

Acknowledgement:

Acknowledgement and thanks to those who have gone before us, for their trails and tribulations have made our paths easier. We are where we are today because of what we did yesterday; the future has always been determined by the past.

Dedication: This manual was written to the benefit of the Hattiesburg Police Department and to provide a guide to the work environment for it's members. However, it is to the men and women of the Hattiesburg Police Department that this manual is dedicated.

PREFACE

This document embodies the ideas, principles, orders, policies and rules of conduct of the Hattiesburg Police Department.

History:

This is the fourth major writing of a Policy and Procedure Manual for the Hattiesburg Police Department. As with all Police Departments, in the beginning there was just an appointed or elected official who only had vague, if any, guidance in the daily performance of his job. The Department began to grow in both personnel and responsibilities along with the increase in local population. The problem with growth (as always) is communication. In a small group, the "what's" and "whys" can be understood and handled consistently by the members with little problem, however as the group gets larger diversity takes a hand. In the beginning this leads to meetings with oral instruction in an effort to clarify the desired performance of the members, soon after follow the first written instructions; memos. Because the police have a strong link to the military these "memos" were, for the most part, in the form of orders. Population growth and its twin sister diversity continue to rise, resulting in a parallel growth and diversity increase in the number and type of orders within the Department. New personnel were hired to replace vacancies left by attrition and additional positions created by growth. In the early years training and education could be conducted over a short time with senior members sharing their learned-on-the-job skills and Department policy with new personnel. In time, the amount of information became too great to pass along with this early training format. The binding of the orders and memos into a single book or placed in a central location for reference had to be the next step in adopting written policy. These orders along with the written law and social values (which remained relatively constant) gave the police a realistic framework for job performance. The "Twins" once again begin to cause problems; the more we grow the more diverse we become as a society. The result required police officers from a variety of backgrounds to perform task that could not be covered by either the written Law or Department issued Orders, but was in line with the wishes of society. New policy was needed

to instill philosophy and public conscience into the police performance model. In addition, as social values became diverse it naturally became necessary to put the moral will of the people into the performance of the police task, thus creating a code of conduct or standards by which individual officers would base the many interpretive decisions forced on them by the nature of the job.

True to history, the first manual was merely a collection of the known orders and memos that were generated by the administration. They may have been organized and placed into binders or rewritten in another form to show organizational expectations. In any case, this was done for administrative convenience and was not a realistic attempt to provide a working manuscript. It is not clear as to the exact format and although several versions are in existence there is not anyone such document that stands out as the very first "manual".

In 1988 the first serious attempt at composing a department manual was completed. This manual was titled "Policy, Procedure, Rules, and Regulations" and was produced under the direction of the Chief of Police, Keith Oubre. Small and incomplete by today's standards, one hundred (100) total pages of which only forty (40) actually involve instruction on how to perform the daily job task, in it's day this manual was considered the state of the art and was used by several Departments throughout the State as a model.

By 1990, the Department had outgrown the '88 manual and a massive project was undertaken to write a comprehensive manual for the Department. Knowing that this project would take considerable time, a large portion was written with future implementation in mind. Unfortunately 2, 3 or 4 years down the line conditions, political environments, officer standards, department philosophy, the law (to include court decisions) and other variables that affect policy did not remain constant. Policies and procedures were not always amended, added or deleted to reflect the differences in the planned policy and the implemented procedures. The accreditation process was first introduced to the Department during this time with the Second (2nd) Edition Standards Manual from GALEA (Commission on Accreditation for Law Enforcement Agencies). The primary task of manual composition was assigned to Lt. Cecil Wilson, to whom this writer owes many thanks for making my job easier because of his hard work. This manual was designed to hold every policy, procedure, instruction or form that affected the Department in it's daily routine. The administration felt that it was better to have one manual with everything in a central location than several smaller manuals that in the past had become lost or otherwise dispersed so that they were not available when they were needed. While sound in theory, in practice the result was a 1000+ page document that was cumbersome to handle. Each standard was answered thoroughly and separately without regard to other standards. This led to ideas repeated in the text adding to the overall bulk. The size of the manual caused pages to be torn out during use or transport.

The inclusion of the many forms and diagrams in use by the department made it awkward to research text to answer policy questions. Two major problems with this manual was it's size for a single bound document and many of the *policies* did not reflect what or how the job task were performed. In 1995 a renewed interest in accreditation was developed within the political community which was lacking in the earlier attempt. By October of 1996 this rejuvenation had lead to a signed contract with CALEA with a three (3) year time line for receiving accredited status.

Accreditation:

The Commission on Accreditation for Law Enforcement Agencies (CALEA) was established as an independent non-profit corporation through the cooperation of four (4) major national law enforcement professional organizations in conjunction with a federal grant provided by the National Institute of Justice.

