

		DIRECTIVE 2.5			
SUBJECT Human Resources Division		NO. PAGES 14			
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ADMIN APPROVED: 8/26/2014	DATE OF ISSUE 8/27/2014	Applicable Accreditation Standards			
		33.5.2	34.1.3	33.1.2	1.3.9
		33.6.1	33.2.1	33.1.7	33.1.6
		33.1.5	33.1.4	33.1.3	33.1.2
		33.1.1	33.2.2	1.3.11	17.2.1
		15.1.1	22.2.6 a-f	12.2.1	33.3.1
		11.4.2	33.4.3	33.8.2	33.7.1
		33.6.2	33.5.1	34.1.1	33.4.2
		33.4.1	33.5.4		
ISSUED BY: Chief Bobby L. Cummings M.S. Chief of Police Reviewed: 8/27/2014					

Human Resources Division

Directive: **2.5**

A. Commanding Officer

The Commanding Officer of the Human Resources Division reports to and is directed by the Inspector of Investigative Operations.

The Commanding Officer of the Human Resources Division shall be responsible for all Departmental Personnel activities, as well as the Planning Unit, and operations of the Police Academy.

In addition to any special assignments that the officer might receive from their superior officer in the chain of command, the officer will perform the following tasks:

1. Supervise and direct the duties of all personnel assigned to the Personnel and Planning Unit, Academy Staff and the Police Range and coordinate the duties of the Departmental Psychologists. (CALEA 33.2.1b)
2. Receive various projects from the Chief of Police to be researched and/or evaluated.
3. Coordinate all phases of the police recruitment with regards to applications, interviews, background checks, psychological testing, etc.

4. Administer the Recruit Training Academy.
5. Follow progress reports of new recruits.
6. Administer the procedures of the Department's Promotion System, as specified by Departmental Directive. (CALEA 34.1.1, 34.1.2)
7. Maintain promotion lists according to existing procedures. (CALEA 34.1.1, 34.1.2, 34.1.3h)
8. Direct the preparation of required division reports, including, but not limited to the annual budget request.
9. Direct and monitor expenditure of budgeted funds for training and personnel needs.
10. Be responsible for the maintenance and safeguarding of the Department's personnel records; shall release information as required, in conformity with departmental policy and applicable local, state and federal law. (CALEA 34.1.3h)
11. Be responsible for activities and supplies at the police range.
12. Maintain training school brochures and recommend officers to attend.
13. Be in charge of all light-duty personnel.
14. Monitor summer youth workers, co-op workers and career days at schools.
15. Review all personnel identified for sick leave abuse.
16. Maintain statistics on all personnel movement in and out of the Department.
17. Serve as liaison with the City Personnel Department, and maintain copies of all current contractual agreements, between the City and Departmental Personnel.
18. Serve as liaison with the City Physician.
19. Serve as liaison with the State of Delaware.
20. Serve as liaison with the Veterans' Administration for officers receiving V.A. training benefits.
21. Provide counseling to personnel experiencing personal or employment related problems and provide assistance for these personnel, as required. (CALEA 22.2.6a-f)

22. Assist the Director of Human Resources for the City of Wilmington in the development and maintenance of class specifications.
23. Ensure that all Division records and equipment are properly maintained.
24. Handles the calculation of all retirements, resignations, and terminations that require an accurate accounting of all earned benefits and monies owed to employees at the end of employment.

B. Deputy Commander

The Deputy Commander, **rank of Lieutenant**, reports to and is supervised by the Commanding Officer of the Human Resources Division.

