



Charles County Department of Emergency Services
STANDARD OPERATING PROCEDURES

Section 103 - Organizational Planning and Preparedness

Organization Planning and Preparedness - 103.00		
S.O.P. # 103.06	High Performance Organization Decision Making Policy	PAGE: 1 OF 3
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103.06.01 Purpose

The purpose of this SOP is to introduce and describe the High Performance Organizational (HPO) framework that the Department intends to employ to find equitable and efficient solutions for complex, large impact policies and tasks.

103.06.02 General

Using a common vision and leadership philosophy, the County is using the disciplined framework and principles of the High Performance Organizational structure to run a more efficient, effective and customer service focused model of government. The Department will use the HPO framework when a solution is required for projects that impact a large portion of the workforce. Such projects and scopes of work may include but are not limited to apparatus design, station design, transformational policies and workplace environments.

103.06.03 Definitions

- High Performance Organizational Team** - A HPO team can be defined as a group of people with specific roles and complementary talents and skills, aligned with and committed to a common purpose, who consistently show high levels of collaboration and innovation, that produce superior results. The HPO team is regarded as tight-knit, focused on their goal and have supportive processes that will enable any team member to surmount barriers in achieving the team's delegated goals and/or mission. In a HPO team, it is common to see leadership on all levels up and down the chain of command.
- Parallel Organization** - A parallel organization differs from a traditional, hierarchical organization in that it actively solicits employee input. It's possible and sometimes advantageous to blend a bureaucratic structure with a parallel structure. For example, a subset of employees can act as a parallel structure to develop solutions to specific problems without changing the overall organizational structure.
- Traditional Hierarchical Organization** - The traditional hierarchical organization is very similar if not identical to those reflective in military and para-military organizations. There is a clear and well-defined command and control structure with supervisors and direct reports to each supervisor at differing levels.



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103.06.04 Policies

1. The identification of a HPO project may be initiated by leadership or by a group of engaged and empowered employees.
2. The Director and/or delegated Division Chief have the authority to authorize a parallel organization and HPO team in order to facilitate the resolution of an identified project.
3. The affected Division will form a HPO team to operate in a parallel organization to research and identify solutions for tasks, problems or issues that arise within the organization and require resolution as aforementioned.
4. The HPO team will be inclusive of the following team members:
 - a. an engaged employee from each platoon or affected represented sub-group as assigned by IAFF Local 4658,
 - b. a representative from the leadership of IAFF Local 4658;
 - c. a representative from management;
 - d. an independent facilitator;
 - e. a representative of other stakeholder groups as needed and/or applicable.
5. The HPO team will be compensated for their time worked on the assigned project in accordance with the County's Personnel Policies and Procedures Manual, Chapter Five (5).
6. It will be the responsibility of the Department's management team to aid and support the HPO team and the parallel organization created.
7. It is the responsibility of the HPO team to produce a well written, professional report outlining the recommended solution and/or course of action for the Department or Division affected. The report should include any associated costs or projected financial impacts.
8. The Director reserves the right to decline the recommendations of the HPO team if the recommendation is one or any combination of the following:
 - a. illegal,
 - b. violates County policies;
 - c. is unequitable;
 - d. is not in line with the mission or values of the Department;
 - e. will create an undue financial burden on the County;
 - f. And/or unpractical.

103.06.05 Procedures

Upon identification and delegation of a HPO approved project:

1. Requests for HPO team members will be announced, selected and a parallel organization formed.
2. An independent facilitator will be assigned to the team and a team leader elected from within the parallel organization.



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3. The team leader will serve as the liaison between the parallel organization and the traditional hierarchical organization sharing information and providing status updates as needed.
4. The HPO team will receive a brief of the project scope and details outlining the expectations of the team, deadlines and project budget.
5. It is the responsibility of the HPO team to work within the HPO framework to complete the mission tasked and brief the traditional hierarchical organization as needed until the project is completed.
6. Project recommendations and results will be shared the affected Division/s staff for review.
7. Implementation of recommendations is at the discretion of the Director.