

CHAPTER 8
INVESTIGATIVE PROGRAM EVALUATION PROCESS

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CHAPTER 8

INVESTIGATIVE PROGRAM EVALUATION PROCESS

1. GENERAL.

a. The purpose of this chapter is to provide guidance and assistance to Divisions managing investigative programs. In conjunction with Highway Patrol Manual (HPM) 22.1, Command Inspections Program Manual, Chapter 21, Investigative Services Programs, Field Support Section (FSS) utilizes the Department's philosophy to incorporate a humanistic approach to management when reviewing and evaluating program operations. Emphasis should be placed on results achieved, rather than solely on methods of attainment. The integration of personal and departmental goals to successfully achieve the Department's mission is of prime importance to each level of management.

b. Each level of management must review its responsibilities and aim for results which will assist in meeting the Department's overall investigative program objectives. Investigative programs should be designed to meet the needs of the respective Division in order to curtail vehicle theft-related activities and other crime problems within its purview. Information about successes should be shared and distributed to other investigative units for consideration by other Divisions. However, a successful program in one Division should not be forced on another Division as the way to carry out its program, otherwise innovation and creativity could be compromised.

2. PURPOSE OF THE EVALUATION PROCESS.

a. The purpose of the evaluation process is to encourage self-review at all levels, encourage teamwork, and facilitate open communications within investigative units. The process will incorporate observations and feedback obtained by FSS, through the HPM 22.1, Chapter 21, inspection, which runs concurrent with the evaluation.

b. The evaluation process will assist in developing the skills of commanders, managers, supervisors, and subordinate levels to ensure personnel and program effectiveness. Additionally, it allows employees to develop the knowledge and skills which are gained only through experience and training. The evaluation process identifies and provides recognition for those elements contributing to a successful investigative program.

c. Review of completed evaluations will provide a gauge of the overall effectiveness of the investigative program, including insight into effective

techniques, progress towards goal attainment, status of internal accounting, and administrative control procedures. The evaluation process can also pinpoint possible deficiencies which will provide commands the opportunity to restructure and/or implement corrective action to improve investigative program operations.

3. APPLICATION OF THE EVALUATION PROCESS.

a. Investigative Program Evaluation Guidance. The evaluation areas of focus found in paragraph 4. of this chapter act as a reference by providing essential elements relative to investigative operations. These elements can be utilized in the evaluation process to guide the evaluator. The areas of focus are not intended to be all inclusive, but are to assist the evaluator in conducting a thorough review.

b. Scope. The evaluation process should be conducted in sufficient depth to properly evaluate the effectiveness of an investigative program. It is the responsibility of each evaluator to thoroughly explore the investigative program systems to provide a comprehensive and unbiased review.

c. Personnel. An evaluation team, comprised of personnel from FSS, the affected Division, and a separate Division's Investigative Services Unit (ISU), will provide a broad perspective of experience and program knowledge. Guidance contained in this chapter will assist evaluators in performing a review of each aspect associated with an investigative unit. Unique systems that have been incorporated to meet a particular Division's needs should also be evaluated and documented, as appropriate.

d. Investigative Program Evaluation Feedback. Included as Inspector's Observations within the inspection exceptions document, the reviewing authority may convey a synopsis of impressions regarding the effectiveness of the evaluated unit, and strategies for improvement.

e. Frequency. Evaluations should be conducted biennially for each Division ISU and should be performed by an individual at the rank/level of lieutenant or their designee.

(1) Evaluations should be performed in even-numbered years for the following Divisions:

(a) Valley Division.

(b) Central Division.

(c) Border Division.

(d) Inland Division.

(2) Evaluations should be performed in odd-numbered years for the following Divisions:

(a) Northern Division.

(b) Golden Gate Division.

(c) Southern Division.

(d) Coastal Division.

f. Retention Period. Completed evaluation documentation shall be signed and dated by the lead evaluator and the commander of the inspected command. These documents shall be maintained by the affected command, including the current and previous evaluation, and be readily available for management review. Refer to the STD. 73, Records Retention Schedule, filed with the Department of General Services, for the current time frame to retain documents.

g. Time Frames. Field Support Section will provide the inspected command with time frames to correct discrepancies and address unresolved issues. These time frames shall be established after the completion of the evaluation and communicated to the inspected command. A response to the findings document indicating corrective actions taken shall be submitted to FSS, by the commander of the inspected command, through the respective Division Chief, no later than the time frame provided.

4. INVESTIGATIVE PROGRAM EVALUATION AREAS OF FOCUS.

a. Staffing Adequacy and Expertise. Should include an evaluation of: uniformed and nonuniformed personnel effectiveness; current and developing expertise; chain of command; span of control; operational areas; schedules; response times; and retention and recruitment practices.

b. Adequacy of Training and Investigative Training Records. Should include an evaluation of: investigative program specific training records; development of investigators; orientation training practices and records; effective use of specialty training; time frames for completion of training; and specific training needs.

c. Effectiveness of Programs and Systems. Should include an evaluation of: the effectiveness of the Division's various programs and units, as appropriate; program records; Standard Operating Procedures and applications of procedures; inventory

control; available resources and utilization; management and supervision; and goal setting and achievement.

d. Response to Crime Problems. Should include an evaluation of: crime trends affecting the investigative program; ability to measure and react to crime problems; unique responses to crime problems; and resources and approaches developed in fulfilling the investigative program's mission.

e. External Environment. Should include an evaluation of: community, geographic, political, governmental, and/or other forces exerted on the investigative program; the investigative program responses to these issues; and potential policy or procedural impacts.

f. Innovative Techniques. Should include an evaluation of: techniques or approaches employed by the investigative program that are unique and/or creative; and practices of the investigative program that may be beneficial if applied by other Divisions.

5. INVESTIGATIVE PROGRAM EVALUATION PROCEDURE. The evaluation team will concurrently perform the HPM 22.1, Chapter 21, inspection and the Investigative Program Evaluation. Observations and feedback from the inspection may be considered during the evaluation. Evaluators will interview staff from the inspected Division, including the ISU coordinator and subordinates. These interviews will help the team fully address the evaluation areas of focus. In addition to inspected records, the evaluation team may review additional documentation as part of the Investigative Program Evaluation.