



# Policy 210

Subject	
<b>PATROL SUPERVISOR DUTIES AND RESPONSIBILITIES</b>	
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<b>21 May 2023</b>	<b>1 of 15</b>

*By Order of the Police Commissioner*

## **POLICY**

All sworn members of the BPD who serve in a supervisory capacity are expected to have a complete knowledge of the areas of responsibility assigned to their rank. The purpose of this policy is to outline these areas in reinforcement of the more job-specific tasks presented in BPD's Patrol Supervisor Manual and associated policies. Its contents present the essential supervisory functions of each rank in an organizational context.

## **CORE PRINCIPLES**

**Community Policing** – Supervisors play a critical role in the development and implementation of community policing initiatives. Through their leadership of subordinates, they ensure that the three principles of community policing are instituted: community partnerships, organizational transformation, and problem-solving. Supervisors are additionally responsible for educating their subordinates on the latest methods for formal and informal community engagement, supporting community policing and community engagement efforts of their subordinates, and raising awareness of specific community challenges up the chain of command. They assume collective responsibility for the implementation of BPD's community policing plan and specifically in their area of command.

**Accountability** – Supervisors and managing supervisors shall be held to a higher standard than their subordinates. Their leadership must reflect the values, vision, training, and policies of the Baltimore Police Department (BPD). All supervisors are responsible for documenting the performance of their duties in BPD's records management system or early intervention system, as appropriate. Supervisors are also accountable for the behavior of the personnel under their command, and have a duty to report misconduct committed by any member, even if doing so presents harm to a member's career. They must also respond to, document, and review investigative stops, searches, citations, arrests, uses of force, and other instances of officer conduct.

**Leadership** – As leaders of public servants, supervisors and managing supervisors must demonstrate effective leadership abilities that engender trust amongst their subordinates and promote their best possible performance. Effective BPD leaders demonstrate commitment to the communities they are sworn to serve, take pride in their work, and display a high degree of honesty and integrity.

**Responsiveness** – Effective Supervisors can be counted on to respond to their subordinate's needs when requested or required, and handle tasks in a prompt and thorough manner. Supervisors must also promptly obey—and strive to anticipate—the orders of their superiors, while ensuring that their subordinates do the same.

**Procedural Justice** – Supervisors and managing supervisors shall demonstrate fairness in their interactions with subordinates by applying the four tenets of procedural justice: listening, fairness, respectful treatment, and trustworthiness.

**Officer Wellness** – Supervisors must proactively support the wellness of team members for their personal and professional benefit. Supervisor support of officer wellness is essential to effective policing.

**Peer Intervention** – Supervisors must encourage and practice peer intervention techniques regardless of rank to support the effective execution of all of the preceding Core Principles. Peer intervention promotes officer wellness, organizational effectiveness, and public trust by preventing integrity and accountability problems.

## **DEFINITIONS**

**District Commander** – A sworn police officer holding the rank of Captain or Major, who holds the authority to oversee a BPD police district.

**Executive Officer** – A member of the command staff serving in the rank of Captain, who is responsible for planning, managing, and reviewing the activities of all personnel assigned to a major organizational unit or patrol district. The Executive Officer exercises supervision over a staff of sworn and/or civilian personnel primarily through subordinate managers and supervisors.

**First Line Supervisor** – Police officers who are designated “Officer-in-Charge” (Acting Sergeant) or hold the rank of Sergeant, whose primary responsibility is the supervision of line personnel assigned to a unit, section, or division.

**Shift Commander** – A sworn police officer, typically but not exclusively at the rank of Lieutenant, who manages, allocates, and commands the First Line Supervisors and police officers of a particular shift in a particular BPD police district.

## **DIRECTIVES**

### **First Line Supervisor**

1. All First Line Supervisors must be capable of discharging the duties and functions of their subordinates when required by the circumstances and/or situation(s) at hand. In general, all First Line Supervisors shall observe, practice, and ensure that they perform the following responsibilities:

#### **Leadership**

2. **Responsibility for subordinates** – Assume immediate control of personnel under their supervision and be responsible for how their personnel respond to calls-for-service, interact with members of the community, and how they fulfill their duties, including executing daily operational actions as described in weekly and neighborhood policing plans. Additionally, First Line Supervisors are to ensure that the personal appearance of their subordinates and the condition

and appearance of their uniforms and equipment meet department standards. Finally, First Line Supervisors are responsible for maintaining respect and discipline among their subordinates and their unit, section, or division and with individuals in the community.

