



Alexandria Police Department
Directive 1.4



MANAGEMENT

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1.4.01 POLICY/PURPOSE

- A.** Management is the process by which the activities of Department employees are directed toward the achievement of common goals. Broadly defined, management includes such activities as supervision, evaluation, motivation, policy formulation, organization, training, staffing and planning.
- B.** Our ultimate management goal is to effectively carry out the Department's mission while balancing the interests of the community, the Department and individuals. The following concepts are the foundation of this Department's management policies and practices.
1. The primary task of management is to establish and maintain an environment in which employees can work to achieve Department goals.
 2. Achievement of Department goals is not the responsibility of top management alone; it depends on the commitment and effort of employees at all levels.
 3. The strength of the Department is its people. We have confidence in our employees' skills, ideas and interest in their work. We encourage employee participation in decisions relating to their work.

4. Decisions should be made at the lowest practical and appropriate level.
5. Clear policy guidance is the basis for sound employee decisions. Effective policy formulation includes the views and reactions of those who will be affected by the policy.
6. Clear, accurate and timely information is crucial to the effective functioning of the Department.
7. The Police Department is an integral part of City government. The Department's work is carried out in close cooperation with the community and other City agencies.
8. A positive approach to management works best. We recognize that people are most likely to be productive in response to praise and recognition, although discipline is sometimes necessary.

1.4.02 DEFINITIONS

Accountability - Being answerable or responsible for one's actions.

Authority - The statutory or policy-vested right or power to act, exercise control, enforce compliance, initiate action and make decisions.

Chain of Command - Organization of the Department by level of authority to ensure that information flows through the organizational structure in a timely, effective and uniform manner.

Delegation - the handing of a task over to another person, usually a subordinate. It is the assignment of authority and responsibility to another person to carry out specific activities. It allows a subordinate to make decisions, i.e. it is a shift of decision-making authority from one organizational level to a lower one. Delegation, if properly done, is not abdication. Ultimate responsibility cannot be delegated.

Line - A term referring to operational or field units and to personnel within those units.

Manager - Any employee with management or supervisory duties; generally civilian supervisor and those ranks of Sergeant and above.

Span of control - describes the number of subordinates that report to each manager.

Staff - A term referring to executive, administrative or advisory units, and to personnel holding sworn rank within those units; personnel holding staff assignments do not normally exercise command authority over personnel from line units unless specifically granted such authority to accomplish a particular mission or function. (Nothing in this order is intended to relieve any employee of his/her responsibility to obey an order or respond to any superior regardless of their assignment.)

1.4.03 COMMAND PROTOCOL**A. Authority**

1. Organizational units are established so that, under normal circumstances, each employee reports to and is accountable to only one supervisor at any given time. Only one person manages each organizational unit. [11.2.1; 11.2.2; 12.1.2.d]
2. Although managers generally exercise authority only over those employees assigned to them, their authority extends to all subordinate employees within their chain of command. Orders to employees not assigned to a manager's control are given only in the absence of authority within the employee's chain of command and only in exceptional circumstances when immediate action is necessary to achieve Department objectives. [12.1.2.b]
3. In pre-planned joint operations involving personnel from different functional units or sections, proper authority will designate an operational commander before the operation begins. In unplanned situations involving personnel from different functional units or sections, the highest-ranking sworn officer at the scene will assume command until relieved by proper authority. Supervisors and commanders from staff assignments will not normally assume command over personnel from line units, but may do so in the absence of a supervisor or commander from the line unit when circumstances warrant such action. [12.1.2. b&c]
4. Within each functional area, authority runs in a clear line from the Chief of Police through the commanders and supervisors to each employee. Conversely, employees are answerable to their supervisors, with accountability following the same lines upward through supervisors and commanders to the Chief of Police.

B. Chain of Command

1. The paths of authority downward and flow of accountability upward constitute the chain of command. The Department's work is directed through the chain of command. Employees keep subordinates and superiors in their chain of command informed as to their activities.
2. The chain of command may be bypassed only when immediate action is necessary in the absence of the person being bypassed, or when otherwise authorized by written policy. [12.1.2.b]
3. Direct communication with the City Manager's Office, the Office of the Mayor or any City Council member, and City Department Heads or Deputy Department Heads (hereafter referred to as City Officials) will normally be conducted by the Chief of Police or designee. The Chief of Police normally delegates authority to the Deputy Chiefs and Division Chiefs to communicate directly with City Officials on matters involving their specific areas of responsibility.
4. Some matters may be communicated directly to the City Council Liaison for logging, referral, or other appropriate action. Deputy Chiefs may designate key

staff members to communicate directly with designated City Officials for a specific purpose within their areas of responsibility.

5. Other Department employees are not authorized to conduct official Department business by initiating communications directly with City Officials (excluding routine calls for service or emergencies) without advance approval from the Chief of Police or person acting in that capacity. If contacted directly by a City Official, other employees will handle the contact in a courteous and professional manner, making it clear to the City Official that any response to an inquiry must be routed through Department channels. As soon as possible after the contact, the employee will communicate the nature of the contact through the chain of command to the Chief of Police. If some immediate action is expected as a result of the contact, the employee will communicate this fact immediately to a supervisor and seek guidance about how to proceed (see also Police Directive 10.7C, Release of Statistical Information).
6. The Chief of Police, or designee, may direct any employee to communicate information for specific purposes, either orally or in writing, as deemed appropriate.

