



# GENERAL ORDER ADM-06 STAFF INSEPTIONS AND QUALITY ASSURANCE

EFFECTIVE FEBRUARY 2, 2022

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This General Order contains the following numbered sections:

- I. POLICY
- II. GENERAL PRINCIPLES
- III. AUTHORITY
- IV. OPERATIONAL PROCEDURES
- V. REPORTING PROCEDURES
- VI. CANCELLATION

## **I. POLICY**

The Howard County Department of Police (HCPD) staff inspections process is an essential mechanism for evaluating the quality of all operations and to ensure that the Chief of Police and Command Staff have an objective view into all aspects of the Department. The Quality Assurance Division shall provide objective fact finding, analysis, and reporting to the Chief of Police.

## **II. GENERAL PRINCIPLES**

- A. The primary focus of staff inspections shall be the review of policies, processes, and procedures, and only incidentally on persons.
  - 1. The purpose is to determine if policies and procedures are adequate and adhered to and that the inspected unit is performing properly.
  - 2. Should a deficiency be noted, the Staff Inspections Unit shall work to determine the cause and suggest remedies to correct it.
- B. The goals of Quality Assurance are to:
  - 1. Ensure compliance, conformity, and uniformity in the conduct of the Department's operations while increasing the effectiveness and efficiency with which resources are managed;
  - 2. Provide a method for continuous improvement of the HCPD by identifying deficiencies and significant, ongoing issues;
  - 3. Identify exemplary operational and managerial techniques and accomplishments;
  - 4. Provide information for planning efforts and training needs; and
  - 5. Verify that the Department's stated goals and objectives are reflected in actual performance.
- C. Every component of the HCPD is subject to inspection.
  - 1. Each Division shall be inspected at least once every four (4) years.<sup>1</sup>
  - 2. The Deputy Chiefs of Police or the Commander of a Bureau or Division may submit a written request to the Chief of Police, through the chain of command, for the inspection of a component within their command.
  - 3. Additional inspections may be conducted at the discretion of the Chief of Police.

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<sup>1</sup> CALEA 53.2.1e

4. Inspections may be announced or unannounced.

**III. AUTHORITY**

- A. Members assigned to the Staff Inspections Unit, in the capacity of inspectors, operate through the authority of and on behalf of the Chief of Police.<sup>2</sup>
  1. Members of the Staff Inspections Unit, when given permission by the Chief of Police or Commander of the Professional Standards Bureau, shall be given full access, consistent with the law, to all Department facilities, equipment, files, records, and members to accomplish the assignment.
  2. Sensitive records access will be on a need-to-know basis in connection with assigned inspections and/or special audits directed by the Chief of Police.
  3. All HCPD members are required to respond to any questions or requests posed by the Staff Inspections Unit in the course of the inspection.
- B. Members of this Unit have no direct command authority over any organizational component they are inspecting; they operate exclusively as staff officers.

**IV. OPERATIONAL PROCEDURES<sup>3</sup>**

- A. The following types of inspections will be performed:
  1. General Inspection
    - a. A complete and comprehensive review of the entire operation of the organizational component being inspected.
    - b. This type of inspection includes facilities, equipment, policies and procedures, files, records, supervision, and personnel.
    - c. The supervisor of the organizational component being inspected shall be notified in writing of a General Inspection at least five (5) business days before it begins. The scope and duration of the inspection process shall be explained.
  2. Special Inspection
    - a. A limited inspection that deals with a specific policy, procedure, or condition identified by the Chief of Police.
    - b. Deputy Chiefs may direct inspections within their Commands with the approval of the Chief of Police.
    - c. Special inspections may be announced or unannounced.
  3. Follow-up Inspection
    - a. An inspection that deals with a deficiency noted in a prior inspection that cannot be corrected immediately.

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<sup>2</sup> CALEA 53.2.1a

<sup>3</sup> CALEA 53.2.1b

- b. Follow-up inspections shall be completed within six (6) months of the initial inspection. The deadline for completing the follow-up inspection shall be included in the inspection report.
- 4. Spot Inspection
  - a. An unannounced, in-field inspection to evaluate operations and compliance with policies and procedures.
  - b. Spot inspections may involve observing members and conditions at police facilities and in public places; interviewing members of the HCPD; and analyzing inspection reports, police records, procedures, and equipment.
- 5. Periodic Inspection: An inspection conducted at predetermined time intervals to regularly check policy compliance, observation of rules, and written reports.
- C. Inspections shall be conducted with as little disruption to the organizational component as possible.
  - 1. The supervisor and the supervisor's Commander shall be promptly advised of the results of the inspection.
  - 2. The overall results and recommendations for improving the efficiency of the organizational component will be discussed.
- D. When deficiencies are noted that cannot be immediately corrected, a follow-up inspection shall be conducted.<sup>4</sup>
  - 1. The date scheduled for the follow-up shall be noted in the written report of the inspection.
  - 2. A written report of the Follow-up Inspection shall be prepared and distributed to the appropriate chain of command.
- E. Any serious violations or any suspected or determined criminal activity shall be immediately forwarded to the Commander of the Professional Standards Bureau who will coordinate with the Criminal Investigations Command and/or assign to the Internal Affairs Division as appropriate.

**V. REPORTING PROCEDURES**

- A. The Staff Inspections Unit will submit a written report of their findings to the Chief of Police, through the Commander of the Professional Standards Bureau, of all staff inspections.<sup>5</sup>
  - 1. The report will document deficiencies in the inspected organizational component and make recommendations for changes to correct those deficiencies.
  - 2. The report may also contain any recommendations on how to improve the component's efficiency and effectiveness.
  - 3. Positive aspects of the inspected component will be identified as well.
- B. The commander of the inspected organizational component may respond in writing, within 30 days, to the Chief of Police regarding the Staff Inspection Report.

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<sup>4</sup> CALEA 53.2.1d

<sup>5</sup> CALEA 53.2.1c

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- C. Copies shall be sent, at the direction of the Chief of Police, to any Lieutenants and Captains of the inspected component.
- D. A copy of all written reports will be sent to the Accreditation Unit.
- E. The final endorsed copy shall be maintained by the Quality Assurance Division.

**VI. CANCELLATION**

This General Order cancels and replaces General Order ADM-06, Quality Assurance, dated August 9, 2013.

Authority:

  
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Gregory J. Der  
Chief of Police