3. **Responsibility to superiors** – Report to their own senior Supervisors and be held accountable for the general conduct, efficiency, performance of police duties, and all aspects of police services rendered by their personnel and themselves.
4. **Setting an example** – Comply with department policies and set an example in community policing, procedural justice, dignity, courtesy, discretion, initiative, industry, diligence, truthfulness, courage, peer intervention, professional appearance, attention to duty, and the observance of proper discipline.
5. **Proper execution of orders** – Ensure that all orders are carried out by their subordinates with urgency and in accord with the laws and BPD's policies and procedures.
6. **Combined police functions** – Perform all of the functions listed in this policy and the patrol supervisor manual, in conjunction with the particular duties of their field assignments, and be responsible for all of the duties of police officers under their direct supervision.
7. **Direct command over subordinates outside of usual command** – Unity of Command should always be maintained. However, when dictated by duress or exigent circumstances, or when the purpose of the department or relations with the community are at risk, exercise direct command over lower ranking members outside of their usual command. Whenever such orders require the subordinate receiving them to leave their regular post or assignment, the First Line Supervisor giving the order shall, as soon as practicable, inform the subordinate's immediate supervisor or commanding officer.
8. **Integrity of rank** – Not perform the duties regularly assigned to a subordinate when a subordinate is available to perform them, unless exigent circumstances demand immediate action to properly fulfill police functions and comply with policy. Accept relief from duties regularly assigned to them when in the presence of another member with higher authority. In such instances, First Line Supervisors shall assist and supervise the personnel under the direction of the officer in command.
9. **Promoting peer intervention** – Foster a culture of peer intervention and be receptive to interventions, regardless of rank, to help everyone perform at the highest levels.
10. **Minimizing laxity, indifference, and familiarity** – Not permit laxity or indifference to be shown by their subordinates in the performance of their duties, nor indulge in inappropriate familiarities with subordinates.

#### Performance Management and Coaching

11. **Continuous performance management** – Monitor and manage performance on a continuous basis, providing regular feedback and mentorship to their subordinates in order to ensure continual support and performance improvement. Furthermore, First Line Supervisors shall review all Level 1 and Level 2 uses of force, stops, searches, and arrests, including pertinent

documentation and body-worn camera footage, in accordance with BPD policy (see Policy 725, *Use of Force Reporting, Review, and Assessment*; Policy 1106, *Warrantless Arrest Procedures and Probable Cause Standard*; and Policy 1112, *Field Interviews, Investigative Stops, Weapons Pat-Downs, & Searches*).

12. **Assessment of community policing** – Periodically assess the effectiveness of officers (Patrol, District Action Teams, Non-Commissioned Officers) in the implementation of community policing, to include assessments that are part of annual performance evaluations.
13. **Recognizing exemplary performance** – Verbally commend subordinates for positive police work and, when merited, submit formal referrals for commendation through the appropriate channels.
14. **Identifying subordinate performance deficiencies** – Continually examine areas of the police operation under their purview to proactively develop and implement effective interventions to correct subordinate performance, behavioral issues, or problems, and initiate disciplinary action when appropriate. Unless mandated by policy, a First Line Supervisor must not rely on higher authority to take corrective action when performance deficiencies are detected.
15. **Coaching and instructing** – Be familiar with proper police procedures, directives, rules and regulations, city ordinances, and state and federal laws in order to competently advise and instruct subordinates. First Line Supervisors shall serve as a resource and when appropriate, shall instruct officers in the laws of evidence, stops, searches and arrests, the proper use of force, and in topics dictated by new training bulletins or directives. Supervisors shall ensure that subordinates complete all mandatory in-service trainings and e-learnings and understand any changes to BPD policy.
16. **Annual performance evaluation** – Complete performance evaluations for each of the members under their direct supervision at such intervals, and upon such form, as required by Policy 1708, *Sworn Performance Evaluation*.
17. **Punctual attendance** – Be responsible for the punctual attendance of all personnel within their command, and ensure that subordinates input all necessary staffing and overtime information (days worked, days off, overtime, court time, sick time, etc.) into the appropriate software platform(s) or physical forms.
18. **Reporting absenteeism** – When an employee is out of contact without good reason, fails to report to duty, or there are unusual or extended requests for being out of service, investigate and report the results to the Shift Commander, and take corrective action.
19. **Documenting and reporting misconduct** – Upon learning of any act or allegation of misconduct, whether through a member of the public, another BPD member, or by direct observation, document all relevant information in BlueTeam, and forward said information to the Public Integrity Bureau (PIB) as dictated by BPD policy.
  - 19.1. If an incident could result in criminal charges or an adverse community reaction, immediately notify the PIB duty supervisor and, if the act involves a level 3 use of force, the Special Investigations Response Team (SIRT). Take corrective action if authorized by

