I. PURPOSE

The purpose of this policy is to establish procedures for conducting inspections of the department’s administrative functions, facilities, property, equipment, operations, and personnel.

II. POLICY

Inspections of the department shall be conducted on a regular basis to help ensure that the department is operating at peak efficiency and in compliance with established professional standards. When conducted properly, inspections enable managers to assess the department’s ability to perform its mission, and provide them with the information necessary to plan for the improvement of the department’s operations. Inspections are a vital component of departmental self-assessment and as such will be carried out with care, attention to detail, and with the full cooperation of all personnel concerned.

III. DEFINITIONS

Line Inspection: Line inspections are inspections conducted by the supervisory personnel directly responsible for the person, equipment, or facility being inspected. They are designed to examine, evaluate, and improve the performance of departmental personnel and equipment. There are two types of line inspections, informal and formal.

Informal Line Inspection: Immediate supervisors conduct informal line inspections during the course of their regular operations to ensure compliance with departmental policies and procedures. Immediate action is normally taken by the supervisor to remedy any deficiencies. A written report is not required for informal line inspection unless it reveals a critical problem that should be brought to the attention of a higher command level.

Formal Line Inspection: Formal line inspections are conducted for the purpose of preparing a written report to senior command personnel. These reports set forth in detail the findings of the inspection, and document specific actions taken to remedy the deficiencies found. Where appropriate, such reports may also include recommendations for long-term resolution of problems discovered during the inspection.

Staff Inspection: A staff inspection is an objective review of the facilities, equipment, personnel, administrative organization and functioning, operational activities, and programs of the department. Such inspections are conducted outside the framework of normal line inspections by departmental supervisors or managers who do not have direct control of the facilities, equipment, personnel, and activities being inspected. Staff inspections involve detailed and wide-ranging examination of departmental operations for efficiency, effectiveness, compliance with departmental policies, accreditation standards, and adequacy of management controls. They serve as an integral part of the management information system, enabling departmental executives to determine whether the department is performing up to management’s expectations and providing reliable information to be used in future decision making. The results of staff inspections are reported in writing to the department’s chief executive officer within a reasonable amount of time, together with the comments of those units that have been inspected.
Specific Task Inspections: A specific task inspection is an inspection conducted to evaluate particular components or activities of the department. Such inspections are initiated at the direction of the chief executive officer (CEO) or a designee. Notice may or may not be given to the component to be inspected prior to the conduct of the inspection. Specific task inspections should not be confused with formal line inspections, as the two types of inspections are carried out by different personnel and for different purposes.

IV. PROCEDURES
A. Line Inspections
  1. Personnel Conducting Inspections
     Line inspections shall be conducted by the immediate supervisor of the unit being inspected.
  2. Time of Inspections
     Line inspections shall be accomplished at roll call or at such other times as are appropriate for the type of inspection being conducted. Line inspections shall be conducted at least once per week or at such intervals and times as otherwise directed by departmental policy and the supervisor of the unit concerned. Special line inspections may be ordered at any time by the CEO.
  3. Subjects of Inspection
     Line inspections shall, at a minimum, include an examination of each of the following items that are applicable to that particular unit and that particular type of inspection:
     a. Personal appearance and personal hygiene of unit personnel.
     b. Proper wearing of uniforms and uniform equipment by unit personnel.
     c. Health, physical fitness, and fitness for duty of unit personnel.
     d. Availability, maintenance, and operational readiness of department-owned equipment, including both issued equipment and stored equipment, under the control of that unit.
     e. Appearance and maintenance of department-owned vehicles assigned to or used by that unit.
     f. Proper performance of tasks assigned to the unit and to that unit’s personnel, including both operational and administrative tasks.
     g. Training and qualification status of personnel for all authorized weapons and equipment.
     h. Unit compliance with departmental policies, regulations, and orders.
     i. Availability and currency of departmental policy and procedure manuals and other departmental publications and documents applicable to that unit.
     j. Care and control of evidence and seized property in the custody of the unit.
     k. Proper use and security of petty cash funds and other monetary funds under the control of the unit.
     l. Physical condition, maintenance, safety, cleanliness, adequacy, and security of the areas, furnishings, and equipment of the portions of the physical plant used by or under the control of that unit.
     m. Such other items as are applicable to the functions of that unit.
  4. Inspection Responsibilities
     a. Determination of the personnel responsible for conducting each type of line inspection is made by the CEO or the CEO’s designee.
     b. Persons designated by the CEO to conduct line inspections shall be familiar with any deficiencies noted in previous inspections and shall review these items to determine whether the deficiencies have been corrected.
     c. Command personnel designated by the CEO to conduct line inspections shall review prior line inspection reports to determine compliance of the reporting unit with all applicable requirements.
     d. Reviewing personnel shall be responsible where required for reporting line inspection results to the CEO or other designated person, initiating such management action as is indicated by inspection results, and monitoring the implementation of any necessary corrective measures by the units inspected.
  5. Inspection Procedure
     a. Informal Line Inspections
        Unit supervisors shall conduct informal physical inspections of personnel, equipment, and other items, as directed. Normally no written report of informal line inspections will be required. However, the date of such inspections shall be recorded and the inspecting supervisor shall document any problems encountered.
b. Formal Line Inspections  
Each formal line inspection shall be conducted in accordance with a checklist to ensure uniformity and fairness in the inspection program. This checklist should be prepared specifically for the inspection of the division, unit, facility, or function currently being inspected. Checklists should cover all appropriate aspects of the inspection as set forth in this policy. Reports of formal line inspections shall be submitted pursuant to the requirements set forth in “Reports,” below.