IACP-International Association of Chiefs of Police NSA-National Sheriffs' Association

PERF-Police Executive Research Forum

NOBLE-National Organization of Black Law Enforcement Executives

The nine hundred (900) plus standards where initially approved in May of 1982 and have been revised to reflect a total of four hundred and thirty-nine (439) by 1996. The accreditation process and the actual application of standards were field tested in 1982 and 1983. In May of 1984, the Mount Dora Police Department in Florida became the first accredited Police Department.

The commission itself has twenty-one (21) members. Eleven of these members are law enforcement practitioners. The remaining ten members are non-law enforcement practitioners, but in most cases have a background in Government or criminal Justice. The twenty-one (21) Commissioners are the voting body of the organization. They may create or amend standards and generally make policy decisions. The commission meets three times a year, and is supported by a paid full-time staff that does the actual day-to-day work and executes the policies.

An excellent discussion of the standards themselves and the "level of compliance" applicable to each standard is contained in the introduction to the standards manual.

The Hattiesburg Police Department has made a commitment to the accreditation process for a variety of reasons and in expectation of realizing a variety of benefits. The primary benefits associated with this commitment include, but are not limited to:

1. Improved and more efficient personnel practices through the required implementation and documentation of practices and procedures related to discipline, performance evaluation, promotion, and training.
2. Increased officer safety through the implementation of safety related standards.

3. Reduced likelihood of litigation against an officer or the Department through the implementation of procedures in high liability areas.
4. Improvement in the overall efficiency and effectiveness of the Department by requiring the Department to review and assess the organization and operations, and compare them to an objective outside standard that is recognized in professional law enforcement circles.

The accreditation standards influence every facet of the Hattiesburg Police Department and the way it does business. The intent of this process is to establish responsibility for compliance with the standards, establish responsibility for insuring that the Hattiesburg Police Department is able to achieve and remain accredited status, and establish responsibility for all liaison and reporting activities between the Hattiesburg police Department and the Commission on Accreditation.

The Hattiesburg Police Department became the first agency in the State of Mississippi to be nationally accredited in March 1998. Under the leadership of Chief Charlie Sims, the Department was reaccredited in June 2001 and remains an accredited agency in Mississippi.

The AOM:

In 1996 work was began on the present Administration and Operations Manual, under the direction of Chief of Police, V. Wayne Landers for the commission of a new Department manual with the goal of achieving accredited status. This manual is the result of that effort. During the planning stage goals were set, research assignments were made, the writing style was selected and manual design was decided. The two (2) overall broad goals were to (1) reduce the bulk of the manual and at the same time improve the readability and (2) satisfy the national standards. Most of this manuscript is written in the passive voice with asexual (gender neutral) references wherever possible. An interpretive style was implemented to allow users to read the policy and apply the general principle to a specific problem as opposed to a strict style in which everything was spelled out with little room for flexibility or interpretation. The "Standards for Law Enforcement Agencies" was used as a guide with information related to their chapter numbers grouped together. The standards manual placed chapters in sections with ten (10) possible chapters for each section, because none of the sections contained ten (10) completed chapters, room was left for expansion without renumbering, should additional chapters be written for that section. with chapters one (1) through eighty-nine (89) reserved by following the chapter numbers outlined by the standards; chapters that were written to comply with one single standard or where independent of any standard, but requested by administration began with one hundred (100) numbers. Each member has been provided a personal copy of the manual via the AS400 computer system with hard copies supplied to each division, City Hall, legal counsel and the library. A system of notification to alert members of changes in policy has been implemented to correct problems found in the old handout or trickled down communication systems used in the past.

The main objective in this project has been to produce a manual that accurately reflects the current job task of the Hattiesburg Police Department. Success can only be measured by the users of this document.

Conclusion:

This has been a massive undertaking, requiring much more time and effort than originally planned. It came as a surprise as to the amount of compromise and input from outside the agency that was necessary to provide the members with a working manual. It is often thought that the manual reflects the Chief's wants, desires and wishes. This idea has been instilled in us from the academy days. While this is true from an overall prospective, compromise was made both internally and externally. Internal compromise were made with department heads and other individual writers, administration and middle management, supervisors and subordinates. External influences came from the following sources:

Federal Law State Law

Attorney General of the State of Mississippi City Hall

Civil Service Commission Minimum Standards

Forrest County Sheriffs' Dept. Lamar County Sheriffs' Dept. Metro Task Force

Metro Crime Scene Unit

University of Southern Mississippi Camp Shelby

Emergency Management District Forrest County Youth Court Lamar County Youth Court

Forrest County District Attorney Lamar County District Attorney AAA Ambulance

Forrest General Hospital Puckett Lab

State Crime Lab

State Supreme Court

U.S. Supreme Court

Hattiesburg Public School System U.S. Armed Forces

The Commission on Accreditation of Law Enforcement Agencies

Federal Communications Commission

Assessment Teams and as always there are various organizations and individuals with political

agendas that affect the management of the Police Department.