In addition to any special assignments that the Lieutenant might receive from his superior officer in the chain of command, the Lieutenant will perform the following tasks:

- a. Act as the Commander of the Police Academy.
- b. Directly supervise the Police Academy Staff and coordinate Academy Training.
- c. Supervise police recruitment and the police officer selection process.
- d. Act as immediate supervisor of the Training Sergeant, Firearms Training Officer, Training Officer, Accreditation Manager, Planning **Officer**, Budget and Grant Analyst, Fiscal Officer, Information Input Specialist, and any modified/administrative duty personnel detailed to the Human Resources Division.
- e. Receive various projects from the Commanding Officer of the Human Resources Division to be researched and/or evaluated. These projects are either assigned to one of the above officers or researched personally.
- f. Monitor grant monies used by the Department for training.
- g. Act as the Chief of Police's representative at various designated meetings and seminars.
- h. Conduct Career Development Reviews every six months, December and June.
- i. Oversee processing and training of Fast Track and re-instated officers.
- j. Monitor, follow up, and maintain reports of officers exposed to communicable/transmittable diseases.

- k. Coordinate meetings with the Training Committee and develop training programs based on committee recommendations.
- l. Disseminate Annual Residency Forms. Collect completed forms and check for accuracy.
- m. Shall be responsible for the recruitment and processing of police applicants.
- n. Work closely and coordinate recruitment and hiring efforts with the City of Wilmington Human Resource Department.
- o. Be familiar with the Police Officers Manual dealing with Directives 1.8 Recruitment, 1.9 Selection and the Equal Opportunity and Affirmative Action Laws.
- p. Review and update applications and all pertinent paperwork dealing with recruitment and selection process.
- q. Develop and train a team of officers to assist in recruitment at Job Fairs and School Programs. These officers will be cognizant of personnel matters, especially Equal Opportunity and Affirmative Action as it effects the operations of this Department.

Planning, Research, Budgeting, and Accreditation Unit: (CALEA 15.1.1)

1. Planning **Officer**:

The Planning **Officer** reports to and is supervised by the **Lieutenant/Deputy Commander of the Human Resources Division**.

In addition to any special assignments that the officer might receive from their Commanding Officer, the Planning **Officer** shall perform the following tasks:

- a. Received various projects from the Commanding Officer of the Human Resource Division to be researched and/or evaluated.
- b. Brief the Commanding Officer of the Human Resource Division, and in some instances the Chief of Police, on the disposition of each project.
- c. Research projects assigned to the officer which involves procedural or policy matters and makes recommendations to the **Lieutenant/Deputy Commander** regarding the best ways in which those projects may be handled. Generally, these recommendations may be categorized as follows: (CALEA 12.2.1i)

- 1. No Action Taken

In these instances, a Memorandum to File is prepared which explains the nature of the problem and the reasons why no action was taken.

2. Referral to another Division or Agency

In many instances, another Division or Agency may be better suited to handle the project than the Planning Unit (i.e., the need for new legislation may be best handled by enlisting the aid of the Law Department, and identification of a training need may be best handled by the Training Unit). In these cases, correspondence is prepared for the Chief's signature to the division/agency involved which commands/solicits their assistance. A Memorandum to File is also prepared which explains the action taken.

3. Revision of an Existing Procedure (CALEA 12.2.1i)

In cases where a procedural change is needed, a draft of the change is written with an eye to its congruence to other existing procedures. The draft is then reviewed by any concerned parties and then revised as needed until the final form results to be signed by the Chief and implemented.

4. Creation of a New Procedure (CALEA 12.2.1i)

Preparation of a new procedure follows the same form as a revision of an existing procedure.

5. Research survey requests made by other Departments and agencies and prepare responses for review by the Human Resources Division Commanding Officer.

- b. Receive quarterly and annual report materials submitted by other Divisions and use this material to prepare the Department's Goals and Objectives.
- c. Ensure that the master Police Officer's Manual is accurately and currently maintained.
- d. Ensure that the research files for the Division are accurately and currently maintained.
- e. Maintains the Division's vehicle log and maintenance.
- f. **Coordinates with** co-ops, summer interns and other officers who are temporarily assigned to the Planning Unit.
- g. Disseminates any analytical report affecting any unit to that

particular unit.