c. Safety  
All line inspections shall be conducted in accordance with all appropriate safety precautions. Firearms and other equipment with the potential for causing injury shall be examined only by persons thoroughly familiar with the item being inspected. Inspection of firearms and other weapons shall be conducted only in a manner consistent with standard safety requirements for the presentation and handling of such weapons.

d. Manner of Inspection  
All line inspections shall be conducted with due regard for individual dignity and departmental morale. No abusive language or conduct by inspectors is permitted, and any physical contact between an inspector and the individuals being inspected shall be in accordance with departmental procedures and conduct.

6. Correction and Reinspection  
a. Wherever possible, deficiencies discovered during line inspections shall be corrected immediately by the inspecting supervisor.

b. Where immediate correction is not possible, a reinspection of the deficient item shall be conducted at the earliest possible date to ensure that the corrective action has been taken.

c. Repeated failure to correct deficiencies shall be reported to the appropriate authority, and action will be taken to compel compliance by the person or unit responsible for the deficiency. Failure to correct deficiencies may be the subject of disciplinary action.

7. Reports  
a. Informal Line Inspections  
While written reports of informal line inspections are not routinely required, should deficiencies or other problems be encountered that need to be brought to the attention of higher levels, a report shall be prepared and delivered to the appropriate person or division as determined by the CEO.

b. Formal Line Inspections  
Formal line inspections require the preparation of a written after-action report. The supervisor conducting the formal line inspection shall ensure that a written report is prepared and that it sets forth the results of the inspection. This report shall be submitted in the form, in the time, and to the individual determined by the department. Any subsequent reinspection shall also be the subject of a written report.

B. Staff Inspections  
1. Personnel Conducting Staff Inspections  
Staff inspections shall be conducted by persons assigned as permanent staff inspectors, or such other personnel as are designated temporarily for the purpose by the CEO. They should be conducted by personnel who have no direct supervisory responsibility for the divisions, personnel, equipment, or facilities being inspected, and are not subject to the command authority of those who have such supervisory responsibility. Personnel temporarily assigned to make or assist in staff inspections shall not conduct inspections of units to which they are permanently assigned.

2. Subjects of Inspection  
Staff inspections are conducted to make the following types of assessments or evaluations:

a. Effectiveness of the department’s organization, including command and supervisory structure and functioning

b. Proper drafting of, communication of, compliance with, and enforcement of departmental policies

c. Effectiveness of departmental operations

d. Compliance with federal, state, and local laws

e. Compliance with accreditation standards and other contemporary professional practices

f. Adequacy and efficient use of departmental resources, including personnel, equipment, facilities, and funds
3. Staff Inspection Responsibilities
   a. Responsibility of the CEO
      The CEO is responsible for creating a staff inspection program and designating those who will conduct the inspections.
   b. Responsibility of Staff Inspectors
      Those designated as staff inspectors are responsible for conducting their inspections in accordance with the directives of the CEO and in a manner that will facilitate the collection of information for departmental executives that will assist them in improving the department. Staff inspectors are not expected to identify specific individuals who are considered to be at fault, or to provide a basis for disciplinary action. Staff inspectors are also responsible for submitting the required written reports in a timely manner.
   c. Responsibility of Other Departmental Personnel
      (1) Cooperation
         All departmental personnel are responsible for cooperating to the fullest extent with staff inspectors. Inspections should be regarded as an opportunity to identify needs and problems with the intent of making improvements.
      (2) Access
         All personnel, including all unit supervisors, shall give staff inspectors complete access to all personnel, facilities, and records deemed necessary by the inspectors to the accomplishment of their mission. In the event that a question arises as to the need for access to a particular person, facility, or record, the matter shall be referred to the CEO or his or her designee for resolution.

