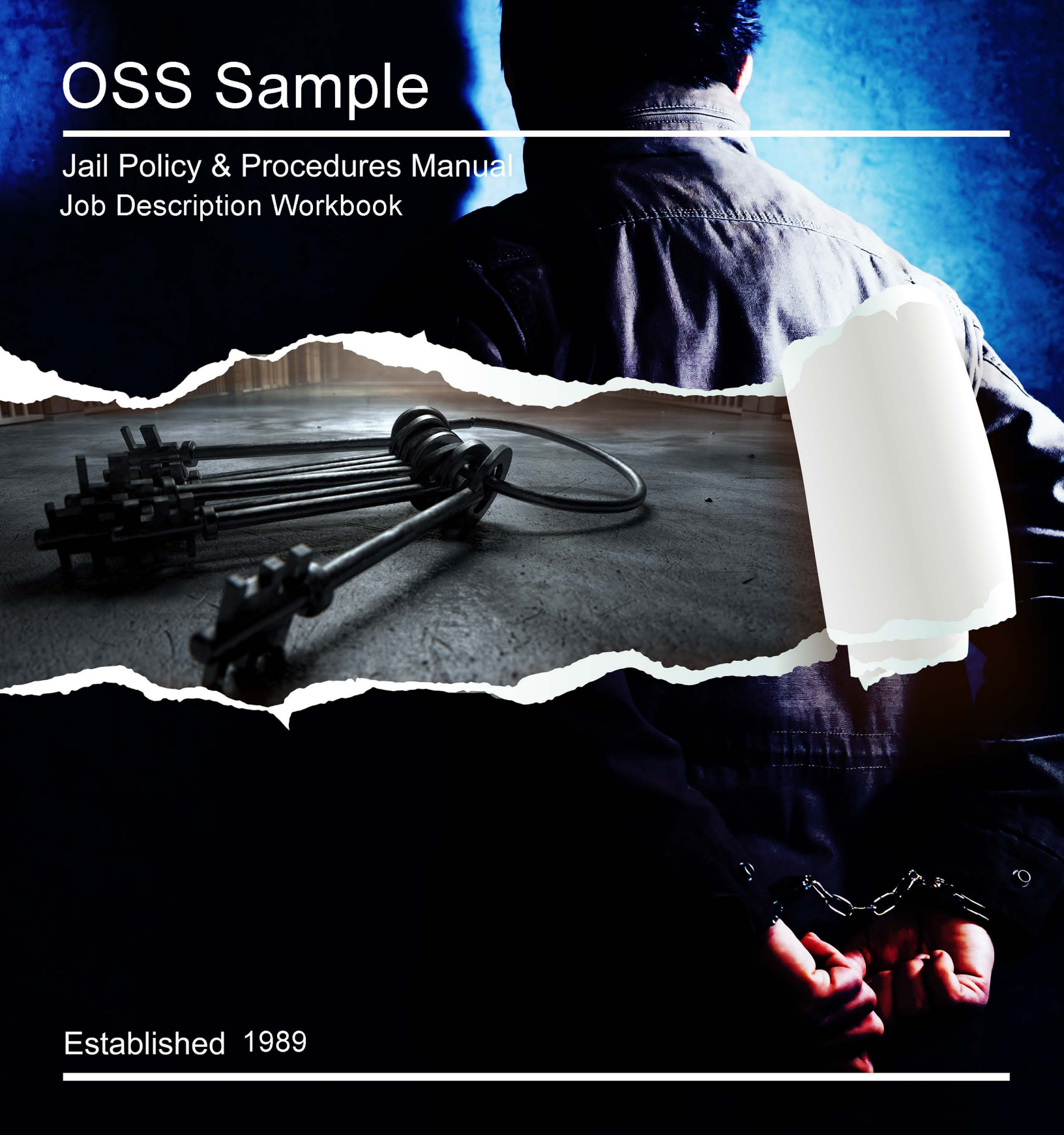


OSS Sample

Jail Policy & Procedures Manual
Job Description Workbook



Established 1989

INCENTIVE STEP PAY PLAN FOR AGENCY OPERATING JAILS

Now that you have made the decision to install or up-grade job descriptions within your agency, you may want to turn your attention to the persistent question of officer and staff pay and benefits.

Law enforcement administrators often find themselves faced with a variety of issues when attempting to secure commissioner or council approval for pay raises. Beyond the question of politics, individual required to make the funding decisions because:

1. Officers are not well educated;
2. There is a general reluctance to give pay raises *across-the-board*, when they perceive some of the agency staff are not worthy;
3. There is a public perception that we are not rewarding the best and brightest;
4. *Dead wood* needs to be cleaned out;
5. There is no plan;
6. Pay increases unfairly reward those at the top, some of those at the top are not good leaders; &
7. There is no management plan for pay raises.

The key to resolving these or similar issues is to create and have a plan. Attached is an *Incentive Step Pay Plan* that has been successfully implemented in law enforcement agencies. We offer this plan as a guide or template. You are invited to review and use it. For a greater chance of success, we recommend you modify your final *incentive step pay plan* to fit your agency, and follow the following guiding principles:

1. Encourage and reward formal education, this will build potential leaders, and is easier to sell;
2. Formal education rounds out the officer, can be found at a local junior college, university, and on the internet, and does not take officers away from their duties;
3. Use civil education as entry level requirements for promotion to leadership positions;
4. De-emphasize higher points for tactical or shooter skills;
5. Reward former military experience; &
6. Allow those in current leadership positions to stay in position, if they set-up an educational program.

Additional resources and support are available from OSS – Law Enforcement Advisors® [OSS], to include a *model policy* that supports this pay plan. See the contact page in the front of this document.

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**INCENTIVE STEP PAY PLAN
FOR
AGENCY OPERATING JAILS**

Sample

Introduction: This agency, with the professional assistance of OSS – Law Enforcement Advisors® [OSS] developed this *incentive step pay plan* to encourage retention of qualified and trained officers, reward quality performance, and *support career development through education and training*.

At the present time, officer promotions are governed by subjective recommendations. This process is often without regard for *quality of performance, civil and professional training, or immediate supervisor recommendations*. This agency does not have a program that rewards employees that seek or receive formal education and/or training, nor is there a process that prepares employees for acceptance of leadership or instructor positions. This results in employees becoming frustrated, complacent, and redirected toward opportunities outside of the agency for advancement. The loss of these individuals costs us dearly in both money and quality of performance, as we lose our best and brightest.

This comprehensive *step pay plan* rewards education, training, and experience. In addition, it is designed to facilitate progression through the ranks, and it provides for career development at each rank or specialization. The developed plan includes a process of employee evaluations, minimum skills and knowledge proficiency

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SIR ROBERT PEEL'S NINE PRINCIPLES OF POLICING

1. The basic mission for which the police exist is to prevent crime and disorder.
2. The ability of the police to perform their duties is dependent upon public approval of police actions.
3. Police must secure the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.
4. The degree of cooperation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.
5. Police seek and preserve public favor not by catering to public opinion but by constantly demonstrating absolute impartial service to the law.
6. Police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice and warning is found to be insufficient.
7. Police, at all times, must maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.
8. Police should always direct their action strictly toward their functions and never appear to usurp the powers of the judiciary.
9. The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.

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