	DEPARTMENT OF PUBLIC SAFETY	EFFECTIVE DATE: JUN 20, 2008	POLICY NO.: ADM.01.05
	DEPARTMENT ADMINISTRATION POLICY AND PROCEDURES	SUPERSEDES (Policy No. & Date): ADM.01.05 of 2/14/93	
SUBJECT: COMPLETE STAFF WORK		Page 1 of 5	

1.0 PURPOSE

To provide guidelines which will expedite the work of the Department, assure maximum contribution of all staff members and conserve limited time by providing useful and concise information to support administrative decisions.

2.0 REFERENCES AND DEFINITIONS

.1 Reference

- a. Act 221, SLH 1989, Establishment of the Department of Public Safety, Powers and Duties of the Director.

.2 Definition

- a. Complete Staff Work – The presentation of a solution to a problem which has been under study by a member or organization unit of the Department staff in such form that only the signature of the final reviewing authority is necessary to effect the proposal.

3.0 POLICY

- .1 The concept of completed staff work is basic to modern management. Indoctrination of this concept throughout the Department will save many hours of non-productive work by staff members. Presenting problems ideas, complaints, or possible solutions to a manager verbally does properly prepare that manager to make a decision or even follow up on the presentation. Supervisors shall encourage ideas among their staff but those ideas shall be presented with as much background and factual information as possible. Staff members shall present meaningful and complete reports to management which are guided by the provisions of this policy.
- .2 Properly completed staff work will expedite the work of the Department and will assure maximum contribution of all staff members to an effective program. It will permit prompt and decisive action on problems. It will facilitate coordination of work at the lowest possible level and will clarify responsibility. It will conserve the limited time of the officials of the Department and at the same time will provide them with more useful and concise information to support their decisions.

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4.0 PROCEDURES

.1 Supervisor's Responsibility

The quality of completed staff work depends upon the quality of the guidance given. In order to get completed staff work, supervisors shall:

- a. Know the problem. Determine whether or not there is a problem. Is the problem a one-time exception occurrence? Is the problem a symptom of another problem? Is the problem wide-spread or confined?
- b. Make one individual responsible for solutions, even though the job may require work by more than one person.
- c. State the problem clearly and precisely. Explain reasons and background, and limit the area to be studied.
- d. State what end result you want to achieve.
- e. Give the staff member the advantage of all significant knowledge and experience you have which may relate to the problem.
- f. Set a due date or request an estimate completion date, but allow sufficient time for an adequate job. Establish priorities in necessary.
- g. Make yourself available for discussion as the work progresses.
- h. Make decisions and take action promptly on completed staff work. If it is not completed staff work, return it immediately and tell the assigned staff member what is wrong with it. Do no attempt to redo the work yourself.
- i. Inform the assigned staff member of the results of his or her efforts. This is particularly necessary when the project must be "tabled" for the time being.

.2 Employees' Responsibility

Completed staff work means a thorough job in a form for final action. In accomplishing completed staff work, staff members shall:

- a. Get all pertinent facts. Formulate a tentative solution or plan of action.

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- b. Consult others who may be affected. Obtain any clearances which may be necessary.
- c. Prepare pertinent information to support the proposed solution in the form of a report, with appendices, exhibits, documents, etc. This is the stage of "study, write, restudy, rewrite".
- d. Prepare a brief summary presenting the problem and proposing a single, coordinated plan of action. State clearly, the reasons for the selection of the proposed plan. Do not equivocate; but if there are alternatives which are almost equally desirable, depending upon judgment factors, present them for consideration.
- e. Prepare and attach action instruments – letters, executive orders, documents, announcements, recommendations to be submitted elsewhere, transmittal memoranda.
- f. Submit the completed project to the immediate supervisor.

.3 Guide to Completed Staff Work

Although not always required, the following is a complete list of elements which should be considered in a completed staff work project.

- a. Define the Assignment – Make sure the scope of the assignment is clearly spelled out.
- b. Define the Problem – Define the problem clearly and concisely. Briefly explain the background and history of the problem (if relevant). A problem clearly stated is either solved at once or is well on its way to solution.
- c. Define the End-Result – Clearly identify what you want to achieve.
- d. Define the Objective – Clearly specify the objectives to be accomplished.
- e. Limitations – List all specific limitations, restrictions, or constraints that will influence the problem and the proposed solutions. Examples: rules, laws, funds, manpower, decision-makers, etc.
- f. Fact Finding – Gather all pertinent information by consulting with all those who are involved or may be affected. Do not make any assumptions. Find

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the facts directly related to the problem. Above all, do not ignore those facts that may have a collateral relationship to the problem. Cover the waterfront.

- g. **Analysis** – Study and analyze the data. List and discuss the most significant facts and findings. Self-evident facts lead to positive conclusions. Point out each significant observation. Each must be considered in arriving at a conclusion.
- h. **Alternative Considered** – Briefly list the alternative solutions actually considered.
- i. **Cost/Benefit Analysis** – Determine the cost-benefit ratios of the alternatives considered and briefly explain why you rejected them.
- j. **Proposed Solutions** – Explain the proposed solution and recommendation and the basis on which it is made.
- k. **Recommendation** – Clearly state the recommendation for solving the problem. Set forth a definite course of action. If it requires a change in the policy manual, the procedure manual, the organization chart, or merely a letter, prepare it in final form for signature. A completed job is easy to approve.
- l. **Implementation Plan** – Prepare an action plan for implementing the proposed solution and for dealing with contingencies.
- m. **Implementation Documents** – Submit all necessary documents such as action letters, announcements, issue memos, etc., to implement action plan.
- n. **Follow-Up** – Submit the completed project. Follow-up for action taken by decision-makers.
- o. **Implement, Control, Adjust** – Implement, control, and adjust problem solution.

.4 Recognition of Completed Staff Work

When the project is finished and ready to submit, the employee can recognize it as completed staff work by asking this question: "If I were the responsible official, would I be willing to take the proposed action and stake my professional reputation on its being right?" If the answer is **not** "yes", take it back and work it over. It is not yet completed staff work.

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As an added precaution, after preparing the report, ask yourself the following questions before submitting:

- a. Have I cleared and coordinated this paper with all interested parties?
- b. Do I have all the facts?
- c. Are the facts supported by specific examples?
- d. Are the conclusions logical?
- e. If I were the boss, would I make this decision?


5.0 SCOPE

This policy applies to all divisions, branches, and staff offices within the Department.

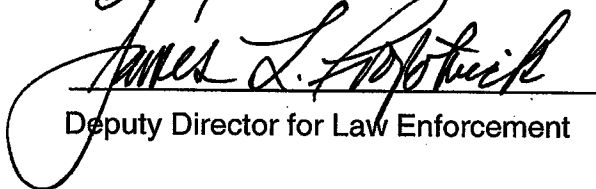
APPROVAL RECOMMENDED:


 Deputy Director for Administration

6/6/08
 Date

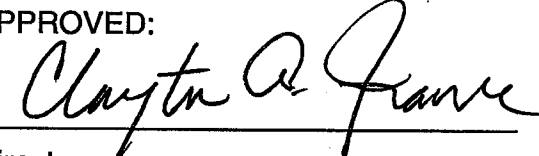

 Deputy Director for Corrections

6/18/08
 Date


 Deputy Director for Law Enforcement

6-19-08
 Date

APPROVED:


 Director

6/20/08
 Date