4. Inspection Procedure
   a. Scheduling of Staff Inspections; Notification
      (1) Scheduling
         The timing of staff inspections shall be as determined by the CEO on a regular schedule or ad hoc basis. General staff inspections are normally scheduled in advance. Special staff inspections may be ordered and conducted at any time.
      (2) Notification
         General staff inspections and other scheduled inspections shall be conducted after due notice. Special staff inspections may be conducted with or without notice, as desired by the CEO.
   b. Scope and Method of Inspection
      Staff inspectors shall examine all pertinent aspects of the unit or units being inspected, including administration, personnel, equipment, and facilities. Personal observations, interviews with individual personnel, personnel surveys, inspection of records, audit of accounts, and other appropriate inspection techniques shall be utilized as appropriate. Deceptive or undercover methods of inspection shall not be employed. Inspections may extend to computer records, voice mail records, e-mail records, departmental telephone and cell phone records, offices, desks, lockers,
and other items or areas deemed necessary for completeness and accuracy of the inspection.

c. Checklists
To ensure uniformity and fairness in the inspection program, each staff inspection should be conducted in accordance with a checklist. This may be a checklist applicable to general staff inspections, or, in the case of a specific staff inspection, it may be prepared particularly for the inspection of the division, unit, facility, or function currently being inspected. Checklists should cover all aspects of the inspection, including, as appropriate, administration, personnel, facilities, equipment, files and records, and operations.

d. Communication with Units Being Inspected
(1) Pre-inspection Conferences
The CEO or a designee may direct that, in advance of a scheduled or announced inspection, inspection teams shall meet with supervisors or members of the units to be inspected. This may be done to assist the units in preparing for the inspection and to encourage cooperation with the inspectors.

(2) Communication during Inspection
Staff inspectors shall communicate freely with the commanders and supervisors of the units being inspected. Whenever possible, the nature and purpose of each aspect of the inspection shall be explained in detail to the commanders, supervisors, and members of the units concerned.

(3) Summary of Inspection
Unless otherwise directed by higher authority, at the conclusion of a staff inspection the inspectors shall meet with the commanders and supervisors of the inspected units. At such meetings the inspectors shall discuss the inspection, summarizing the results of the inspection and explaining any findings of deficiencies that will be noted in the inspection report.

e. Notes and Records
Staff inspectors shall maintain adequate notes and other records of their activities during the inspection to ensure accuracy and clarity of all subsequent reports.

f. Actions of Inspectors during Inspection
All possible efforts shall be made to avoid interfering with the normal operations of the department during the inspection process.

5. Reinspection
Where specific deficiencies are found that cannot be corrected immediately, the CEO may direct a reinspection at a subsequent time to ensure that the deficiencies have been corrected.

6. Reports
a. Nature of Reports
At the conclusion of a staff inspection, staff inspection teams shall compile an inspection report in a form specified by departmental regulation or order of the CEO. The report shall cover in detail the findings of the inspection, and identify both strengths and weaknesses found during the inspection. Positive findings should be emphasized appropriately, and where deficiencies are reported, suggestions for corrective action may be included. The report shall be submitted within the time specified by departmental policy or the chief of police. The units that have been inspected shall be provided with a copy of the report of inspection.

b. Opportunity to Respond to Report
The commanders or supervisors of the units inspected shall be given the opportunity to respond either orally or in writing to the inspection report. This response may include both a statement of the steps taken to remedy deficiencies found by the inspection, and an explanation of the reasons for noncompliance if compliance has not been possible.

c. Maintenance of Records of Inspection; Confidentiality
Copies of all reports of inspection, reports of corrective action, and reports of reinspection shall be retained for three years or for such other period of time as is directed by the CEO. Staff inspection reports are considered to be confidential, and shall not be released to the public without the prior approval of the CEO.
C. Right of Entry for Inspection
Workspaces, equipment, vehicles, lockers, desks, computer workstations, filing cabinets, and other items or areas may be assigned to departmental personnel for the convenience of the department. Such workspaces and equipment are subject to entry and inspection by the department with or without notice. To facilitate inspection, personnel will not secure so as to bar access to departmental equipment or facilities unless authorized by policy or in writing by appropriate authority. Where such locks are authorized, keys or lock combinations shall be provided to the supervisor of the unit concerned.

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