

BATON ROUGE POLICE DEPARTMENT

General Order
No.118.1

Effective Date
05-01-2006

Revised Date
N/A

Subject: Position Allocation Procedures

Reviewed 9/1/16

POLICY

It is the policy of this department to staff positions based on the East Baton Rouge Plan of Government and criteria based on the skills, knowledge, and abilities required for the position, including formal education, experience, any specialized skills, and length of experience required.

The Plan of Government gives the responsibility of establishing positions in the City Parish to Human Resources. However, a study must be completed in the department where the position is or will be located.

The following procedures are outlined for assisting the development of a job description for the position(s) to upgrade or create a position and should be followed for each position in order to promote fairness to all and reduce the incidence of discrimination.

DEFINITION

Skills, Knowledge and Abilities (SKA)

Skills are the proficiency with which an individual performs. Knowledge is a body of information or the understanding gained through learning, education, experience, or associations. Abilities are processes required to perform the various job responsibilities.

Task Analysis

A systematic, structured process for dissecting a job into its basic parts. A task analysis identifies the important or essential elements of a job, the key work behaviors, and the knowledge, skills, and abilities required for these work behaviors.

Job Content Questionnaire

JCQ's are used by the City/Parish Human Resource Department to analyze job positions. (The JCQ is available from HR or on the City/Parish website.) The task analysis is used to complete this questionnaire.

Job Description

An official written statement setting forth the duties and responsibilities of a job, and the skills, knowledge, and abilities necessary to perform it.

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PROCEDURES

I. Task Analysis

- A. Whenever the duties of a position change to the point that an upgrade or reclassification is needed, the first step is to complete a task analysis (T/A).
- B. A T/A must be completed whether the position is under Municipal Police and Fire or under City Parish Civil Service. The T/A is fundamental to classifying any position.
- C. A T/A can be obtained from Professional Standards. The form includes the following information and is to be completed by the person in the position or the supervisor who desires the position creation.
- D. Task Analysis Form Explanation:

Position Classification Review Task Analysis Survey					
Job Tasks	IMPORTANCE	TIME	IMPACT		
INSTRUCTIONS: 1. List tasks below: 2. Enter ratings in columns at right. 3. Total ratings for each task. 4. (X) If essential task.	Essential 4	SPENT	4 Extreme	Total Rating	Essential Task Please (X)
	Important 3	4 > 50%	3 Significant		
	Moderate 2	3 30 -	2 Moderate		
	Insignificant 1	50% 2 10 -30% 1 < 10%	1 Negligible		
Total scores greater than 6 generally indicates an essential task					

- 1. **Job Tasks** – list every task that is done on the job, including operating a stapler. List specific tasks and avoid generalizing. For example: “Answer the phone” – be specific about what you do when you “answer the phone” and include statements such as “direct phone inquiries to appropriate person” or “answer questions about how to get follow-up on a case.”
- 2. **Importance** – after listing all the tasks, the importance should be established by rating the task 1 – 4 as listed above. Tallying the scores across will indicate the importance of the task. A score greater than 6 will generally indicate an essential task.
- 3. **Time Spent** – what percent of the employee’s day does or would the employee spend doing the task on a daily basis? If the task is not done daily, then determine the total time spent on a weekly basis and divide by the number of days worked to arrive at a daily total.

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4. **Impact** – the levels of impact are determined by the consequences if the task is not completed.
- a. If loss of life, limb or liberty could result from the task not being completed, then the task is “Extreme”.
 - b. If the employee or someone else could be the subject of a lawsuit if the task is not completed, then the task is “Significant”.
 - c. If inconvenience and extra work has to be completed because of the task not being completed, then the impact is “Moderate”.
 - d. “Negligible” is self-explanatory.
- E. The remainder of the form is for capturing tasks that are or will be completed by the employee in the position. This list can be as short as 5 – 10 things or as long as 50 – 100 tasks. It is better to list every task at this stage and in the next stage (Job Content Questionnaire), refine the tasks to the five major tasks.
- F. The following table shows examples of a task list for a Police Officer in Criminal Records:

1	Operate MS Windows NT computer and Windows compatible database(s)	3	4	3	10	X
2	Operate MS Windows NT network printer	3	3	3	9	X
3	Operate Fax Machine					
4	Operate Copier	3	1	3	7	X
5	Operate Microfilm reader/printer	4	3	3	10	X
6	Operate Paper Shredder					
7	Operate NT Server w/RAID Array	4	2	3	9	X
8	Operate DataForce Mobile Laptop	2	1	2	5	
9	Operate Scanner	2	1	2	5	
10	System Administrator for Imaging System	4	2	4	10	X
11	Cause to be or develop computer programs for workflow	3	1	3	7	X
12	Insure security/integrity of records	4	4	4	12	X
13	Certify records as true copies	1	1	1	3	
14	Use stapler, staple puller, tape dispenser, clips binders, bulk report containers, rubber stamps.	2	1	1	4	
15	Retrieve reports and data for distribution and research.	2	1	2	5	
16	Respond to telephone inquiries from officers, staff, courts, prosecutors, public & other agencies	3	3	3	9	X
17	Maintain secure sensitive case file	4	1	4	9	X
18	Answer subpoenas as Custodian of Records for the department	4	1	4	9	X
19	Respond to Freedom of Information requests	3	1	3	7	X
20	Fingerprint Applicants, SEC License and	1	1	1	3	

