

Georgia Department of Public Safety

Policy Manual

SUBJECT OPERATIONS REVIEW	POLICY NUMBER 9.02
DISTRIBUTION ALL PERSONNEL	DATE REVISED 1/29/2007

9.02.1 Purpose

To define the duties and responsibilities of the Operations Review Unit and to provide information to affected units regarding the requirements during a review.

9.02.2 Policy

A review process is an essential mechanism for evaluating the quality of a professional agency's operations; ensuring that the agency's goals are being pursued; identifying the need for additional resources; and ensuring that direction is maintained throughout the agency. In order to provide for uniformity among affected units, and allow independent review and assessment of all operations, operations reviews within all organizational components shall be conducted at least every 24 months.

9.02.3 Procedures

A. Field Operations Division

1. Patrol Posts
 - a. Post Commanders shall be notified through the chain of command at least 60 days prior to the date of the scheduled review.
 - b. A list of required documents shall be provided with the notification.
 - c. The Post Commander shall assemble the required documents and have them available for the reviewing officer.
 - d. Reviews shall normally consist of 3 - 4 days at the Post and will include:
 - 1) Post facilities and equipment;
 - 2) Administration and Correspondence;
 - 3) Policy Compliance;
 - 4) Scheduling consistent with Operational Needs;
 - 5) Post Performance;

- 6) Personnel and their equipment;
 - 7) Records;
 - 8) Uniforms and appearance of assigned members;
 - 9) Maintenance of Policy Manuals and compliance with policies;
 - 10) Management practices;
 - 11) Workload and Staffing Issues;
 - 12) Interviews with assigned members to evaluate morale;
 - 13) Interviews with sheriffs and other local officials to evaluate interagency relationships. The reviewing officer shall also inspect the Post Commander's documentation regarding visits with local officials, and
 - 14) Documentation of each sworn member's quarterly public relations activity.
- e. The Operations Review Unit shall prepare the final report and provide a copy to the Lt. Colonel within 15 days.
 - f. The Lt. Colonel shall review the report with the Commanding Officer, who shall then forward a copy to the Troop Commander within 15 days along with a memorandum regarding any commendations or deficiencies noted in the report.
 - g. The Troop Commander shall provide for the correction of any deficiencies and forward a memorandum to the Lt. Colonel and the Commanding Officer within 15 days documenting such corrections, or explaining why the corrections cannot be made. A copy of the memorandum shall immediately be forwarded to the Operations Review Unit for inclusion in the Review File.
 - h. The Officer In Charge (OIC) of the Operations Review Unit shall be available for discussion of the findings with the Lt. Colonel, Commanding Officer or the Troop Commander after the completion of the final report.
 - i. The Troop Commander will complete an Operations Review at their level on each post that has had an original Operations Review. The report will be due in the Commanding Officer's Office within 90-days after the original review. This report is in addition to the response referenced in section h, above.
2. Troop Headquarters Operations
 - a. Reviews of Troop Headquarters Operations shall be conducted by the OIC of the Operations Review Unit. This shall be done in conjunction with the review of the Post where the Troop Headquarters is located.

- b. The Troop Commander or one of their assistants shall be present throughout the review.
 - c. Review of Troop Headquarters Operations shall include:
 - 1) Any facilities and equipment assigned exclusively to the Troop Commander;
 - 2) Uniforms and appearance of the Troop Officers;
 - 3) Records;
 - 4) Management practices;
 - 5) Workload and Staffing Issues;
 - 6) Maintenance of Policy Manuals and compliance with policies, and
 - 7) Documentation of visits to local officials.
3. Executive Security
- a. The Operations Review Unit shall coordinate with the Director of Executive Security to determine what shall be reviewed in the various units of that division, provided however that at least the following shall be included:
 - 1) All assigned facilities and equipment;
 - 2) Records;
 - 3) Uniforms and appearance of assigned members;
 - 4) Maintenance of Policy Manuals and compliance with policies;
 - 5) Management practices;
 - 6) Workload and Staffing Issues, and
 - 7) Interviews with assigned members to evaluate morale.
 - b. Unit Commanders shall be notified through the chain of command at least 60 days prior to the date of the scheduled review.
 - c. The Operations Review Unit shall prepare the final report and provide a copy to the Lt. Colonel within 15 days.
 - d. The Lt. Colonel shall review the report and forward a copy to the Unit Commander within 15 days along with a memorandum regarding any commendations or deficiencies noted in the report.
 - e. The Unit Commander shall provide for the correction of any deficiencies and forward a memorandum to the Lt. Colonel within 15 days documenting such corrections, or explaining why the corrections cannot be made. A copy of the memorandum shall

immediately be forwarded to the Operations Review Unit for inclusion in the Review File.

- f. The Director of the Operations Review Unit shall be available for discussion of the findings with the Lt. Colonel, or the Unit Commander after the completion of the final report.

