

## **DIRECTION**

1. **PURPOSE:** To recognize established lines of authority, designate the order of command precedence, define the chain of command, and explain the relationship between supervisors and subordinates.
2. **POLICY:** The actions of all personnel will be directed through an application of clearly defined management principles. Personnel may also be assigned duties and responsibilities through administrative orders, memorandums, and other directives distributed by the Chief of Police.
3. **SCOPE:** This directive is applicable to all personnel.
4. **RESPONSIBILITY:** All personnel are responsible for complying with this directive.
5. **PROCEDURES**

### **A. AUTHORITY AND ACCOUNTABILITY**

1. **RESPONSIBILITY:** Employees at every level within the Department will be given appropriate authority to make decisions necessary for the effective execution of their responsibilities and will be held accountable for the use, misuse or failure to use the authority delegated to them.
2. **AUTHORITY:** Responsibility will be accompanied by commensurate authority.
3. **SUPERVISORY ACCOUNTABILITY:** Supervisory personnel are accountable for the performance of employees under their immediate control.

- B. **COMMAND AUTHORITY:** The Chief of Police is designated as having the ultimate responsibility and authority for the management, direction and control of the operations and administration of the Department. Essential functions of the Chief of Police shall include, but are not limited to, the following: Plans, organizes, directs and coordinates with Bureau Commanders on all police services and activities including maintenance of law and order; protection of life and property; regulation of traffic; apprehension, arrest and detention of law violators, community policing; and maintenance of police records.

- C. **COMMAND PROTOCOL:** The order of precedence for command authority will normally be as listed below. Command authority for extended absences will be designated in writing. Although the Chief of Police can appoint any person on this list, acting command authority will generally follow in the order listed. If the Chief of Police is incapacitated or unable to appoint a designee, command authority will follow in the order listed.

1. Chief of Police – Chief Executive Officer (CEO)

2. Operations Bureau Commander – Deputy Chief
3. Services Bureau Commander – Deputy Chief
4. Investigations Bureau Commander- Deputy Chief
5. Precinct Commanders, Captains, by seniority
6. On-duty shift commanders, Lieutenants, by seniority
7. Sergeants serving in the capacity of Shift Commander.

D. NORMAL FIELD OPERATIONS: Unless specific written directives or higher ranking authority dictates otherwise, the Shift Commander has command responsibility for all field operations which take place during his or her shift, in their assigned precinct. When no shift commander is on-duty in a precinct, the acting shift commander will have command responsibility. When the command staff is off duty: or otherwise unavailable, the Shift Commanders (or designee) have command responsibility for both operations and support.

1. In the absence of a Shift Commander, the highest ranking supervisor present at the scene of an incident will assume command until relieved.
2. In situations involving personnel of different functions engaged in a single operation, the precinct Shift Commander (or designee) has command responsibility.
3. All other commanders will notify the appropriate Shift Commander of operations or details scheduled to take place in their precinct during his or her shift.

E. CONTINUITY OF SUPERVISION: No employee will be without direction. If a supervisor is incapacitated, off duty, out of town, or otherwise unable to act in his/her classification, the next level of authority will designate a temporary replacement.

1. The designated replacement will have full responsibility and authority commensurate with the position being filled.
2. Replacements will be selected from the ranks of employees of similar classification, when possible.

F. UNITY OF COMMAND

1. Each organizational component of the Department will be under the direct command of only one supervisor.
2. To ensure that employees are aware of what is expected of them and to promote efficiency and responsibility, employees will be accountable to only one supervisor. Every employee of the Department will be able to identify one, and only one, supervisor to whom he or she is accountable.

G. **SPAN OF CONTROL:** A reasonable limit will be placed on the number of employees who report directly to the Chief of Police and all other command and supervisory personnel. The nature of the job being performed, the complexity of the task, the size of the area to be supervised, and the experience level of the employee and supervisor will serve as criteria for determining the proper supervisor / subordinate ratio.

1. **GUIDELINES:** Staff personnel will be responsible for ensuring proper span of control in their command. Reasonable alternatives will be taken to ensure that supervisors have no more than twenty (20) full-time subordinates in their immediate span of control. The number of part time employees assigned to a supervisor should be proportionate to their position and should not be excessive. This will be accomplished by effective allocation and distribution of personnel.
2. **WORKLOAD ASSESSMENTS:** Staff personnel will be responsible for conducting workload assessments to determine proper allocation and distribution of personnel.