- h. Will compile the Department's Goals & Objectives for the year as submitted.
- i. **Represents the Wilmington Department of Police** at various designated meetings and seminars.
- j. At the direction of the Chief of Police, shall be responsible for the development, modification and approval of all departmental forms. (CALEA 11.4.2)

3. Accreditation Manager:

The Accreditation Manager reports to and is supervised by the **Lieutenant/Deputy Commander of the Human Resources Division**. However, the Accreditation Manager may report to the Chief of Police on accreditation matters. The person filling the position has the authority to make appropriate assignments and enforce deadlines throughout the agency.

The Accreditation Manager is responsible for performing analytical and administrative work with minimal supervision. Emphasis is on planning and coordinating accreditation activities assigned by the **Lieutenant/ Deputy Commander**. This person is encouraged to make independent judgments and decisions based on analytical and innovative thinking. Performance in this job is measured through conferences, reports, analyses, methodology, and levels of success accomplishing the accreditation goals of the agency.

In addition to any special assignments that the officer might receive from their supervisor, in the chain of command, the officer shall perform the following tasks:

- a. Serve as a liaison between the (CALEA) Commission on Accreditation for Law Enforcement and the Wilmington Department of Police.
- b. Supervise subordinates assigned to Accreditation unit.
- c. In accordance with the Planning **Officer**, organize, maintain and revise the Directives of the Department in accordance to the standards set forth by CALEA).
- d. Ensure that periodic reports, reviews, and any activity mandated by applicable accreditation standards are accomplished.
- e. Maintain accreditation records for the Wilmington Department of Police.
- f. Receives assignments and sets work priorities, coordinating accreditation tasks to meet deadlines in order to assure an efficient workflow throughout the

agency.

- g. Reviews a wide variety of complex and technical issues concerning CALEA Standards and the Accreditation Process.
- h. Meets regularly with the Supervisor, key agency personnel, and others to identify needs and report progress on accreditation efforts.
- i. Identifies and develops new programs, systems, procedures, or equipment specifications for the improvement of agency performance in compliance with applicable accreditation standards.
- j. Maintain frequent contact with CALEA Staff.
- k. Attends CALEA Conferences and local Police Accreditation Coalition/Network meetings and coordinates attendance of other agency representatives.
- l. Keeps abreast of the accreditation process, including proposed changes or amendments to the standards, transition policies, or process changes. Evaluates the impact of these changes on the agency.
- m. Provides accreditation training for agency personnel.
- n. Provides information to the public and may make presentations to selected civic associations.
- o. Assigns, directs and coordinates accreditation work groups to achieve plans of action, recommendations to the Deputy Commander, or complete other accreditation goals.
- p. Drafts written directives or assigns writing projects to achieve accreditation objectives.
- q. Maintains CALEA Files.
- r. Uses the CALEA Accreditation Compliance Express (CACE) software program to track accreditation activities.
- s. Performs other related work.
- t. Should receive specialized accreditation manager training within one year of being appointed. The officer should also attend at least one CALEA Conference during the self-assessment period or current award period. (CALEA 33.5.4)

4. Budget/Grant Officer:

The Budget/Grant Officer reports to and is supervised by the Deputy **Lieutenant/Commander of the Human Resources Division**. (CALEA 17.2.1)

In addition to any special assignments that the officer might receive from their commanding officer, the officer shall perform the following tasks:

- a. Research, apply for, write, manage, and monitor all grants within the Police Department.
- b. Develop and manage the annual budget for the Police Department. (CALEA 17.2.1)
- c. Ensure accurate and timely compilation and submission of the Department's operating budget.
- d. Conduct special project analysis.
- e. Make a six month report of plainclothes allowances.
- f. At the direction of the Commander of the Human Resources Division, will monitor anticipated workloads, population trends, personnel levels, capital improvements and equipment needs to be considered for implementation in the following year(s) fiscal budget.

5. Fiscal Administrator:

The Fiscal Administrator is directed and supervised by the **Lieutenant/Deputy Commander of the Human Resources Division**.