B. Special Operations

1. The Operations Review Unit shall coordinate with the Lt. Colonel to determine what shall be reviewed in the various units of that division, provided however that at least the following shall be included:
 - a. All assigned facilities and equipment;
 - b. Records;
 - c. Uniforms, appearance, and equipment of assigned members;
 - d. Maintenance of Policy Manuals and compliance with policies;
 - e. Management practices;
 - f. Workload and Staffing Issues, and
 - g. Interviews with assigned members to evaluate morale.
2. Unit Commanders shall be notified through the chain of command at least 60 days prior to the date of the scheduled review.
3. The Operations Review Unit shall prepare the final report and provide a copy to the Lt. Colonel.
4. The Lt. Colonel shall review the report and forward a copy to the Unit Commander within 15 days along with a memorandum regarding any commendations or deficiencies noted in the report.
5. The Unit Commander shall provide for the correction of any deficiencies and forward a memorandum to the Lt. Colonel documenting such corrections, or explaining why the corrections cannot be made. A copy of the memorandum shall be forwarded to the Operations Review Unit for inclusion in the Review File.
6. The Director of the Operations Review Unit shall be available for discussion of the findings with the Lt. Colonel, or the Unit Commander after the completion of the final report.

C. Headquarters Units

1. The OIC of the Operations Review Unit, or his designee, shall conduct reviews of the units assigned to GSP Headquarters.
2. Unit Supervisors shall be notified through the chain of command at least 60 days prior to the date of the scheduled review.

3. The OIC may request assistance from qualified personnel in conducting these reviews. Such requests shall be made through the member's chain of command.
4. The Operations Review Unit shall coordinate with the unit's Division Director to determine what shall be reviewed in the various units of that division, provided however that at least the following shall be included:
 - a. All assigned facilities and equipment;
 - b. Records;
 - c. Uniforms and appearance of assigned members;
 - d. Maintenance of Policy Manuals and compliance with policies;
 - e. Management practices;
 - f. Workload and Staffing Issues, and
 - g. Interviews with assigned members to evaluate morale.
5. The OIC shall gather all information and prepare a summary evaluation.
6. The OIC shall prepare the final report and provide a copy to the Lt. Colonel within 15 days.
7. The Lt. Colonel for Special Operations and Support Services shall review the report with the Division Director and forward a copy to the Unit Supervisor within 15 days along with a memorandum regarding any commendations or deficiencies noted in the report.
8. The Unit Supervisor shall provide for the correction of any deficiencies and forward a memorandum to the Lt. Colonel and the Division Director within 15 days documenting such corrections, or explaining why the corrections cannot be made. A copy of the memorandum shall immediately be forwarded to the Operations Review Unit for inclusion in the Review File.
9. The OIC of the Operations Review Unit shall be available for discussion of the findings with the Lt. Colonel, the Division Director, or the Unit Supervisor after the completion of the final report.

D. Unscheduled Reviews

1. At the request of the Commissioner or the Lt. Colonel, the Operations Review Unit shall conduct an unscheduled review of any unit of the department or any situation which may occur.
2. Such reviews shall be conducted as indicated by the Commissioner or Lt. Colonel and all final reports shall be submitted to him or his designee.

E. Requests for Reviews

1. A supervisor may request a review of any unit under their command, or any situation occurring within their area of responsibility, by submitting a

request to the Commissioner through the chain of command.

2. Such reviews, when approved, shall be conducted as indicated by the Commissioner and all final reports shall be submitted to him or his designee.

F. Responsibilities of the Operations Review Unit

1. At the Direction of the Lt. Colonel, the Operations Review Unit shall conduct reviews of SWAT operations.
2. At the request of the Commanding Officer to the Lt. Colonel, the Operations Review Unit shall work in conjunction with, or independently of, a Troop Commander or Unit Supervisor to assess uniformity of operations and compliance with policies, procedures and guidelines.
3. Evaluation of civil disorder training to ensure that such training is conducted in an effective and uniform manner preparing members to function as part of a coordinated response if necessary.
4. The Operations Review Unit shall conduct fair, impartial, and uniform reviews of all Department of Public Safety units.
5. Members of the Operations Review Unit shall not interfere in the operation of the unit being inspected.
6. Members of the Operations Review Unit shall not engage in any conduct or activity that could be reasonably construed to affect the impartiality of a review.
7. Members of the Operations Review Unit shall immediately notify the OIC of the unit if a conflict or relationship exists that could influence the review of a particular unit. In such cases, another reviewing officer shall be assigned.
8. Members of the Operations Review Unit shall immediately report any lack of cooperation or other problems to the OIC of the unit. The OIC of the unit shall contact the appropriate Division Director for assistance in correcting the problem.
9. The Operations Review Unit shall immediately notify the Commissioner, or his designee, in writing, if they determine as a result of their review that a situation exists that presents a potential danger to the health and safety of members of the department, or that could expose the department to unnecessary legal liability, or public or political embarrassment. The Commissioner, or his designee, shall evaluate the information provided and take the appropriate action.
10. The Operations Review Unit shall prepare an annual summary for the Commissioner of all reviews conducted.