

CALIFORNIA HIGHWAY PATROL

GENERAL ORDER 1.5

REVISED NOVEMBER 2018

MEETINGS AND BRIEFINGS

1. POLICY.

- a. Division Chiefs should take full advantage of meetings and briefings to encourage and facilitate communication at all levels.
- b. Meetings and briefings provide an opportunity for employees to influence policy and participate in the management process.
- c. Top Management meetings should be used as a vehicle to reconcile the decision-making process with the Department's participative management philosophy.

2. GENERAL.

- a. Top Management meetings will normally be held quarterly. Top Management meetings are scheduled and conducted by the Commissioner/Deputy Commissioner.

- (1) The Office of the Commissioner will request Top Management agenda items via e-mail, which will include deadlines for submitting agenda items. Top Management agendas will be distributed by the Office of the Commissioner.

- (2) Submitters should indicate whether agenda items are:

- (a) Decision-making issues.

- (b) Problem-solving issues.

- (c) Informational items.

- (3) Decision-making issues should include suggested category classification in accordance with the decision-making model (refer to Annex A).

- b. Field Division Commanders' Conferences (FDCC) will normally be held in conjunction with Top Management. If additional time is needed, FDCC's will be

scheduled for one or two days before or after the Top Management meeting. These conferences are scheduled and conducted by Assistant Commissioner, Field.

c. Headquarters Division Commanders' Conferences will be scheduled as necessary by Assistant Commissioner, Staff.

d. Division, Area, and staff meetings are scheduled by individual Chiefs/commanders.

(1) Generally, Division meetings for Area commanders will follow an FDCC.

(2) Area meetings will usually follow a Division meeting of Area commanders and should be conducted by the Area commander. Meetings should be scheduled to allow for maximum attendance. More than one session may be required in order to maintain adequate field deployment.

(3) Area briefings should be conducted at the start of each shift when practicable.

(a) Briefings are intended to provide shift supervisors the opportunity to impart operational information.

(b) Commanders are to maintain a system for documenting the receipt of briefing information by uniformed employees. A CHP 160, Roll Call-Briefing Item, should be used for this purpose. This form is available in the California Highway Patrol (CHP) Intranet site forms directory.

e. Additional meetings may be held as deemed necessary.

3. PROCEDURES FOR REPORTING MEETINGS.

a. Top Management Conferences. A copy of meeting minutes will be forwarded to each member of Top Management within ten days following the meeting.

b. Field Division Commanders' Conference. A copy of the meeting minutes will be provided to each Division Chief and Area commander within ten days following the meeting.

c. Headquarters Division Chiefs' Conference. A copy of the meeting minutes will be provided to Executive Management and each Division Chief within ten days following the meeting.

d. Division Meetings of Area Commanders.

(1) A memorandum will be prepared, which may include the following:

- (a) Total work hours expended.
- (b) Persons present, but not assigned to the Division command.
- (c) The name of the alternate who represents an absent Area commander.
- (d) Agenda items:
 - 1 Comments on Top Management meeting minutes: items need not be repeated or summarized; reference to item numbers and titles is sufficient.
 - 2 Comments on the FDCC: items need not be repeated or summarized; reference to item numbers and titles is sufficient.
 - 3 Items originated at the Division meeting of Area commanders.
 - 4 A signature block for the Division Chief.

(2) Distribution of Minutes. One copy of the minutes from the Division meeting of Area commanders is to be forwarded within ten days to the following:

- (a) Assistant Commissioner, Field.
- (b) Assistant Commissioner, Staff.
- (c) Office of Employee Relations.
- (d) Each Field Division.
- (e) Each Area within the Division.

e. Area Meeting.

(1) A memorandum will be prepared which may include the following:

- (a) Total work hours expended.
- (b) Persons present, but not assigned to the Area command.
- (c) Agenda items:

- 1 Comments on items from the FDCC.
- 2 Comments on items from the Division meeting of Area commanders.
- 3 Items originated at the Area meeting.
- 4 Items resulting from an FDCC and a Division meeting of Area commanders need not be repeated or summarized. Reference to item numbers and titles is sufficient.
- 5 A signature block of the Area commander.

(2) Distribution. Forward one copy of the meeting minutes to Division.

(3) Posting. A copy of Area meeting minutes shall be posted for five days at the respective Area office.

(4) Absent Area Members.

(a) Names of uniformed employees absent from an Area meeting shall be recorded on the last page of the Area's posted copy of the meeting minutes.

(b) Uniformed employees absent from Area meetings shall be required to read and initial the posted copy of the Area meeting minutes.

(c) A supervisor should be available to discuss the contents of the minutes.

4. OPEN AND PUBLIC MEETINGS.

a. General. Pursuant to Government Code Sections 11120-11132, when the Department functions in a lead capacity in an open/public meeting, such as a town hall or committee meeting, the Department is required to send notices to anyone who submits a written request for notification. This does not apply to operational meetings or meetings such as an occupational safety committee meeting. Additionally, the Department is required to post meeting notices on the CHP Internet Web site prior to any public meeting. Government Code Sections 11120-11132 are available on the Internet at www.leginfo.ca.gov.

b. Procedures.

(5) Open meetings are defined as those meetings where the public is invited to attend.

(6) Notices of open meetings shall be provided at least ten days prior to the scheduled meeting to anyone who submits a written request for notification.

(7) The Division or Area office holding the meeting is responsible for developing the written notices, agendas, and/or meeting minutes.