In addition to any special assignments received, the officer may perform the following tasks:

1. Shall perform and manage all fiscal functions for the Wilmington Police Department. The responsibilities include:
 - a. Monitor and facilitate all expenditures related to general, capital, and grant funding.
 - b. Prepare all pertinent financial reports for the Police Department, as well as federal and state agencies.
 - c. Handle accounts payable/receivable and procurement for The Police Department.

- d. Brief project managers on City policy regarding procurement of equipment and/or services.
- e. Make financial analyses.
- f. Review City policy and assist employees in preparation of expense reports, purchase requests, etc.
- g. Maintain Department petty cash account.
- h. Handle payment of invoices.
- i. Prepare and gather all grant information on expenditures for state and federal auditors and purge all files accordingly.

6. Administrative Clerk II:

The Administrative Clerk is directed and supervised by the Divisional Commander of the Human Resources Division. The officer is responsible for maintaining Departmental personnel and attendance records.

In addition to any special assignments received, the officer may perform the following tasks:

- 1. Maintain attendance records of all civilians and police personnel below the rank of Chief.
- 2. Maintain all personnel records regarding the following:
 - a. absenteeism;
 - b. days off;
 - c. vacation time;
 - d. sick abuse.
- 3. Prepare a monthly report of those persons reporting sick, injured, modified duty, administrative duty, training, or military.
- 4. Prepare a monthly report showing the days lost due to F.O.P., civilian and non-union personnel on sick or military leave.
- 5. Prepare a six month report showing available sick and vacation time to be delivered to the Auditing Department.
- 6. Shall be familiar with Workmen's Compensation laws.
- 7. Maintain records for those reporting sick.

8. Maintain attendance sheets.
 9. Serve as liaison officer with City Personnel, Payroll, Medical Dispensary and the Risk Management.
 10. Maintain records of approved outside employment for officers.
 11. Coordinate with the Office of the Chief of Police the maintenance of records of personnel transactions, including: hiring, training, assignments, transfers, promotions, demotions, commendations, substantiated disciplinary actions, probationary and progress reports, sickness, injuries, and separation from employment.
7. Information Input Specialist:

The Information Input Specialist is directed and supervised by the **Lieutenant/Deputy Commander of the Human Resources Division**.

In addition to any special assignments received, the officer will perform the following tasks:

- a. Facilitate the Department's Payroll process and research any inconsistencies with time, attendance and payroll data.
- b. Generate Personnel Action Forms (PAFs) for salary changes and additional payroll changes.
- c. Works with the Fiscal Administrator in accounts receivable and payable using MUNIS software.
- d. Process requests for compensatory-time payouts and mandatory compensatory-time payouts.
- e. Reviews the calculation of all retirements, resignations, and terminations that require an accurate accounting of all earned benefits and monies owed to employees at the end of employment.
- f. Handles Military/Military Mobilization for members of the Department by maintaining files for members of the Department on Military Leave/Military Mobilization.
- g. Forwards LES (Leave Earning Statements) to assigned Payroll Specialist. Also, assists with payroll issues as they arise.

D. Training Unit:

1. Training Sergeant:

The Training Sergeant is directed and supervised by the **Lieutenant/Deputy Commander of the Human Resources Division**. In addition to any special assignments that the officer might receive from the **Lieutenant/Deputy Commander**, in the chain of command, the officer will perform the following tasks:

- a. Supervise the Academy physical fitness program.
- b. Supervise all Academy Recruits and Academy Training.
- c. Act as Field Training Manager supervising the Field Training Program. The officer shall supervise and conduct training of the Field Training Officers (FTO), assist in the selection of the FTO's, and collect, evaluate and store all Probationary Police Officer Evaluation Reports.
- d. Shall assist with the Career Development program.
 1. Schedule and Supervise the Career Development Physical Fitness Testing.
 2. Assist officers with their Career Development Folders.
- e. Shall supervise all college interns assigned to the training unit.
- f. Facilitate the recruitment process through Job Fairs, School Career Days, TV Commercials, Radio Announcements and other forms of advertisement.
- g. Create and maintain a database to process and store all applicant information.
- h. Document all activity dealing with the recruitment efforts.
- i. Assist in the testing process of Police applicants.
- j. Assist in purchasing all test material and scheduling of all testing procedures.
- k. Document and maintain all test results of the selection process.