H. **CHAIN OF COMMAND:** Chain of command will be defined as lines of communication going downward or upward within the organizational hierarchy through each successive level of command.

1. **APPLICABILITY:** All employees are expected to observe the established chain of command.
2. **DAY-TO-DAY OPERATIONS:** Each employee is assigned to a bureau, precinct or unit within the Department and will be accountable to only one supervisor at any given time.
  - a. Under normal conditions, questions relating to policy, procedure, personnel matters or related considerations will be referred to the employee's immediate supervisor.
  - b. Supervisors will respond to all matters referred to them by a subordinate.
  - c. If a matter cannot be resolved at that level, employees will not be discouraged from exercising the chain of command by requesting a conference with the next level of authority.
3. **ACCESSIBILITY:** Employees will not be unduly delayed or denied an opportunity to exercise the chain of command.
  - a. **BYPASSING RANK:** It will be the employee's duty to request permission to bypass rank when problems arise that cannot be satisfactorily resolved with the immediate supervisor. Employees may also ask to bypass rank when they wish to discuss private, personal or confidential matters directly with the Chief of Police, or in his absence, the appointed designee.
  - b. **RECOMMENDATIONS OR SUGGESTIONS:** All employees will be encouraged to use the chain of command to make recommendations or

suggestions for improvements in the administration, organization, management or operations of the Department. Recommendations to any command level, via chain of command, will not be stopped by any preceding level of command. A commander may disagree with a recommendation from a subordinate orally or in writing; however, the original unaltered recommendation will be forwarded through the chain of command to the designated recipient in a timely manner.

- I. **LAWFUL ORDERS:** Employees will obey all lawful orders from superiors, including any order relayed from a superior by a member of the same or lesser rank. Employees, regardless of rank or position, will obey lawful orders promptly.
  - 1. The term “lawful order” will be construed as an order in keeping with the performance of any duty prescribed by law or rule of the Department, or for the preservation of order, efficiency and proper discipline.
  - 2. The willful neglect or deliberate refusal of an employee to obey any lawful order given by a superior will be considered insubordination. Flouting the authority of any superior by manifest disrespect or by disputing orders will be considered insubordination.
- J. **UNLAWFUL ORDERS:** No commanding or supervisory officer will knowingly and willfully issue any order which is in violation of any law, statute, ordinance or department directive.
  - 1. No employee is required to obey any order which is contrary to law, statute, ordinance or department directive.
  - 2. Any employee who is given an unlawful or improper order will respectfully bring the matter to the attention of the superior issuing the order.
  - 3. Refusal to obey an order is the employee’s responsibility and that employee will be required to justify his or her action(s).
  - 4. Obedience to an unlawful order is never a defense for an unlawful or improper action.
  - 5. Any employee who is given an unlawful order will, at the first opportunity, report in writing the full facts of the incident, including his or her action(s), to the Chief of Police via chain of command.
  - 6. Irresponsible or capricious reports will be considered serious misconduct.
- K. **CONFLICTING ORDERS:** Employees given an otherwise lawful and proper order which is in conflict with a previous order will respectfully inform the superior officer issuing the order of the conflict. If the superior officer does not alter or retract the conflicting order, it will stand. Under these circumstances, the responsibility for the conflict will be upon the superior officer, and the subordinate employee will not be responsible for neglecting to obey the previous order.

1. When any such conflicting order is received by radio communication, the subordinate employee will attempt to bring notice of the conflict to the issuing superior officer by telephone or personal contact.
  2. If circumstances do not allow telephone or personal contact, the receiving employee will explain the nature of the conflict as discreetly and succinctly as possible. Under no circumstances will any personnel engage in an argument in public or over the radio.
- L. WRITTEN DIRECTIVES: Employees will observe and obey all written directives issued by the Department.
1. It will be each employee's responsibility to become thoroughly familiar with all directives issued by this Department.
  2. In the event of a breach of discipline resulting from a violation of written directive(s), it will be presumed that the employee was familiar with the directive(s) in question.
  3. If an employee has a question about any written directive, it will be his or her responsibility to seek guidance from a supervisor.