the determinations of PIB (see Policy 302, *Rules and Regulations*; Policy 306, *Complaint Intake and Classification Process*; Policy 310, *Disciplinary/Failure to Appear and Traffic Matrix*; and Policy 321, *Expedited Resolution of Minor Misconduct*).

20. **Assisting Field Training Officers** – If applicable by assignment, assist Field Training Officers with their evaluation of Police Officer Trainees, including the preparation of any reports.
21. **Monitoring Field Training Officers** – If applicable by assignment, monitor the performance of Field Training Officers in conjunction with the District FTO Coordinator and feedback from Police Officer Trainees. First Line Supervisors must document any deficiencies in performance or complaints of misconduct, and forward them for review through the chain of command, the FTO Coordinator, and/or PIB as required by BPD policy.

#### Field Duties

22. **Community policing** – Ensure that subordinates consistently practice community policing, and that community priorities are incorporated into daily operations in the following ways:
  - 22.1. Regularly emphasize community policing in roll calls by communicating weekly crime plan deployment and strategies, and highlighting the need to elevate problems requiring a problem-oriented response to a Shift Commander.
  - 22.2. When practicable, deploy units consistently to the same geography to foster a deeper understanding of neighborhood conditions, increase relationship-building, and improve problem-solving capacity, taking officer abilities such as language skills into consideration.
  - 22.3. Maximize positive interactions with the public and consistently demonstrate procedural justice during enforcement-related situations.
  - 22.4. Assist in the development of neighborhood policing plans by collaborating with Neighborhood Coordination Officers (NCOs) and lieutenants.
  - 22.5. Manage and ensure the completion of community engagement activities of NCOs, including the following:
    - 22.5.1. Regular contact with residents, businesses, officials at public institutions (i.e., schools and hospitals), clergy, and community leaders within the district.
    - 22.5.2. Presenting updates before the Community Relations Council (CRC).
    - 22.5.3. Organizing focus groups and input opportunities for community members and officers for shaping the neighborhood policing plan.
    - 22.5.4. Monitoring the progress of city agencies in resolving problems reported by district personnel, including reports through the 311 phone line or application.
    - 22.5.5. Documenting all formal community engagement and neighborhood policing implementation efforts in the community policing database.

23. **Presence at roll call** – If applicable by assignment, be present at the regular roll call of personnel and inform them of all special duty assignments, orders, and instructions to ensure that all duties and orders are fulfilled unless otherwise directed by a superior. When assigned as commanding officer or acting in such capacity, First Line Supervisors may delegate this responsibility to a lower ranking member.
24. **Inform oncoming supervisor** – Prior to completing their tour of duty, share any relevant information about incidents, resources, or other concerns with the oncoming supervisor.
25. **Command and control** – Take initiative in the command and control of incidents and scenes, ensuring that no subordinate is left idle during a police response, and that each subordinate has a designated function in said response. Directly manage subordinates at an incident or scene to secure the safety of all persons in the area, and directly provide or call upon assistance for subordinates to effectively discharge their police duties. Prioritize pending calls for service and efficiently allocate subordinates to respond.
26. **Officer-in-Charge** – Designate personnel to act as Officer-in-Charge in order to develop subordinates' supervision skills (must be a permanent ranked Sergeant or above to make designations).
27. **Responding to critical incidents** – Respond to any critical incident or emergency occurrence of a serious or unusual nature within their geographic or functional area of responsibility. A responding First Line Supervisor shall assume command unless other personnel with higher authority or functional responsibility are present. First Line Supervisors shall, when appropriate, notify their commanding officer of the incident at the earliest reasonable time, and they shall, if necessary, arrange for assistance according to BPD policy.
  - 27.1. For level 2 uses of force, respond to the scene and activate BWC to record all pertinent circumstances and evidence of the event. Conduct a neighborhood canvass for relevant witnesses, and separate all involved members to prevent group interviews of the members or any discussion between them. For level 3 uses of force, immediately notify SIRT (see Policy 725, *Use of Force Reporting, Review, and Assessment* for complete detail on level 2 and level 3 uses of force).
28. **Assisting superiors** – When necessary, assist superiors with event planning and the preparation of police responses. Assist in shift operations by articulating matters of importance to their supervisor or commanding officer, and highlighting situations requiring resolution.
29. **Patrolling geographic areas** – Patrol their geographic area of responsibility to:
  - 29.1. Be informed of relevant public safety issues.
  - 29.2. Determine whether police duties are being properly performed.
  - 29.3. Ensure the efficient handling of all calls for service directed to them and any members under their direct supervision.

30. **Availability for calls** – If applicable by assignment, ensure that members are in service, available for calls and communications by radio, and not unnecessarily stationary.
31. **Gatherings of large numbers of persons** – Strive to be fully informed of any meetings or gatherings likely to attract large numbers of persons, and take such steps as may be necessary to ensure proper police service at such assemblies (see Policy 804, *First Amendment Protected Activity*).
32. **Monitoring details to public gatherings** – Visit and consult with officers under their supervision who are detailed to public gatherings, sports events, and other special duty assignments as often as practicable. Whenever practical, make the necessary arrangements for the relief of such personnel when the length or nature of the detail is such that unreasonable personal discomfort would result if relief were not provided.
33. **Monitoring officers during duty** – Monitor the activities of subordinate officers for efficiency and effectiveness in carrying out their duties. Contact officers under their supervision while they are handling calls during each tour of duty. Observe the manner in which their officers respond to and handle calls for service, noting their degree of promptness, efficiency, professionalism, and competence. Observe how officers are carrying out community policing and crime prevention strategies.
34. **Treatment and welfare of arrestee/detainees** – First Line Supervisors are responsible for the treatment and welfare of their subordinates and all persons in the custody of BPD. Under no circumstances shall they cause or knowingly permit inappropriate or unnecessary force to be used against an arrestee/detainee by employees who report to them.
35. **Rendering aid** – When aware of a need for medical attention, take steps to render or make medical aid available to the person at the earliest reasonable and practicable time.
36. **Communication of urgent matters** – Call all matters which are urgent and important to the attention of their immediate Supervisor or commanding officer.

#### Administrative Responsibilities

37. **Report review and completion** – Ensure that their subordinates complete all required reports promptly, accurately, thoroughly, and on the correct template, software platform, or form. Ensure that such reporting is properly routed through appropriate agency channels. When necessary and/or practicable, examine the reports, records, and daily logs of their subordinates to ensure that a proper history of all police matters is maintained. Review reports on crime trends.
38. **Use of force reviews** – Ensure that all members who use or witness a use of force report it in an accurate, thorough, and timely fashion. Conduct level 1 and level 2 use of force reviews using Form 99, Use of Force Review, and the Use of Force Preliminary Checklist, and forward to the lieutenant of the involved member via BlueTeam within 72 hours of the incident. Upload all supporting documentation, including statements, photographs, videos, and other documents to BlueTeam, also within 72 hours. Examine all level 1 and level 2 uses of force for consistency with BPD policy, the criteria for reasonable, necessary, and proportional force, de-escalation, and

continual situation assessment by the involved member (see Policy 725, *Use of Force Reporting, Review, and Assessment*).

39. **Review of stops, searches, and arrests** – Review all documentation for investigative stops, weapons pat-downs, searches, and arrests within 72 hours of each incident. If deficiencies are identified, document details in BlueTeam and refer violations of law or policy to PIB. Record all non-punitive corrective actions taken in BlueTeam, as well as the number, nature, and authors of repeated errors or deficiencies.
40. **Case assistance** – When necessary, assist personnel in the preparation of cases moving through the criminal justice system. When in doubt as to law, procedure, or status of a case, consult a competent authority.
41. **Service of subpoenas** – If applicable by assignment, ensure that prompt personal service and proper returns are made on all applicable summonses, subpoenas, writs, and other official papers. Direct personnel under their supervision to access and use any online subpoena systems for all subpoenas not personally delivered or served.
42. **Scheduling** – Schedule subordinates' tours of duty, firing range qualifications, in-service training, and other professional development events.
43. **Overtime** – Manage the discretionary use of overtime. Officers assigned to a call for service near the end of their tour(s) of duty that may require considerable time to complete, shall be relieved by the oncoming shift when such action will not jeopardize the proper completion of the call.
44. **Transfer policies** – Forward, through appropriate channels, all written communications from assigned employees requesting a transfer, or containing a grievance or suggestion regarding a transfer. Upon transfer of a subordinate to a new assignment, the subordinate's previous supervisor shall ensure that sufficient information, including but not limited to performance evaluations, complaint history, performance improvement plans, and any other such materials are provided to the new First Line Supervisor (see Policy 1705, *Transfer/Detail/Filling Vacancies*).
45. **Inspection of personnel and equipment** – Perform careful inspections of members under their supervision, along with all vehicles and other departmental equipment assigned to their use, to ensure that they are properly uniformed and equipped for duty. If any are found to be improperly uniformed, equipped, or unfit for duty, take appropriate corrective action.

