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Metropolitan Police Service

Budget Change Team

Guidelines for Managing Police Overtime Effectively

MPS Guidelines for Managing Police Overtime Effectively

Introduction

It is important to ensure that managers in all OCUs across the MPS have access to up-to-date good practice in managing police overtime. These Guidelines for Managing Police Overtime Effectively have distilled good practice from a number of sources to assist managers in using overtime as both a human and a financial resource efficiently, effectively and economically.

The first section of the Guidelines is a detailed report giving senior managers guidance on the management of police overtime. It reflects the recommendations of recent Efficiency and Effectiveness and District Audit reviews of police overtime in the MPS. The second section is a spreadsheet which allocates good practice actions to individual OCU SMT members, enabling managers to embed effective systems locally.

Challenge

Under the police reform programme, a new PNB agreement was reached on a police pay and conditions package. Part of this package related to the management of police working time and the need to respect the work/life balance of staff. The PNB agreement, in broad terms, required each force to reduce police overtime by 15% over the three years beginning in April 2003 against a baseline agreed by each force with its police authority and HMIC. Discussions on the MPS baseline for this reduction, and the targets for each of the three years, are currently taking place.

This presents the MPS with a significant challenge. All those who manage police staff will need to demonstrate leadership in reducing reliance on overtime wherever possible, and in managing this resource effectively where it has to be used. Implementation of these Guidelines will enable managers throughout the MPS to ensure that:

- The most up-to-date good practice in managing overtime is being followed (the Guidelines will be updated regularly)

- The work/life balance of police officers as it relates to overtime working is monitored, and appropriate action taken as necessary

- Processes for monitoring and managing this significant financial resource are effective

- Accountabilities for authorising the use of overtime and for managing overtime budgets are clearly defined

- The agreed level of reduction in the MPS overtime budget is delivered.

MPS Budget Change Team, March 2003

Guidelines for Managing Police Overtime Effectively

Introduction

The purpose of these guidelines is to provide budget holders with a 'good housekeeping' guide to assist them in using overtime effectively, efficiently and economically in line with the Accenture Review of police overtime. The guidelines have been endorsed by MPS Management Board and are published on the MPS Internet. This paper is written assuming budget holders wish to implement the guidelines.

Certain tasks will need to be completed by 31 March 2003 in order to comply with the guidelines and the PNB agreement in respect of the required reduction in the police overtime budget.

The guidelines were completed as a result of the work of the Budget Change Team to implement reductions in overtime expenditure. The Accenture Review, part of the MPA efficiency and effectiveness programme, was the basis for the guidelines to achieve savings. The following issues were considered: -

- The view of some members of the MPA is that a reduction needs to be found to meet PNB requirements.
- The Accenture Review pointed out that overtime is necessary and the MPS does know how to manage it well. However, we should consider what changes are needed to manage within budget and change the existing culture.
- Good management of local budgets is crucial
- All managers have corporate responsibility to reduce overtime costs and exercise leadership in managing overtime.
- The GLA and MPA will continue to monitor overtime expenditure so we should learn lessons now.

The Police Service needs overtime in order to cope with the peaks and troughs of demand. Nevertheless the benefits of utilising overtime can only be realised if expenditure is controlled. The effective management of overtime is crucial in order that the budget is used as far as possible to achieve maximum operational effectiveness. Overtime is an appropriate and acceptable means of resourcing certain police activities. This applies equally to every part of the Metropolitan Police Service.

Police overtime is controlled by the Police Regulations 1995. **Please note the regulations covering cancelled rest days have been reduced from 8 days to 5 days notice, effective from the 1ˢᵗ April 2003**. MPS policy is based on this legislation. To ensure good management it is essential that SMT members, inspectors, sergeants and relevant civil staff possess a good knowledge of these regulations.

Advice in respect of overtime issues can be obtained from the HR Pay & Pensions Policy on extension 62938.

Work/Life Balance Issues

Managers should recognise that effective resources management needs to take account of the work/life balance needs of officers. Research has shown that a good work/life balance benefits both individuals and the employer. Changes under Police Reform will allow for a more flexible deployment of officers and more flexible working patterns.

The use of flexible working policies will be an important management aid in ensuring that the reduction in overtime is properly managed. At present it is apparent that the full range of flexible working practices already available within the MPS are not being utilised to their full potential, either through lack of knowledge of what is available, or a reluctance by managers to fully embrace these principles.

The HR Policy Unit is currently refreshing the way in which flexible working policies are presented and is planning to relaunch them in the near future. Managers should be encouraged to promote, in a proactive manner, working practices that can better support the work/life balance needs of officers as well as the operational needs of the Service.

Advice concerning flexible working policies can be obtained from local Personnel Managers.

Management

Examples of action to be taken to control the overtime spend:
- Review shift patterns to meet policing demands within SO/SC and Borough OCUs in a way that reduces demand for overtime e.g. including support staff in a weekend shift rota.

- Review levels of authorisation for overtime, weekly leaves etc.
  1. The cancellation of weekly leaves, at less than 5 days notice (effective from 01/04/03), may need to be escalated to a member of the SMT so that the appropriate checks can be verified/justified.
  2. The SMT has ownership of the overtime budget and should decide the most appropriate way to distribute it to teams. The authority level is generally delegated to uniform and detective inspectors as they authorise entries. Authorisation processes must always be clearly defined. Make sure authority levels have been set?
  3. Inspectors and sergeants should ask testing questions of staff about whether overtime is really essential. Overtime should always be authorised before it is worked.
  4. Establish the practice of authorising officers verifying the exact requirement for overtime and then specify the periods of overtime **before** it is worked. They should be encouraged to look for other methods of performing the task. When an inspector or above authorises overtime they should be specific about the amount of time approved and the overtime form should be endorsed to this effect by themselves or a sergeant.

5. There can be no time when the authorising officer does not sign the authority himself or herself or instruct a supervisor to do this. The officer signing must show rank and name clearly.

6. It will then be necessary for the authorising officer to arrange the supervision of those on overtime to ensure that the instructions are carried out.

- Links should be made between the duties offices and CJU managers on Boroughs. Duties planning within SO/SC needs to ensure that all officers who are warned for court are scheduled into the duties planning. Both should use CARM for forward duties planning.

- The Borough CJU manager should work with the court to reduce the occasions when officers are required on their weekly leaves and seek improvements in the management of MG10s. (OCU commanders are recommended to read the report on the Grampian experiment and liase with their local court to look for similar co-operation).

- Publish a clear overtime policy guide for all OCU staff. Create a best use policy. E.g.
  1. Check that overtime is required in order to perform the task in question. Emphasis being to use those on duty first and avoid overtime.
  2. Use those in non-core roles if available. Plan some weekend rostering for those staff to reduce potential overtime costs.
  3. Use those from other shifts which are on duty if they have the skills needed for the task;
  4. Consider using those who have their weekly leave cancelled (to replace those taken from "on duty" teams for their skills) for less than 8 hours on core or other duties.
  5. Have levels of authority that dictate that a member of the SMT approves cancelled weekly leaves.

- Set timely levels of SMT checking of overtime spend – this should include sample checking of duty states and Form 232s for accuracy and that they comply with regulations, checking some CARM entries for codes where expenditure has been high, check that the budget lines are not overspent and seek explanation where it is.

- Create a record system to record the checks made by members of the SMT.

- Planned and casual overtime levels should be monitored by all BOCUs and Headquarters OCUs.
  1. Casual overtime is any overtime worked as an extension of a normal shift due to an operational demand occurring during that officer's shift. Under Police Regulations, the first half hour of casual overtime is not paid. On the other hand planned overtime, which is defined under the police regulations (1995) as overtime authorised before the commencement of a tour of duty, is paid for all worked time.

2. The degree to which planned overtime is used can prove to be a useful marker of levels of overtime supervision by senior managers. It shows that units are working with insufficient numbers of personnel to meet the operational demand or that supervisors are not checking the reason for overtime before it is worked. This may be by way of regular use of overtime or employing officers to backfill. Failure to manage future resource requirements will be illustrated in a high usage of officers working on weekly leaves. Scrutiny coupled with a good knowledge of the overtime regulations will have a marked effect on the use of planned overtime

3. OCU managers should monitor the level of 'casual overtime' against that which is 'planned overtime'. The Accenture Review advised that planned overtime should not, in normal circumstances, reach more that 20% of the total expenditure and efforts should be made to ensure it remains some way below this figure. Operations should be planned wherever possible to avoid unnecessary use of overtime. For instance, a shift might be adjusted to eliminate 'dead time'. Particular attention should be paid to departments, individuals or units that have traditionally planned their overtime. Studies have identified the high number of staff who planned work at the end of their shift who gained overtime. This identified the lack of management intervention in planned operations, arrests, prisoner returns, and in some court cases. All pre-planned work should be authorised by the appropriate management or supervisors in line with OCU policy. They should take into account the cost as well as the operational need.

- OCUs should consider a local policy to prioritise certain offence types to maximise the value of officers' core time. OCUs will need to be aware of the work on priority crimes by TPHQ.

- Officers' exact time of booking on or off should be recorded. The clerks will ensure that the correct compensation is given. The practice of showing the hour or half hour gives an impression that we all work in those blocks.

- The various Guides to Regulations must be followed for all overtime entries – this includes entries for part time workers whose additional hours do not attract overtime until 40 hours are worked.

- OCU commanders should review the local policy on travelling time focusing on the correct entitlement for each individual officer. Ensure overtime clerks are aware of the links between travelling time and overtime in regulations.

- All entries must be signed by an officer at least one rank above the officer claiming the overtime. Authorising officers must be substantively one rank above or temporarily promoted but not acting rank. Normally this would be in the line command but if the authority is from another line command it is important to consider from whose budget the claim is taken. (If the

authorising officer is responsible for the spend the decision may be different.)

- OCU commanders should ensure that the local Finance and Resources Manager has an established system to ensure duty states are submitted on a specific day(s) each week. They should be checked daily to make sure that the authorisation and reason are correct. The documents should be correct at the time of submission to the overtime clerk.

- Where there is an inaccuracy in an entry or it has not been correctly authorised the overtime clerk must refuse to process the claim. Repeated errors will be drawn to the attention of the relevant SMT member.

- Instructions may need to be given to supervisors on the correct information required to process overtime entries. This will include the following issues.
  1. The reason must be clear to ensure the overtime clerk can process planned or casual overtime entries. Reference numbers should be included in the entry.
  2. The authorisation must be at the level set by the OCU policy on acceptable use of overtime.
  3. The entry must be legible, the signature of the authorising officer clear and a printed name and rank must be shown.
  4. The hours must be authorised in advance and exact times recorded on the Duty State.

Monitoring and Active Intervention

Monitoring of both use of and the effectiveness of overtime needs to encompass the processes before and after the overtime is incurred. Almost invariably overspends result from inadequate and ineffective standards of supervision of duty, overtime documentation and the processing of overtime. Any controls put in place should ensure that overtime is only used when essential on activities that cannot be performed during core time. This can only be achieved if an adequate control regime is in place supplemented by a robust management framework. Once deployed the overtime should get the desired results at the lowest possible rate.

ACPO officers overseeing OCUs together with OCU commanders should show an active interest in overtime, establishing and enforcing a policy, which details the 'acceptable use and management of overtime'. To do so they should ensure specific checks of the overtime entries are made by them or on their behalf. These checks should be recorded and the record periodically examined by the appropriate ACPO manager.

The checks that can be overseen by ACPO officers

- Spot-checking of risk assessments will identify the areas of strengths and weaknesses in planning the use of staff. This will allow identification of excess use of planned overtime.

- In visits to OCUs or inspections on their behalf some dip sampling of both the active and historical overtime records will identify the interest in overtime.

- Inspection of OCU records of the local SMT checks will show both the interest held in overtime and allow comment on the work of the SMT.

- Regular checks of overtime expenditure within OCUs will enable timely intervention where necessary.

- Some dip sampling of post operational evaluations will enable comment on the quality of the planning and any lessons learnt by operational commanders can be shared as best practice.

OCU Commanders checks could include.

- Regular dip sampling of the active and historical overtime records.

- They will also wish to see the records of the checks made by their own SMT.

- They may also wish to check the post operational evaluations to ensure that overtime use was evaluated in the review and any lessons learnt and shared.

- OCU commanders should consider monitoring the managers who authorise overtime to ascertain who authorises the most as this might identify a training need.

- The OCU commander will also wish to have a system to ensure that all management and team meetings within the OCU have reviewed the current team and OCU overtime position. It may be necessary to review OCU policies on what justification for overtime will be accepted.

- Each member of the OCU SMT should be tasked to hold responsibility for all overtime entries within their portfolio. An intrusive style of management should be adopted which will include regular weekly checks and more often when required. These checks will include:
  1. The position of the overtime budget, plus the amount of overtime submitted for time which may fall due in three months;
  2. The main users;
  3. The manager with the highest level of authorisations;
  4. Whether entries have been correctly recorded; and
  5. They will wish to keep a record of the checks that have been made to satisfy the OCU commander's requirement to see regular checks.

- The OCU management report should include transparent, timely and accurate information on the overtime used by each team.

- The agenda for regular management meetings should include the overtime budget so that it may be reviewed in relation to operational performance.

- OCU managers should monitor the level of casual overtime against that which is planned.

- Inspectors and where appropriate sergeants should be involved in the management of the overtime. This may be achieved by devolution of budgets to team leaders thus placing greater degree of accountability for authorisations.

If Inspectors are responsible for a devolved overtime budget for their teams and called to account for all authorisations they give they will be more involved in the management. The latter is particularly important, as they will in many cases be authorising expenditure, which is not under their control. As they are the first line of authority they should be encouraged to scrutinise the reasons for overtime when requests for overtime are made. Information regarding team expenditure and details of authorisations should be included in the monthly management reports.

Both OCU commanders and other supervisors have a duty of care to ensure that individual officers are not working excessive hours. The health and safety implications have increased in significance and must not be overlooked. This is particularly important when officers are attached to other units. It is also necessary for OCU commanders to monitor the level of overtime to ensure that no discrimination takes place in how officers are selected for work involving overtime. This may be subject to audit in the future.

Managers cannot be expected to exert tight control on their overtime expenditure without access to accurate and timely management information. The SMT should seek to find the most appropriate method to deliver this information. CARM will provide details of the highest overtime earners on each OCU. This gives one level of management consideration but it is not the core method of checking overtime expenditure. The issue should be discussed on a monthly basis by the SMT to identify inadequate management, ineffective core time employment, personal abuse etc. OCU Commanders should monitor the level of overtime authorised by each authorising officer. This will give a good guide to which managers need assistance with their decision-making.

Monitoring of management information will only be successful if the full range of CARM facilities are employed. The minimum standard of CARM entries is shown in Police Notices 44-01 of 31st October 2001. These must be employed if central comparisons and data are to be of value to the MPS/MPA. (A new minimum standards notice is expected soon.)

Operations

With few exceptions all OCU operations should be planned so as to avoid overtime being an integral part. This may be avoided by phasing the personnel requirements; that is to say officers starting at a time that is relevant to their part of the operation. The responsible manager has to be satisfied that the minimum cost option has been chosen.

Examples of action that might be taken:
- All major operations should have an overtime budget set in advance and monitored by the originating Operation order manager. This will become an agenda item in the post operation review.

- The effective resourcing of operations and the deployment of all resources calls for careful planning. It has to include initial and ongoing risk assessments until the task is concluded.

- The risk assessments must deal with uncertainties and include the overall number of officers realistically required for the task. Managers should consider phasing start and finish times. This will require suitable strategies and tactical options. Managers should always apply this style of planning even if some of the costs that they need to consider will not be charged to their own budget.

- Those operations, which require early starts, should take all practical action to avoid the cost implications due to the regulations about the start of the working day. This may involve phasing other aspects including refreshments.

- Officers in charge of a future operation have a responsibility to ensure that the deployment levels are commensurate with the information or intelligence.

- As Police licensed search officers are high overtime users (by virtue of travelling time and need to complete searches) it is most likely that they will need to be regularly reviewed by senior management. Deployment of licensed search officers is under the management of Police Search Advisors (POLSA) however OCU commanders and SIOs will need to consider the details of search operations to keep to a minimum levels of expenditure. The cost of searches should be balanced against the cost of containing scenes or losing evidence and should be considered by SIOs and OCU commanders requiring them. (The POLSA have a matrix to assist with this calculation.)

- Thorough post-operation evaluation is essential both for operation knowledge capture and to assess value for money from each operation. Post operation reviews focused on performance and cost effectiveness will benefit future policing requirements.

- Senior officers should review operations as they progress, with a view to releasing staff, being mindful of the policing need and health and safety issues.

- If a requirement to police an operation seeks to employ more officers than are rostered for duty on that day the operational commander or another member of the SMT should carry out a risk assessment to establish the safe level of personnel remaining on duty. Health and safety must be considered. This problem can often be reduced if the duty roster includes a monthly requirement for officers in support roles (generally on Boroughs) to work at weekends.

- Where weekly leaves have to be cancelled OCU commanders must be aware of Regulation 27 and the MPS interpretation. (See Guide to Regulations paragraph 27.1.5) This directs that a change to a rostered duty should only be made after consideration of welfare, operational and practical circumstances not on purely financial grounds. The skills profiles of officers may demand that staff on weekly-leave are used on other duties and those staff are used for the operational requirement. It is sometimes more economic to employ the officers working on cancelled leaves to work within the OCU and where this is done the OCU commander should be aware that the service has to compensate with a minimum of 6 hours. It may therefore be prudent to consider whether the duty requires the officers for a full 8 hours or can they be employed for 6 hours. A full risk analysis will be required to consider the hours needed to cover the duties on which those staff are employed.

- Duties planning should consider maintaining a decision log of the reasons for selecting officers for operations to justify any decisions later, so that these can be audited or checked by OCU commanders or outside visits from ACPO officers etc.

- All post operation reviews need to be appraised by the OCU commander for the quality of completion. Are the outcomes in line with the expectation and within the financial parameters (VFM)?

The following spreadsheet summarises the actions required to comply with the guidelines in this report and highlights the good practice evidenced in the Accenture Review.

Following implementation the OCU will be able to demonstrate a process to satisfy the MPS/MPA that overtime is being used efficiently, effectively and economically, and there are procedures in place to robustly monitor the overtime budgets.

If you wish to implement the guidelines then following the steps in the table will ensure compliance.

No	Action	ACPO Member	OCU Commander / SMT	SMT Member / Budget Holder	Finance & Resources Manager
<td colspan="6">Initial Tasks to be Completed As Soon As Possible. These tasks may have ongoing implications for other tiers of management.</td>
1	Ensure a clear local Overtime Policy Guide is published, including robust instructions to supervisors on their individual responsibilities. The policy must make reference to work / life balance.		By 31.3.03	Be conversant with the Guide and instructions and implement	Be conversant with the Guide and instructions and implement
2	Review local policies to prioritise overtime being spent on certain offence types to maximise value of officers' core times.		By 31.3.03	Allocate resources in accordance with local policies and priorities	
3	Review authorisation processes to ensure clarity and uniformity particularly in respect of levels of expenditure.

Inspectors and where appropriate PSs should be involved in the management of the overtime budget. This can be achieved by the devolution of budgets to team leaders thus placing a greater degree of accountability for authorisations. | | By 31.3.03 | Implement new authorisation process | Ensure authorisation processes are adhered to. |
4	Review authority levels for cancellation of weekly leaves – less than 5 days notice		By 31.3.03	Implement any new arrangements	
5	Review the policy of handover of prisoners between shifts and effect on overtime		By 31.3.03	Implement any new arrangements	
6	Review the local policy on travelling		By 31.3.03	Implement any new	Ensure new arrangements

No	Action	ACPO Member	OCU Commander / SMT	SMT Member / Budget Holder	Finance & Resources Manager
	time - focussing on the correct entitlement for each individual officer			arrangements	are adhered to.
7	Review booking on procedures - ensuring that officers who do not have a fixed parade time book on and off at the *exact* time		By 31.3.03	Implement any new arrangements	
8	Ensure the Finance & Resource Manager is a permanent member of SMT		By 31.3.03		Become a permanent member of SMT.
9	Review processes for the submission of Duty States		Establish a robust procedure for all Duty States to be submitted to the F& R Unit on a specific day each week - by 31.3.03	Examine for any inaccuracy or incorrect authorisation and remedy processes.	Any inaccurate or incorrectly authorised claims must be refused Repeated errors to be drawn to attention of the relevant SMT member.
10	Review distribution of overtime budget – taking into account vacancy levels and sickness absence		Establish a robust procedure for the allocation of the Overtime budget prior to 31.3.03 for 2003/04	Plan future activity in the light of the allocated resources.	
11	Review shift patterns in a way that reduces demand for overtime and ensures an appropriate work/life balance		Review shift patterns in line with Accenture report		
12	Ensure compliance with CARM minimum standards		Instruction to all staff to ensure compliance with Police Notices 44/01 31 Oct 2001	Ensure compliance	Ensure compliance

