




City of Manassas Police Department General Duty Manual



Effective Date: 12-29-2008	GENERAL ORDER	Number: 01-19
Subject: Goals and Objectives		
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General Order 1-19 Dated: 07-01-2005		
Accreditation Standards: 15.1.3/ 15.2.1/ 15.2.2	By Authority Of:  Douglas W. Keen, Chief of Police	Total Pages: 2

PURPOSE:

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

POLICY:

Members should be provided with the opportunity to help establish priorities for the Department, identify measurable accomplishments, and work with unity toward the attainment of established Goals and Objectives. Goals and Objectives should be relevant, realistic, and specific; they should complement overall mission of the Department to maintain peace and security and to provide a fitting level of service to City residents and visitors.

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

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

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

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

PROCEDURE:

I. Planning

- A. The planning stage of the Goals and Objectives process offers management, supervisors and subordinates an opportunity to discuss and prepare action plans that contain relevant, reasonable, and achievable results. Care should be used in developing enforcement related objectives to avoid any resemblance of quota system, i.e.; the reduction of accidents caused by red light violations should be an objective expressed in terms of percentage reduction by units or components, rather than a number of citations per officer.
- B. Evaluation of the achievement of Goals and Objectives is an ongoing and essential process. Where possible, evaluation criteria should be listed for each objective.
- C. Supervisors are encouraged to solicit input from subordinates on the Department's Goals and Objectives.
 1. Input is discussed during regularly scheduled division staff meetings.
 2. Suggestions are incorporated in recommendations from Division Commanders to the Chief of Police.
- D. Annually, the division commanders at the direction of the Chief review, revise, and issue a draft of proposed Departmental goals and objectives for the upcoming fiscal year. The proposed Goals and Objectives are circulated to the appropriate members for comment, suggestions, additions, etc. The final draft is then forwarded to the Chief of Police for review and final approval.

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E. The Chief of Police publishes the approved Departmental Goals and Objectives for the new fiscal year.

II. Execution and Follow-Up

- A. Copies of the published Goals and Objectives are distributed throughout the Department down to the squad and section level, and posted on the bulletin boards in the respective divisions.
- B. Supervisors are responsible for informing their subordinates of the annual Goals and Objectives, specifically the efforts the member must take toward the attainment of the squad / section objectives.
- C. Semi-annually the Chief of Police, with input provided by the Division Commanders, evaluates the progress made toward attainment of the goals and objectives.
- D. Accomplishment of specific goals and objectives may be used as applicable as part of the performance review process for division, sections, units and individual members.
- E. The annual Goals and Objectives are included in the multi-year plan developed by the Chief of Police.

III. Multi-year Strategic Goals and Objectives Plans

- A. The Chief of Police develops a multi-year Strategic Goals and Objectives Plan.
- B. The plan is used to assist in the planning of future Department budget needs, personnel allocation requests, and to provide long term direction for the Department.
- C. The plan is reviewed annually and revised as necessary. It includes the following:
 - 1. Long-term goals and operational objectives.
 - 2. Anticipated workload and populations trends.
 - 3. Anticipated personnel levels.
 - 4. Anticipated capitol improvement and equipment needs.
 - 5. Provisions for review and revision as needed.

Attachment: "A" Goals and Objectives Status Worksheet.
"B" Goals and Objectives Flow Chart.

Index as: Goals and Objectives.
Multi-year Plan.

References: