

Salisbury University Police Department

CHAPTER 12 – DIRECTION

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Salisbury University Police Department

CHAPTER 12 – DIRECTION

The Directives in this chapter relate to direction and supervision to include chain of command, Chief Executive Officer authority, designation of command in the absence of the Chief of Police, supervisory accountability and a written directive system.

12.1 Direction

12.1.1 Authority and Responsibility of the Agency's Chief Executive Officer

Under Maryland Education Article 13-601, the University of Maryland Police Force is established and university police officers have the powers of arrest and may enforce the general criminal laws of this state. The University Police Department is commanded by a Chief of Police who is the department's Chief Executive Officer (CEO) and is designated as having the authority and responsibility for the management, direction and control of the operation and administration of the department. The Chief of Police is appointed by the Board of Regents and the President of the University, and reports to the Vice President of Administration and Finance.

The Chief of Police, or through his subordinates, shall maintain peace and good order and enforce all laws within the University Police Department's jurisdiction and as required by the Memorandum of Understanding between the University Police Department and the Salisbury Police Department.

12.1.2 Command Protocol in the Absence of the Chief of Police

- A. When the Chief of Police is unavailable for duty, he will appoint a designee in his/her absence. If no designee is appointed, Commanders in the following order will provide command and direction to the department: *Investigative/Support Services Commander, Field Operations/Patrol Commander* and Administration Commander.
 1. Squad Supervisors shall assume command and direction of day-to-day operations and personnel during their tour of duty. During any temporary absence of supervisors, and no other provision has been made by a competent authority, command and direction devolves to the senior ranking officer or Officer-in-charge (OIC).
 2. The first responding police officer to any scene shall be responsible for that scene or incident unless relieved by a Supervisor. In the event a detective is requested to respond, the detective shall assume responsibility for the scene and associated activities, and may delegate tasks as necessary to other officers and Supervisors, if necessary, to accomplish investigative tasks.
- B. In emergency situations or unusual occurrences, command protocol is listed in the department's Emergency Preparedness Plan; copies of which are maintained in the Communications Center, in the office of each division commander, the Squad Room and the Chief of Police. A portion of this plan is also maintained online at www.salisbury.edu.
- C. In situations involving personnel of different divisions, functions or allied agencies in a single operation, command protocol is listed in the department's Emergency Preparedness Plan or will be designated in writing within an operations plan.

(Revised 01/01/2014)

- D. In normal day-to-day operations, division commanders and supervisors will be responsible for their functional areas described in Chapter 11.

12.1.3 Employees Obedience to Lawful Orders

- A. An order is a command or instruction, written or verbal, given by a higher ranking officer directly or relayed by an employee of the same or lesser rank as the employee receiving the order. All lawful orders shall be obeyed, carried out fully and in the prescribed manner.
- B. No member shall knowingly issue an order in violation of any law or department regulation. No member, sworn or civilian, may be required to obey an unlawful order. If the officer to whom the unlawful order was given knows of the unlawful order, then that member shall notify the ordering officer of the illegality of the order. Responsibility for refusing to obey rests with the officer to whom the order was given. The receiving officer shall be strictly required to justify their actions.
- C. Lawful orders, which appear to be unjust or improper, shall be carried out. When appropriate, the officer to whom the order was given may confer with the officer issuing the order so that the situation may be resolved. If the situation remains unresolved, the officer may file a written report to the Chief of Police via the chain of command. The report will indicate the reasons for questioning the order, along with a request for clarification of department policy.
- D. Should any order given by a ranking officer conflict with any previous departmental order, the employee to whom such order is given will call attention to the conflict when appropriate. If the ranking officer does not rescind or amend the order, the order will be obeyed as given. The employee obeying such order will not be held responsible for disobedience to the previous order. Should the conflict stand, it should later be reported to the Chief of Police, via the chain of command, for clarification.
- E. Department Written Directives are permanent written orders by the Chief of Police and are contained in this manual. A written directive may amend, supersede, or cancel any previous order which will remain in effect until amended, superseded or cancelled by the Chief of Police.