(8) All notices of open meetings shall include the following:

(a) Name, address, and telephone number of contact person(s) who can provide additional information.

(b) A specific agenda. Items shall not be added to the agenda after it has been submitted and posted on the CHP Internet Web site.

(c) All written notices shall include the CHP Internet Web site address.

(9) Public agencies shall also post notices, agendas and/or prior meeting minutes on the CHP Internet Web site ten days prior to the scheduled open meeting.

(a) To submit meeting notices or agendas/minutes for inclusion, go to the CHP Intranet Web site forms library and complete the appropriate form, CHP 410, Notice of Meeting, or the CHP 410A, Notice of Meeting (Minutes). To send, attach the appropriate form to an e-mail addressed to "Webadmin" at least 14 days prior to the meeting. (Information Management Division requires a minimum of three working days to place the information on the CHP Internet Web site.)

(10) A special (nonemergency) meeting may only be called when compliance with the ten-day notice imposes a substantial hardship or immediate action is required to protect the public. When a special meeting is called, notice shall be provided to all parties who have requested notice. Newspapers of general circulation, radio, and television stations must receive notice and agenda items at least 48 hours prior to the meeting. The same parameters apply to the CHP Internet Web site posting.

(7) If the meeting is an emergency situation, the Department is required to provide notice by telephone to newspapers of general circulation and radio or television stations that have requested notice of meetings at least one hour prior to the emergency meeting. It is recommended agenda items also be included. The minutes of an emergency meeting must be posted for a minimum of ten days, both in a place open to the public and on the CHP Internet Web site.

OFFICE OF THE COMMISSIONER

ANNEX A

OPI: 003

ANNEX A

DECISION-MAKING MODEL

INTRODUCTION

One of the most fundamental problems in the Department's decision-making process involves deciding between gaining input from Top Management versus Executive Management making the actual decision. It is conceded, generally, Top Management should either make the decision, or should provide input to Executive Management who will make the decision.

In some situations, Top Management has as much, or more, information collectively than does Executive Management. In these cases, a consensus decision by Top Management may be better than the decision of Executive Management.

Other decisions should clearly be reserved for Executive Management. These include, but are not necessarily limited to, issues involving particularly sensitive matters on which Executive Management has more insight, and issues requiring a basic go or no go decision.

It is important Executive Management decide and indicate in advance whether a decision will be made by a consensus of Top Management or will be reserved for Executive Management. An advanced commitment by Executive Management regarding the manner in which a decision will be made is necessary to ensure an efficient and effective decision-making process.

DECISION-MAKING LEVELS

The two top decision-making levels in this Department are Executive Management and Top Management. Executive Management consists of the Commissioner; Deputy Commissioner; Assistant Commissioner, Field; and Assistant Commissioner, Staff. The Top Management group includes Executive Staff (Executive Management and Executive Assistants for Assistant Commissioners, Staff and Field) and all Division commanders.

As issues become defined, Executive Management should decide and state in advance whether a particular decision will be shared or made by Executive Management alone.

ANNEX A

DECISION-MAKING MODEL (*continued*)

DECISION-MAKING CATEGORIES

- Category 1: Executive Management makes the decision without any input from Top Management.
- Category 2: Executive Management makes the decision only after receiving and considering input from Top Management.
- Category 3: Executive Management states in advance the decision will be made by consensus of all Top Management members. Consensus, for the purposes of this category, means agreement by approximately 75 percent of the Top Management members present at the meeting.

DECISION-MAKING PROCESS

In practice, a decision-making model will probably have a sequence similar to the following:

- An issue or problem of sufficient magnitude to involve Executive and/or Top Management arises, and a decision is needed.
- Executive Management decides and announces in advance the decision category classification to be applied to the issue. Thus, a decision may be designated Category 1, 2, or 3.
- If it is designated as a **Category 1** decision (wherein Executive Management makes the decision without input from Top Management), the decision made by Executive Management is transmitted to Top Management.
- If it is designated as a **Category 2** decision (wherein Executive Management obtains input from Top Management and then makes the decision), input is first obtained from Top Management. This may come from memorandums, conference telephone calls, or a Top Management conference. Executive Management then makes a decision based upon this input. This decision is then transmitted to Top Management.

ANNEX A

DECISION-MAKING MODEL (*continued*)

- If it is designated as a **Category 3** decision (wherein Executive Management states that the decision will be made by consensus of all Top Management, with Executive Management being bound by the consensus of the group), the subject is discussed jointly by Executive and Top Management. This may be accomplished by a conference (depending upon the time available). If a consensus is reached, the decision is implemented. If a definitive decision is not reached in a reasonable time, (commensurate with the time in which the decision must be made), Executive Management then makes a decision. This decision is then transmitted to Top Management.

By using this process, Executive Management develops a habit of involving Top Management in certain types of decisions. Top Management expects that involvement.

Because of the variety and complexity of issues facing the Department, Executive Management cannot determine in advance decisions will be made in a particular manner or priority. The decision to share decision-making is one which can be made only under actual conditions, real constraints, and in a dynamic group setting. The decision-making model described above is one which is built on a continuing basis and under real-life conditions; thus, it meets the needs of the complex world of the California Highway Patrol.

USE OF THE DECISION-MAKING MODEL

While the above decision-making model has been described using Executive and Top Management levels, the process is not restricted to these groups. This decision-making process is equally applicable for use between Division Chiefs and Area commanders, and between Area commanders and their staffs. Commanders at these levels are encouraged to consider using the model as a method of gaining added input on decisions and promoting participative management.

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