#### Shift Commander

46. Shift Commanders must know and be able to perform the duties of First Line Supervisors when necessary, and generally ensure that all First Line Supervisors are fulfilling their duties. In addition, Shift Commanders shall:



Community Policing

47. Work with First Line Supervisors to ensure that community priorities and engagement are included in district deployment strategies and weekly crime plans. Manage the implementation of said plans and ensure proper resource allocation in the field.
48. Assist District Commanders with the development of weekly crime plans, ensuring that proactive community policing strategies are deployed in high crime areas.
49. Review and provide recommendations for neighborhood policing plans.
50. Build partnerships with community members, businesses, and organizations, and provide partnership information to the Neighborhood Coordination Officer for logging into the community policing database.
51. Attend community public safety meetings to work proactively on community issues, prevent crime, and use problem-solving to address persistent concerns.
52. Recognize officers for outstanding community policing efforts on a monthly basis. Nominate officers for departmental awards as appropriate.
53. Review a random sample of informal community engagement activities and associated body-worn camera footage and provide feedback as appropriate.

Direct Management of First Line Supervisors

54. Actively manage the performance of all First Line Supervisors under their command, and periodically audit First Line Supervisors' reporting and documentation.
55. Arrange First Line Supervisors' days off and vacation schedules in an attempt to ensure that they are able to serve in an acting lieutenant capacity, when necessary.
56. Manage the scheduling of personnel and training conducted by First Line Supervisors, and ensure that such scheduling is accurate and carried out.
57. Monitor First Line Supervisors to ensure that when necessary, they are referring cases to PIB for determination of appropriate disciplinary measures.
58. Review court summonses to ensure that they are signed for by police officers and First Line Supervisors, and verify that officers and First Line Supervisors are attending court.
59. Ensure that First Line Supervisors and their subordinates comply with body-worn camera policies when handling calls for service.
60. Inspect reports written by First Line Supervisors and subordinates to ensure that they are complete and accurate.

61. Conduct annual performance evaluations for First Line Supervisors, and inspect those written by First Line Supervisors for subordinates.
62. Maintain discipline during the patrol shift, ensuring that First Line Supervisors are respected, and that they themselves are respecting their subordinates.
63. Ensure that First Line Supervisors and their subordinates receive proper training, including all mandatory in service trainings and e-learnings, and are being scheduled for elective trainings as staffing levels permit.
64. Coach First Line Supervisors to be ethical and respect procedural justice in their interactions with police officers.
65. Train First Line Supervisors in any area deemed deficient via daily observations, or for which First Line Supervisors have made explicit requests for training.

#### District Management

66. Under the supervision of a commander or captain, act as an assistant during the commander or captain's tour of duty. In the absence of a commander or captain, the senior ranking lieutenant shall be in charge of the district, bureau, section, or unit unless otherwise specified.
67. Complete administrative, supervisory, and operational duties as assigned by their immediate supervisor or superior officers.
68. Ensure that the oncoming Shift Commander is made aware of any notable incidents that occurred during their shift.
69. Conduct daily uniform inspections at roll call to ensure that the entire shift is in compliance and possesses all necessary equipment. Share pertinent deployment information with each shift.
70. Strategically manage the shift based on the crime reduction priorities in coordination with the Executive Officer and District Commander.
71. Effectively manage incidents involving protests and crowds to ensure that officers and First Line Supervisors uphold the Constitution and First Amendment rights according to Policy 804, *First Amendment Protected Activity*.
72. Evaluate the quality of operations and personnel activity to ensure staffing needs are being met for each tour of duty, and inspect roll books to project future staffing needs.
73. Ensure that members selected for drafting are appropriately notified.
74. Actively patrol the district, inspecting any crime deployments put into place via the crime plans.
75. Verify that subordinates are in compliance with medical protocols and policy.

Review of Documentation and Administrative Duties

76. Thoroughly examine First Line Supervisor reviews of level 1 and 2 uses of force, stops, searches, and arrests, including review of pertinent body worn camera footage, as required by Policies 725 and 1112.
77. Review BlueTeam entries to ensure that all use of force documentation is complete and entered correctly.
78. Review and manage any performance improvement plans issued to subordinates.
79. Respond to public complaints and either manage them directly, or effectively delegate them to be handled by a First Line Supervisor. Ensure that all complaint documentation is accurate, complete, and forwarded to PIB within the appropriate time frames in accordance with BPD policy.
80. Work with administrative Shift Commanders assigned to the District Detective Unit (DDU) or District Action Team (DAT) to reduce administrative burdens and coordinate information-sharing about crime reduction.
81. Ensure that subordinates make timely corrections to delinquent reports and return them in an expeditious manner.
82. Request all necessary equipment and supplies for their shift from property officers, and provide said materials to subordinates.
83. Ensure that overtime sign-up sheets and e-mail broadcasting about available overtime hours are accessible to agency personnel.
84. Forward information regarding all notable incidents up the chain of command.

**Executive Officer**

85. Executive Officers must know and be able to perform the duties of Shift Commanders when necessary. In addition, Executive Officers shall:

Leadership, Planning, and Policy

86. Generally serve as and perform the duties of the District Commander in their absence. Act as the District Commander's designee for functions they are eligible to perform under BPD policy.
87. Provide positive leadership in accomplishing the department's goals and advancing the programs and mandates of their superiors. Promote proactive enforcement and community policing.
88. Keep the District Commander informed of any notable incidents.
89. Developing Shift Commanders to become effective Executive Officers.

90. Maintain discipline across the district by promoting mutual respect between subordinates and their superiors.
91. Collaborate with First Line Supervisors and Shift Commanders to determine the appropriate resources needed to address recurring community problems. In the event that resources are not readily available, consider what external resources may be available to address the problems and hold further discussions about which goals may be attainable given existing resources in the district.
92. See to the coordination and follow-up of all programs originating from their section with the plans and policies of other department divisions, bureaus, districts, or sections.
93. Assume responsibility for the planning and execution of community policing programs designed to prevent and suppress crime and traffic accidents, detect and apprehend criminal and traffic offenders, protect and recover property, and solve other problems of concern to the community.
94. Develop crime plans in coordination with or in the absence of the District Commander.
95. Complete administrative, supervisory, and operational duties as assigned by their commander, division chief, deputy commissioner, or the Police Commissioner.

#### Direct Management of Shift Commanders

96. Provide clear directions to Shift Commanders regarding crime deployments and mandated inspections.
97. Ensure that Shift Commanders are effectively managing their shifts and inspecting deployments.
98. Verify that each Shift Commander addresses any delinquent reports and returns them in an expeditious manner.
99. Explain Comstat protocols to Shift Commanders and discuss ways to improve district presentations.
100. Coach Lieutenants to develop crime plans and meaningfully add to command discussions when such plans are being created.
101. Critically examine Shift Commanders' reviews of level 1 and 2 use of force incidents, as required by Policy 725, *Use of Force Reporting, Review, and Assessment*. Conduct audits of supervisory reviews of investigative stops, vehicle stops, weapons pat-downs, searches, and arrests to evaluate the supervisor's review and conclusions within seven days of their completion (see Policy 1112, *Field Interviews, Investigative Stops, Weapons Pat-Downs and Searches*).
102. When staffing permits, provide Shift Commanders with access to relevant training, to include elective training.
103. Administer progressive discipline to Shift Commanders as needed, and supervise the overall implementation of discipline to ensure that it is applied fairly throughout the district.

104. Complete annual performance evaluations for Shift Commanders.
105. Ensure that the district is attending all mandated training and qualifications.

#### Inspections and Facility Management

106. When applicable, make inspections of their area of responsibility, personnel, facilities, and equipment at regular intervals and hours of the day and night.
107. When applicable, be responsible for the safe condition of cells and detention rooms, and the security of all parts of their assigned station or facility which are designed for the safekeeping of arrestees.
108. Secure necessary equipment and resources for the district to remain effective in administrative tasks and crime reduction.