12.1.4 Communication, Coordination and Cooperation with Other Departmental Functions

- A. Effective communications, coordination and cooperation are essential to the administration and operations of the department in order that information, notifications, suggestions, problems and concerns are conveyed and addressed.
- B. All personnel will encourage, support and participate in the reasonable and prudent exchange of information between department personnel, units and functions. Mechanisms and processes used by this department to facilitate the exchange of information include:
 - 1. Electronic mail accessible to all agency personnel;
 - 2. Shift briefings – attendance by officers, supervisors and investigators to share information on current patrol/criminal investigative activities, areas of needed assistance, intelligence sharing, etc;
 - 3. Staff meetings – conducted informally at various levels within the agency or more formalized mandatory meetings with Administrative staff and/or all department personnel to enhance communications and discuss matters affecting their units and functions;

4. Special Event briefings – conducted with personnel assigned to the particular event for resource assignments and objectives;
 5. Written bulletins – notifications disseminated internally or received externally from other agencies;
 6. Professional organization memberships;
 7. Access to on-line records, reports, etc;
 8. Direct communication between employees;
 9. Commander or Supervisor meetings with employees as necessary.
- C. The Chief of Police maintains an “open door” policy for all employees as schedule permits. Employees who wish to meet with the Chief of Police shall make an appointment with the Administrative Assistant who will arrange an appointment time suitable for both the Chief of Police and the employee.

12.2 Written Directives

12.2.1 Written Directives System

Effective and efficient administrative practices and procedures in the University Police Department will ensure that appropriate information is exchanged when and where needed and that management decisions are sound based upon all available information. Additionally, coordinated administrative activities will reduce the possibility of duplication, gaps in service and wasted time and effort. As such, the Written Directive System of the University Police Department is the formal system designed to provide employees with a clear understanding of the constraints and expectations relating to the performance of their duties.

A Written Directive is any written document used to guide or affect the performance or conduct of department personnel. This term includes rules, regulations, policy, procedures, special orders, personnel orders, memoranda and training bulletins. In order to perform duties properly and effectively, all employees must be knowledgeable of the Written Directives and general administrative practices and procedures which are aimed towards reaching organizational goals and objectives of the department.

Written Directives provide sworn and civilian personnel with the department’s expectation that all employees act and perform in harmony with the agency’s mission, values, goals, objectives and basic programs and procedures.

- A. Our values are incorporated into the Mission Statement of the University Police Department – “To enhance the educational and cultural experience for all students, faculty, staff and visitors by providing professional, competent and compassionate law enforcement services and security.”
- B. The Chief of Police is the final authority relating to the approval, issuance, revision, or purging of any written directive, rule, regulation, policy or procedures which govern the operation and employees of the University Police Department. Division Commanders, with approval of the Chief of Police, may issue memoranda concerning duties, assignments, tasks and so forth which facilitate the mission of the agency.
- C. Commanders and/or the Accreditation Manager, who are encouraged to review the proposed changes with their employees and solicit feedback, may prepare a draft of a new directive or revision of an existing directive as necessary for the operation of the department. All proposed changes will be reviewed by the Command Staff; with the Chief of Police having final approval prior to dissemination.

- D. The format adopted for the University Police Department's Written Directives System is compatible with the Standards Manual of the Law Enforcement Agency Accreditation Program. The Written Directive Manual, which mirrors CALEA's Standards Manual indexing, has been instituted which contains all written directives that establish basic departmental policy and procedures as approved and signed by the Chief of Police and which are applicable to all employees. Revisions, signed by the Chief of Police who has the authority to approve, issue or modify Written Directives, will be distributed to all personnel in hardcopy form and placed on the in-house computer terminals; accessible to all personnel.
- E. The Accreditation Manager shall ensure that the master Written Directive manual and all computer files are updated at the implementation of new or revised directives. He/she will also ensure that all directives/policies are indexed in a logical order for the department and to purge outdated or revised directives/policies from the manual and computer files. He/she will ensure that updates are distributed to each employee at which time employees will sign that they have received the new or revised directive.
- F. Agency Policy and Orders
1. Policy - a statement either written or verbal which embodies the expectations of the Chief of Police and the Command Staff. Policies, incorporated into agency Written Directives, serve as a guide to what must be done and their broad limits allow discretion in making decisions within the management, supervision and line levels within the agency aimed at reaching organizational goals. Policies may be departmental, divisional or operational in nature.
 2. Memoranda - provide information, opinions, guidance or orders concerning a particular subject or event. Frequently, the content of memoranda is self-cancelling. Those that have continual application will be included in the next revision of the Written Directive Manual. Memoranda will be issued by the Chief of Police, Commander or Supervisor.
 3. Special Orders – cover a single event or function involving a majority of department personnel. Special orders are temporary and remains in effect until it is self-cancelled by the issuing authority. Special Orders will be issued by the Chief of Police or by a Commander with the Chief's approval.
 4. Personnel Orders – relate to actions involving personnel such as appointments, assignments, transfers, promotions and disciplinary measures. Personnel Orders will be issued by the Chief of Police or by a Commander with the Chief's approval.
 5. Training Announcements – relate to training matters within the department. Training announcements are made available to all personnel.
 6. Numbering System – Beginning each calendar year, memoranda, personnel orders, etc. are each given a sequential number ie. 2010 – 2. The numbers will be assigned by the Administrative Assistant who will maintain a database of all orders, memoranda, etc. that are issued and separately numbered.
- G. Rules and Regulations
1. Rules and regulations require the performance of certain duties and responsibilities in what he/she must do and those which prohibit specific behaviors. Basically they are a means of controlling and defining behavior and performance of all employees.