C. Delegation

1. Duties may be delegated downward through the chain of command. Whenever duties are delegated, the authority and responsibility necessary to carry them out must be delegated.
2. Managers are accountable for the performance of their employees and for the proper execution of all duties performed under their command or supervision.
3. Each employee is accountable for the use of delegated authority. Acts performed without proper authority, authority improperly exercised and failure to exercise authority may be causes for disciplinary action, up to and including termination.

D. Span of Control

In establishing organizational components and lines of authority, consideration is given to the span of control. Supervisors are limited in the number of employees they can reasonably supervise directly. The optimum varies with the type of operation being supervised, but at no time should this exceed 15 employees per supervisor.

1.4.04 ACCOUNTABILITY OF MANAGEMENT

A. General

1. Managers are accountable for every aspect of their assigned area. Within policy guidelines and legal constraints, they have the authority to coordinate and direct

assigned employees and other allocated resources toward achieving Department goals.

2. In both operational and administrative matters, managers are required to make decisions affecting the public and Department employees. In making decisions, they are expected to consider the objectives, purposes and policies of the Department, as well as legal factors, and the public interest. Decisions should balance the interests of the community, the Department and individuals involved.
3. In carrying out their duties, managers are encouraged to rely upon a wide variety of skills, discretion, training, personal initiative and common sense to achieve the highest level of performance possible.
4. Managers have a continuing duty to critically evaluate all aspects of their command. They are expected to review, revise and initiate policies, procedures, plans and programs to achieve Department objectives. They are to compile and analyze operational data in order to monitor, report on and improve productivity and progress toward achieving Department goals. Reasons for rejecting or modifying procedural changes recommended by subordinate employees should be explained to them.

B. Knowledge and Skills

1. Managers are expected, through self improvement and Department sponsored training, to maintain the level of knowledge and skill necessary to carry out their duties.
2. Managers are expected to be acquainted with the duties of positions, which, in the normal course of operations, they may have to assume.
3. Managers leaving an assignment are expected to thoroughly brief their successors. If a successor has not been designated, departing managers shall prepare appropriate documentation to provide continuity for evaluations and continuation of existing assignments.

C. Coordination

Supervisors must make every effort to stay informed about procedures and events in areas of the Department outside their own areas of responsibility, and must coordinate their activities with those of other units.

Where the operations of other agencies and organizations affect this Department, managers are expected to stay informed and coordinate activities as needed.

D. Attitude

1. To encourage high achievement and good attitudes among all employees, managers should set a good example in regard to knowledge, skill, initiative, enthusiasm, courtesy and discipline.

2. Managers are to work within existing policy regardless of any disagreement they may have with particular policies. They are expected to promote improvement rather than to openly ridicule or condemn.

E. Supervision

1. Supervisors must take reasonable steps to promote their employees' understanding of and compliance with Department policies, rules and procedures. To accomplish this, supervisors are expected to:
 - a. exercise personal supervision;
 - b. delegate authority;
 - c. provide training;
 - d. explain policies and directives.
2. Supervisors should seek to improve or upgrade Department policies and procedures and should encourage their employees to offer ideas and suggestions.
3. Supervisors must investigate or report any violation of policies, rules or procedures by employees under their supervision.
4. The performance of employees must be evaluated and, when needed, improved. To that end, counseling and further training may be offered. Employees are to be encouraged to achieve their potential and improve their skills for career development.
5. Where necessary to achieve compliance with minimum performance standards, disciplinary action may be taken, up to and including termination. Where positive means of improving performance have failed, supervisors have an obligation to initiate action to terminate an employee whose performance is detrimental to Department objectives.

1.4.05 WATCH COMMANDERS

The Watch Commander shall have command authority and responsibility over all operational matters requiring the attention of the Department. As such, he or she may direct the deployment of any Department resources, including those outside his chain of command (officers assigned to other bureaus and/or working Secondary Employment), when necessary to meet an operational need. That individual shall assume all authority and responsibility of the Watch Commander's position during his/her assigned shift.

The Watch Commander shall be in uniform and unless otherwise committed, shall attend roll call at the beginning of the patrol shift he/she is covering. At the beginning of the shift, he/she shall notify the patrol Sergeant conducting roll call and the Department of Emergency Communications (DEC) that he/she is serving as the Watch Commander.

If the Watch Commander cannot attend the patrol shift roll call due to some other Departmental obligation (outside meeting, court, etc.), he shall make personal contact with both the Sergeant conducting roll call and DEC prior to the beginning of the shift. He/she will advise them of his exact location, availability and the most direct means to contact him.

No Watch Commander shall end his/her shift without first making personal contact with the oncoming Watch Commander covering the next shift.

Unit 10 is the radio/MDB designation is to be used to identify the commander serving as Watch Commander:

The Watch Commander shall continuously monitor radio traffic on the primary operations channel (usually channel 1) and direct specific operations when necessary.

If the Sergeant conducting roll call does not know the name, availability, location and means to contact the Watch Commander prior to roll call, he or she shall contact his or her lieutenant or the commander of another sector, regardless of the time of day.

Any problems with identifying, contacting or locating the on duty Watch Commander should be brought to the attention of the Patrol Operations Bureau Commander regardless of the time of day.

1.4.06 DISCRETION

It is recognized that employees at every level of the Department exercise some discretion in the performance of their duties. Policies, rules and procedures cannot be devised to cover every situation that may arise. Nor can every action await direction from higher authority. It is expected that, in choosing a course of action, employees will rely on policy and past experience. Employees are accountable for the discretionary use of authority and it will be assessed or evaluated relative to the impact on the Department's core values. [1.2.7]

By Authority Of:

**Earl L. Cook
Chief of Police**