No	Action	ACPO Member	OCU Commander / SMT	SMT Member / Budget Holder	Finance & Resources Manager
**Ongoing Processes to be Established and Continued**				
13	Monitor overtime expenditure – standing item on monthly SMT agenda. To be reviewed in relation to operational performance. Specific overtime checks to be defined by OCU Commander and recorded. Identify managers authorising high levels of overtime (may identify a training need)	Regularly (at least monthly) check overtime expenditure in OCUs Inspect OCU records of local SMT overtime checks Periodical examination of specific overtime checks defined by Borough Commander.	Establish regular comprehensive review of overtime expenditure (at least monthly) and other specific overtime checks to be determined by OCU Commander. This review must be documented and ensure that overtime incurred complies with The Police Regulations and the local Overtime Policy Guide. Particular attention should be paid to the balance between casual and planned overtime and officers working on a weekly leave. Planned overtime should not normally exceed 20% of allocated overtime spend.		To produce OCU Management report which includes transparent, timely and accurate information on the overtime used by each team, including an analysis of planned and casual overtime. Report also to include names of high earners of overtime
	Review information needs in respect of monitoring of overtime		Issue to be discussed on a monthly basis to		Identify what information is

No	Action	ACPO Member	OCU Commander / SMT	SMT Member / Budget Holder	Finance & Resources Manager
			identify inadequate management, ineffective core time employment, personal abuse etc.		available and how the needs of the SMT are best met
14	Weekly overtime monitoring • latest overtime position – including amounts submitted for time12 • main users • managers authorising high levels of overtime • lists of inaccurate/unauthorised claims	`0	OCU Commander to determine which information he/she wishes to see.	Weekly overtime spend to be documented for OCU Commander's requirements	Provide information for weekly overtime review.
15	Check on active and historical overtime records	Dip sample	Dip sample		
16	Duties Offices and CJU Managers to work closely to ensure that Officers are scheduled into the CARMS duties planning. CJU managers to co-ordinate with the Court to reduce occasions when officers are required to attend on their weekly leaves; CJU Managers should also seek improvement to submission of MG10s.			Duties Offices and CJU Managers - Ongoing	

No	Action	ACPO Member	OCU Commander / SMT	SMT Member / Budget Holder	Finance & Resources Manager
**Ongoing Processes to be Established and Continued**				
17	Post Operation Reviews	Dip sample		Ensure every operation is the subject of a Post Operation Review focussing on performance and VFM	Assist in Post Operation Review
18	Justification and processing of overtime			Supervising Officers to ensure overtime is **really essential** and the task cannot be performed by other methods or at other times when overtime is not required e.g. prisoner processing. The overtime must be authorised prior to being worked and the hours to be worked must be specified. Overtime forms must be signed by authorising officer	Ensure overtime is correctly coded and reclaimed if necessary

No	Action	ACPO Member	OCU Commander / SMT	SMT Member / Budget Holder	Finance & Resources Manager
19	Planning and monitoring of operations	Inspect decision log	Review operations as they progress with a view to releasing staff, being mindful of the policing needs and health and safety issues and work/life balance. If weekly leaves need to be cancelled consider in the context of Police Regulation 27. This directs that a change to a rostered duty should only be made after consideration of welfare, operational and practical circumstances and not on purely financial grounds. Cost of searches performed by POLSA must be balanced against the cost of containing scenes or losing evidence. Inspect decision log	With few exceptions all OCU operations should be planned to avoid overtime being an integral part. The responsible manager has to be satisfied that the minimum cost option has been chosen. Agree budget in advance. Evaluate initial and ongoing risk assessments. Consider phasing start and finish times. Cost of searches performed by POLSA should be balanced against the cost of containing scenes or losing evidence If an operation needs to employ more officers than are rostered for duty on that day, carry out a risk assessment to establish the safe level of personnel remaining on duty.	

No	Action	ACPO Member	OCU Commander / SMT	SMT Member / Budget Holder	Finance & Resources Manager
Ongoing Processes to be Established and Continued					
				Health & Safety must be considered. Consider maintaining a decision log of the reasons for selecting officers to justify any decisions later.	