2. Rules and regulations may apply to specific situations such as defining the duties and responsibilities of a patrol officer, a supervisor, a commander and civilian positions or they may deal with personal conduct, integrity, general duties and in all matters pertaining to obedience of the department's orders and directives.

H. Procedures

1. Procedures are a series of tasks that comply with the department's rules and policies and are designed to facilitate the performance of specific activities and promote uniformity and efficiency. Written procedures are valuable training aids in preparing new employees or instructing personnel to perform new tasks.
2. The intent of words such as "will", "must" and "shall" in any directive mandates a particular action. Words such as "may", "can" and "normally" are less directive and imply discretion.
3. Procedures produce uniformity which not only facilitates supervision and work evaluation but it also increases employee performance. It is the responsibility of all employees to comply with policies and procedures.

I. Review of Written Directives

1. Each directive or revision to be included in the Written Directive manual is first prepared in draft form by the responsible office. Each Commander will receive the draft during the staffing process which may include circulating or discussing the draft among their employees to solicit comments for feedback. Some directives may involve extensive participation by department personnel or a committee appointed for a specific function to develop directives/policies. Some may require the assistance of outside agencies. The responsible employee will ensure such outside coordination is accomplished during the staffing process.
2. The staffing process is designed to ensure that policies, procedures, rules and regulations do not conflict with existing directives or applicable law.
3. Once a written directive has been approved by the Chief of Police, it will be forwarded to the Accreditation Manager for publication and distribution to each employee via a hard copy for their manuals and the electronic media version. The Accreditation Manager will receive the signed copy of employees' acknowledgement of receipt which will be kept on file.
4. Written Directives in the form of Memoranda, Personnel Orders, Special Orders, and so forth which are addressed to "All Personnel" or "All Commanders" will not be required to be included within the actual Written Directive Manual unless they address general policy and procedure changes. *In such cases, directives will be revised accordingly.*

(Revised 01/01/2014)

12.2.2 Procedure for Dissemination and Storage of Written Directives

- A. Dissemination of existing, new or revised directives will be the responsibility of the Accreditation Manager. All written directives are contained on the department's computer system and each employee will maintain their own Written Directive Manual. Once a new or revised directive has been staffed and approved by the Chief of Police, a copy will be made for each employee whose signature of receipt will be retained; acknowledgement that the employee has received the new or revised directive. Each employee will immediately place the directive in their assigned manual and will be held accountable for the change upon receipt. It shall be the responsibility of each employee to update and maintain his/her individually assigned manual.

All personnel will also receive electronic notification that the new or revised directive is being distributed and when it is available through the department computer system. The Accreditation Manager will be responsible for changes to directives in the department's computer system.

- B. See 12.2.2 (A).
- C. It is responsibility of each employee to keep current with the department's written directives, rules, regulations, policies and procedures which are applicable to the department and its employees. All personnel are required to read, understand and comply with the directives which are issued to them within 24 hours of receipt. Any employee seeking clarification of a particular directive should see their immediate supervisor or member of the Command Staff.

Edwin Lashley
Chief of Police