

MANPOWER ASSESSMENT RESULTS:

The assessment recommendations are below. Please note that Council and City Administration have already begun implementing recommendations, thus completed items are not listed below.

A main observation from the assessment is that HPD, through the leadership of the Chief, Mayor, and Council have modernized the department regarding equipment, pay, and training. Additionally, the focus of the Chief, Mayor, and Council for community policing and its community engagement has resulted in a department that is a model for other agencies. The public's relationship with HPD is strong and HPD's officers are engaged and have a love for Helena's citizens.

ACTION ITEMS/RECOMMENDATIONS:

1. Implement recommendations in a timely manner.
2. Prioritize exploring options to improve dispatch communications including equipment and staffing.
3. Update, define and realign procedural guidelines with an employee handbook for all City employees and elected officials. [Personnel Systems Procedure (PSP)].
4. Realign procedure for discipline (see #3 above).
5. Reinforce the chain of command and rules of conduct, update guidelines for HPD (see #3 above.)
6. Improve communication channels with city leadership, develop a structured inter-departmental communication framework, and enhance accountability (see #3 above.)
7. Implement procedures for direct communication with personnel that incorporates input/guidance from Human Resources and/or legal counsel.
8. Hire a full-time, experienced human resources professional.
9. Consider hiring a city administrator and eliminating liaison positions if the Mayor requires additional assistance.
10. Update the personnel policy to include a maximum number of hours in vacation/comp time that can be carried over and establish a "use it or lose it" policy by a certain future date. (See 3# above.)
11. Increase staffing as needed. Appoint a Chief Communication Officer to supervise the dispatch center.
12. Hire a full-time training sergeant to lead a formal leadership development program.
13. Explore options regarding hiring practices.

14. Conduct a pay study once every five years comparing benefits and salary packages with other departments in the market area.
15. Review the dispatch SOP's.
16. Patrol officers who take misdemeanor crime reports will be responsible for pursuing leads until all leads are exhausted, including supplementing previous work.