3. Firearms Training **Officer**:

The Firearms Training Officer is directed and supervised by the **Lieutenant/Deputy Commander of the Human Resources Division**. The officer shall be responsible for all activities at the police range and will conduct the

Department's Firearms Training Program.

In addition to any special assignments that the officer may receive, the officer will perform the following tasks:

- a. Train personnel with firearms basic marksmanship fundamentals. (CALEA 1.3.9d,f)
- b. Conduct quarterly and annual qualifications with hand gun and shotgun to coincide with Departmental and State requirements. (CALEA 1.3.11a)
- c. Provide specialized training for special purposes, arms training, e.g., CMTT, SWAT.
- d. Inspect/qualify personnel with off-duty weapons annually. (CALEA 1.3.9c)
- e. Maintain/inspect Departmental weapons annually.(CALEA 1.3.9e)
- f. 
- g. Provide an annual budget for ordering and expending service/training ammunition and supplies.
- h. Coordinate training activities with New Castle County Police Department, Newark Police Department and the National Guard at the police range complex.
- i. Maintain a suitable and safe range for practice and familiarization.
- j. Provide assistance to neighboring jurisdictions, local, state and federal, which require weapons qualification at our range for their personnel.
- k. Provide remedial firearms training to personnel requiring such. (CALEA 1.3.11c)
- l. Supervise the qualification and testing of personnel from other agencies as requested.
- m. Supervise and train members of the Police Academy for marksmanship and safety practices and evaluate the Academy members.
- n. Maintain all shooting scores on file according to existing procedures. (CALEA 1.3.11b)

- o. Order all necessary materials for the range, including weapons, parts, ammunition and other items necessary for ground maintenance.
 - p. Evaluate the officers in the use of all weapons and ammunition.
 - q. Provide ground maintenance to the police range.
5. Training Officer:

The Training Officer is directed and supervised by the **Lieutenant/Deputy Commander of the Human Resources Division**. In addition to any special assignments that the officer may receive from the Commanding Officer of the Human Resources Division, the officer will perform the following tasks:

- 1. General Duties:
 - a. Planning and developing training programs.
 - b. Notifying personnel of available required training.
 - c. Maintaining training records.
 - d. Ensure that required training programs are attended.
 - e. Implement training programs.
 - f. Select Instructors.
 - g. Evaluating training programs.
 - h. Prepare annual Council on Police Training (COPT) Manpower Survey Report.
 - i. Coordinating training programs.
- 2. Attendance at training programs:
 - a. The Training Officer shall be responsible for:
 - Documenting attendance at training programs
 - Rescheduling of members for authorized absences such as court appearances
 - Ensuring that employees are recognized for successful completion of the training program by ensuring that personnel files are updated
- 3. Training Program cost reimbursement: (CALEA 33.1.3)
 - a. Expense reimbursement shall be provided through the Training Officer.
 - b. The Training Officer will instruct officers in the procedures for reimbursement.

- Retention of expense receipts
- Completion of the Expense Report
- Submission of required paperwork to the appropriate office

4. Training Affiliation:

a. The Training Officer will maintain an affiliation with the University of Delaware and other local colleges involved in training.

- Specialized or advanced training can be provided via these sources.
- Where applicable, these sources may provide assistance with the police academy.

5. The Training Officer shall also maintain training affiliation with other public and private institutions. This will allow better understanding among criminal justice agencies such as:

- Federal Agencies
- Local Law Enforcement Agencies
- The Attorney General's Office