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	Immigration applicants.					
21	Produce Letter of Good Conduct.	1	1	1	3	
22	Certify Arrest records for prosecution in other jurisdictions.	3	1	2	6	X
23	Testify in civil/criminal trials to authenticity of records	4	1	3	8	X
24	Determine status of reports	1	1	1	3	
25	Deliver paperwork to appropriate location.	3	1	2	6	
26	Execute arrest warrants found during record searches.	3	1	3	7	X

II. Job Content Questionnaire

- A. Once the task analysis has been complete, the Job Content Questionnaire (JCQ) should be completed using the T/A as a foundation for its completion. The completed form will be used to provide a factual, objective basis for analyzing the essential functions of a job. It is critical that the completed form provide detailed and exact information about the duties or proposed duties and responsibilities of the position.
- B. The JCQ is available online at:

<http://metronet/dept/HR/JobContentQuestionnaireForm.doc>
- C. The JCQ is to aid the supervisor/employee in describing the present or proposed position in terms of essential functions, responsibilities, and qualification requirements. The form is *not* used to evaluate work performance or individual qualifications.
- D. The JCQ has 14 sections with the last section for the supervisor to complete and sign and then the department head sign. The sections in the JCQ may not apply to the position being developed, but answers to each section are required to fairly establish the position. The following is an explanation of the sections:
 - 1.0 Basic Information – self explanatory
 - 2.0 Job Description and Responsibilities – a brief general description of the primary purpose of the position. It can be the formal description of the position if one exists. Number of persons supervised – self explanatory.
 - 3.0 Job Duties – This form is similar to the T/A, but only includes the major job tasks of the position. The JCQ attempts to refine the job to five tasks that most clearly define the job. This is expedited using the completed T/A.
 - 4.0 Responsibility Within the Organization – these questions attempt to define the level of the position within the organization.
 - 5.0 Role Within the Organization – taken from the Department of Labor occupational classifications.
 - 5.1 Professional - *Learned* professions require advance learning acquired by a prolonged course of specialized intellectual instruction.

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- 5.2 Managerial – the position spends more than 50 percent of the time in the management of a division, subdivision or special project directly related to management policies or general business operations.
 - 5.3 Administrator/Advanced Professional – the position spends more than 50 percent of the time in the administration of the organization or department.
 - 6.0 Vocational/Educational Preparation – the level of education required for the position.
 - 7.0 Experience Required – how much experience is required for the position.
 - 8.0 Job Factors – verbal descriptions of the essential tasks listed previously. Choose the closest match to the position.
 - 9.0 Responsibility and Leadership – measures the amount of leadership the job requires.
 - 10.0 Decision Making – determines the amount (and type) of decision making required in the position.
 - 11.0 Financial Authority – determines the level of finance and budget handling.
 - 12.0 Tools and Equipment Usage – what tools are required for the position and determine the responsibility level for selecting and purchasing of tools.
 - 13.0 Physical Requirements –physical requirements for essential job tasks
- E. Supervisors should insure the JQC accurately describes the position. Routine vs. Complex tasks make the difference in establishing a position. Decision making skills should be accurately described including problem solving abilities needed. If supervision is to be part of the position's tasks, this should be clearly stated.

III. Referral to HR for Job Study

- A. A letter to the Chief of Police should be drafted from the completed T/A and JQC requesting the position and outlining the need and justification for the allocation or upgrade.
 - 1. The need should be stated from the T/A & JQC showing that the essential tasks of the position have changed significantly to justify the position upgrade.
 - 2. The letter should only include a request for the position and tasks related to the position and not the name of a person. Selection of a person for the position is conducted later using an established selection process.
 - 3. Allocation of additional personnel due to increased workload can be included in this memo if the position is a new allocation or upgrade to the handle the increase (document workload increase per section IV. below).
- B. With the Chief' Office approval, the request will be forwarded to the department's Accounting Office for budgetary review.
- C. If, in the opinion of the Chief's staff, the allocation is justified the Chief of Police requests by memo a job study be conducted by HR.

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- D. Determination of reclassifying or allocation is completed through HR and Finance (for inclusion in the department budget.)

IV. Workload Assessments

- A. A periodic workload assessment is to be conducted of all organizational components. Distribution of personnel to an organizational component is determined by this workload assessment.
- B. Basing the allocation of personnel on workload demands can have a significant influence on the efficiency and effectiveness of the department. Overtime justification and requests for new allocation of personnel is based on workload assessments.
- C. Workload assessments should encourage the equalization of individual workloads among and within components of the department. Using a completed task analysis for the duties of the component, include the following elements for showing the optimum number of personnel needed:
 - 1. The number of tasks that the unit being analyzed is responsible for in a given period.
 - 2. The average length of time required to complete the task(s).
 - 3. The geographic distance required to cover to complete tasks.
 - 4. The number of persons required to complete the assigned tasks.
 - 5. Include in time for completion holidays, vacation, sick and training days or any other legitimate interruption of task completion (such as training days.)
 - a. Leave days can be averaged for the period of time being analyzed from duty rosters.
 - b. A regular work year is 2080 including time off for holidays.