#### Administrative, Supervisory, and Operational Duties

109. Audit the use of overtime in their district.
110. Review and sign, as appropriate, all incident reports and overtime slips, and forward them to the District Commander.
111. When necessary, establish minor rules and regulations for personnel under their supervision, consistent with the policies and procedures of the department.
112. Adhere to fiscally sound practices by spending money on resources that efficiently reduce crime and are within the bounds of allocated budgets.
113. Conduct random roll call inspections to ensure that the district is in compliance with all policies regarding uniforms and equipment.
114. Supervise and audit all police operations within their respective area of responsibility, twenty-four (24) hours per day, unless granted leave by their commander. Executive Officers shall organize and direct their commands for the efficient operation of all police services within their area of responsibility.
115. Work closely with the Shift Commander(s) of DDU/DAT to make district command aware of any investigative updates, and ensure that information is shared with patrol shifts for deployment additions or modifications.
116. Inspect all micro-zones and ensure that deployments are executed as instructed.
117. Regulate command structure such that, at all times during their absence, and to the extent possible, their command is under the direction of an officer no lower in rank than lieutenant.
118. Manage other patrol districts as needed or instructed.

Strategic Problem-Solving and Communication

119. Stay abreast of all issues that may impact their area of responsibility, both internally and within the community, and inform their superiors of such issues in a timely manner.
120. Disseminate relevant information from their commander to their own subordinates. Within their area of responsibility, support and implement policies, procedures, and programs established by the department.
121. Contribute to problem-solving all issues and concerns within their area of responsibility, and formulate effective solutions.
122. Study obstacles and critically observe procedures affecting the operation of their assignment and police services under their direct control, so that they may recommend and implement changes designed to increase effectiveness.
123. Ensure that the district is actively engaged in information/intelligence collection and sharing to reduce crime and/or improve the administrative functions of the district.
124. Present, at COMSTAT, any crime trends, spikes in crime, and related enforcement done to reduce crime and ensure safety in district communities.
125. Upon request, assist in drafting policies and procedures for review and approval by the Compliance Bureau and/or Police Commissioner related to issues and concerns within their respective areas of responsibility.

**District Commander**

126. District Commanders must know and be able to perform the duties of Executive Officers when necessary. In addition, District Commanders shall:
127. Provide executive management, leadership, and command/control of day-to-day operations of a neighborhood patrol district, which includes the direct supervision and performance management of captains, lieutenants, sergeants, and police officers assigned to the patrol district.
128. Plan, organize, direct, and evaluate the performance of assigned staff, establishing performance requirements and personal development targets. Establish priorities and deployment strategies for the division/section, hold management personnel responsible for completing reform initiatives, and manage performance of all employees in the division/section.
129. Counsel subordinates about performance issues brought to their attention, train Shift Commanders in the handling of general management problems, monitor subordinates' professional behavior to assess potential issues, and recommend corrective action to address subordinates' performance problems.

130. Work with Executive Officers, Shift Commanders, and First Line Supervisors to ensure that community priorities, engagement, and problem-solving are included in district deployment strategies and weekly crime plans. Manage the implementation of said strategies/plans.
131. Approve final versions of Neighborhood Policing Plans, and oversee their development and implementation. District Commanders have final responsibility for creating the plans and ensuring their implementation.
132. Represent the BPD leadership team when interacting with civic, neighborhood, advocacy, and business groups, and coordinate BPD resources and activities under their command to address community concerns.
133. Allocate, coordinate, and direct manpower, vehicles, equipment, and supplies to meet the needs of the district, division, section or unit, and assume responsibility for operational and overtime expenditures to ensure that funds expended for the district are used appropriately and within the mission of the agency.
134. Coordinate weekly district intelligence briefings and problem-solving meetings. These meetings will inform the development of weekly crime plans and serve as an accountability measure for their implementation.
135. Determine city-wide crime trends by reviewing COMSTAT materials and crime statistics, review these assessments with subordinates, and determine resource deployment based on data-driven strategies.
136. Assess performance of district personnel in achieving its goals as outlined in crime and community policing plans.
137. Be accountable for the quality of policing in the district 24-hours-a-day, 7-days-a-week.
138. Continually evaluate and seek ways to improve the quality of policing operations in the district.

**ASSOCIATED POLICIES**

Patrol Supervisor Manual – Revised October 2020

**COMMUNICATION OF POLICY**

This policy is effective on the date listed herein. Each employee is responsible for complying with the contents of this policy.