

North Carolina Agricultural and Technical State University  
DEPARTMENT OF POLICE AND PUBLIC SAFETY

# GENERAL ORDER

<b>Subject: Departmental Goals and Objectives</b>		<b>Number: 2- 4</b>
<b>Date: April1, 2005</b>	<b>Amends:</b>	
<b>Supersedes: None</b>	<b>Page 1 of 2 Pages</b>	
<b>Approved By: Chief Curtis W. Bigelow</b> Asst. VC for Police and Public Safety	<b>Signature: <i>Curtis W. Bigelow</i></b>	

## PURPOSE

The purpose of this directive is to provide the procedural guidelines by which the North Carolina Agricultural and Technical State University Department of Police and Public Safety may design and evaluate its activities on the basis of written statements of goals and objectives.

(45.2.1)

## POLICY

The attainment of the goals and objectives for the Department must be readily measurable and identifiable. The development of goals and objectives serves three broad purposes. First, employees are given direction and unity of performance and can see that other efforts have direct relationship in accomplishing the specific goals and objectives of the Department. Second, each division and section can establish measurable sub-objectives which contribute to the accomplishments of the Department. Third, members of the public are provided with a way to measure the performance of the Department.

(45.2.1)

## DESCRIPTIONS AND DEFINITIONS

**Special Order:** A directive affecting only a specific segment of the organization or a statement of policy or procedure regarding a specific circumstance or event that is of a temporary nature.

**Work Unit:** An organizational group within the Department. A division, section, or squad shall be considered a work unit for the purpose of this directive.

## PROCEDURE

### **I. Departmental Goals**

- A.** The Department's multi-year plan forms the basis for the goals and objectives of the Department and each organizational component. These goals and objectives shall be formulated and updated on an annual basis and is subject to ongoing development using input from persons at all levels of the Department. Each year the multi-year plan will be made available to all personnel by posting it on the training board.
- B.** The Asst. VC for Police and Public Safety shall ensure that the goals and operational objectives are well planned and documented in order to provide for adequate staffing/operational funding for future years. Multi-year planning includes:
  - 1.** Long-term goals and operational objectives,
  - 2.** Anticipated workload and population trends,
  - 3.** Anticipated personnel levels,
  - 4.** Anticipated capital improvements and equipment needs, and
  - 5.** Provisions for review and revision as needed.(11.5.1, 45.2.1, 11.6.4)

### **II. Procedural Guidelines**

The following procedures will be used during the annual preparation and distribution of the Department's statement of goals.

- A.** The Asst. VC for Police and Public Safety and the department supervisors will annually hold a planning meeting to evaluate progress on goals and objectives for the current year, to develop a statement of departmental goals and objectives for the upcoming year, and to make amendments to the Department's multi-year plan. The multi-year plan as well as the goals and objectives will support the mission, vision, and values of the department as well as the mission, vision, and values of the Business and Finance Division, of which the Department is a part. Inputs given significant

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consideration in the planning process will include: (1) citizen needs and priorities as assessed by feedback instruments, (2) employee needs and priorities as assessed by work unit focus group sessions or other feedback mechanisms, (3) crime analysis and trend information, and (4) the Department's multi-year plan.

- B.** The goals and objectives established at the annual planning meeting will fall into two categories: (1) cross functional goals and (2) work unit goals. Cross functional goals are those requiring the efforts of employees from more than one work unit within the Department. An example of a cross functional goal is problem solving which is done department wide by all work units. An example of a work unit goal is the implementation of the annual parking permit system. Individual work units will hold planning meetings to review the goals for the work unit as established by the departmental annual planning meeting and to add other goals which the work unit feels are necessary and appropriate.
- C.** Subsequent to the development of goals and objectives, work unit focus group sessions will be held to solicit feedback on proposed goals. Goals may be amended, deleted, or changed as a result of these focus group sessions. After the completion of the focus group sessions, the planning group will develop measures for each goal, to be used in determining whether satisfactory progress toward reaching the goals is being made. Work units will develop measures for all work unit goals established by the work unit. Finalized departmental goals and measures will be distributed to all personnel by August 1 of each year. The timing of this distribution allows for the preparation of the Department's annual budget.
- D.** Cross functional teams will be formed to work on cross functional goals. Each cross functional team will have as its champion(s) one or more members of the planning group. Employee participation on cross functional teams will be solicited from the entire department. Work unit goals will be championed by the supervisor of the work unit who will determine the method for selection of employees to work on the work unit goals.
- E.** Progress reports on both cross functional and work unit goals will be made as a regular part of the Senior Staff meetings. Each champion will submit to the Asst. VC for Police and Public Safety periodic reports which detail progress made toward the attainment of the goals.
- F.** Work units are encouraged to identify additional short-term goals (thirty days or less required for completion) throughout the year along with success measures. These goals and progress made on achieving them are communicated to the Asst. VC for Police and Public Safety as a part of the monthly reporting process of the Department.

(11.5.1, 11.5.2, 45.2.1)

(5<sup>th</sup> 15.2.1)