

General Order

Houston Police Department



ISSUE DATE:

August 23, 2018

NO.

300-27

REFERENCE: Supersedes all prior conflicting Circulars and Directives, and General Order 300-27, dated November 23, 2011

SUBJECT: STANDARDS OF PRODUCTIVITY

POLICY

The department shall establish standards of productivity as outlined in this General Order to help patrol officers understand what is expected of them on a daily basis. The standards of productivity shall also help patrol supervisors understand what activities they should expect to see from their officers every day and what factors should be taken into consideration when each officer is evaluated. Under no circumstance shall Family and Medical Leave Act (FMLA), injured on duty (IOD), or approved funeral leave be considered as a negative factor when an officer's productivity is evaluated.

The activities listed in this General Order and the standards of productivity established for these activities are not simply a set of numbers that officers are expected to attain at some point during their shift. The activities and standards serve as a representation of the duties and responsibilities of patrol officers throughout the entire course of their tour of duty.

While this General Order is directed at the patrol function, the concepts discussed should be utilized by each division in establishing standards of productivity unique to the functions and job assignments of the personnel assigned to that division.

This General Order applies to classified employees only.

DEFINITIONS

Arrest Activity. Citations or arrests for traffic or City ordinance violations, or arrests for misdemeanors or felonies. This definition also includes persons incarcerated on authorized holds for which no charges are filed.

Assignment. The district, beat, shift, and regular days off assigned to an officer.

Call Activity. For the purpose of this General Order, primary calls, secondary calls, self-initiated activity, court attendance, or special assignments.

Leave. Scheduled and unscheduled leave including, but not limited to, paid time off (PTO), personal days (PD), exempt time credit, and compensatory time.

Report Activity. Incident reports, supplements, or crash reports.

1 DIVISION COMMANDERS

Division commanders shall ensure that a work assessment is conducted for their division regarding the following categories: *call activity*, *arrest activity*, *report activity*, scheduled leave,

and unscheduled leave. See General Order 300-09, **Absence from Duty – Classified**, for information on scheduled and unscheduled leave.

Standards of productivity shall be developed based on the average of each of the above listed categories over the prior 30 *calendar* days. Any disparities based on *assignment* shall be taken into account.

Division commanders shall ensure these monthly standards of productivity are properly posted in prominent locations easily accessible by patrol officers where they report for duty. This includes police stations, storefronts, or other similar locations (hereinafter referred to collectively as stations).

The standards of productivity shall be updated and posted each month. The standards shall remain posted at all times until replaced by updated standards.

2 SUPERVISORS

Supervisors shall ensure each subordinate has reviewed and understands the posted standards of productivity.

Supervisors are expected to monitor the daily activities of subordinates with particular attention given to standards of productivity. Supervisors shall not merely ensure that the standards are met but shall review the activities to ensure officers are accountable for their entire shift. Supervisors shall consider it a violation of this policy, and possibly other policies, if subordinates meet the standards of productivity within the first few hours of their shift, but fail to provide any evidence or documentation of activities for the remaining hours of the shift.

On a daily basis patrol supervisors shall review each of their subordinate's workcards to ensure that the standards of productivity are met and to ensure the officers are accountable for their entire shift.

The standards of productivity are but one area that each supervisor is expected to monitor and review with each subordinate. Other areas include, but are not limited to:

- a. Quality of work
- b. Quality of investigations and/or reports
- c. Scene initiative
- d. Procedural knowledge
- e. Safety and driving habits
- f. Cooperation with coworkers
- g. Cooperation with supervisors
- h. Interaction with citizens, including suspects
- i. Judgment
- j. Personal appearance and grooming

In the absence of workcards, patrol sergeants shall ensure that their daily activities are documented in the Computer Aided Dispatch (CAD) System. Sergeants shall complete a full day's work for a full day's pay.

3 OFFICERS

Officers shall complete a full day's work for a full day's pay. To assist officers in completing that responsibility, standards of productivity shall be posted at officers' stations. Each officer is expected to become knowledgeable regarding these standards.

Officers are expected to not simply meet these standards on a daily basis but to ensure that each hour of their shift is accounted for and that their job duties and responsibilities are completed throughout the entire shift.

On a daily basis patrol officers shall document all productivity on a workcard and include *arrest activity, call activity, and report activity*.

4 PROHIBITED CONDUCT

The implementation of a ticket quota system is prohibited under the Texas Transportation Code and this policy. A quota is an arbitrary, predetermined number that has no relation to the standards established by a particular division or unit and is not supported by a work assessment.

It is well established and documented in the history of the legislation prohibiting ticket quotas that the law does not prohibit a supervisor from considering the number of tickets written when evaluating an officer. The legislative history of this law clearly distinguishes between a quota and a standard of productivity.

5 RELATED GENERAL ORDER

300-09, Absence from Duty – Classified



Art Acevedo
Chief of Police