towards small law-enforcement agencies with little specialization beyond patrol personnel and a few investigators. The operational component consists of orders on common law-enforcement tasks. (www.dcjs.virginia.gov/cple/sampleDirectives)
8. The Commonwealth of Virginia Department of Criminal Justice Services website (above) also lists a variety of resources helpful to policy writers. The list includes references to help build a useful library on developing written administrative guidance. This list is not all-inclusive but represents many useful sources.