

## CHAPTER 12 DIRECTION

DISCUSSION: This chapter deals with the authority of Department personnel to direct the resources of the organization toward the proper accomplishment of its mission.

### 12.1 Command Authority

#### 12.1.1 Command Protocol

Command protocol is defined as the determination of the highest level of command authority. Command protocol shall be prescribed as follows:

- A. The Chief of police is the agency's Chief Executive Officer (CEO) and is responsible for the management, direction and control of the operations and administration of the department.
- B. The Chief of Police can delegate command responsibility in any given operation or situation. In these situations, the members shall exercise such command authority as prescribed and limited by the Chief of Police.
- C. Absent a specific assignment or grant of authority by the Chief of Police to the contrary, **COMMAND AUTHORITY SHALL REST WITH THE DEPARTMENT MEMBER HOLDING THE HIGHEST RANK.**
- D. In cases where Command Authority must be assumed by a supervisor and there are two (2) or more supervisors of equal rank present then, **COMMAND AUTHORITY SHALL REST WITH THE MEMBER HAVING THE GREATEST LENGTH OF SERVICE WITHIN THAT RANK.** Should both members have the same length of service within that rank then, **COMMAND AUTHORITY SHALL REST WITH THE MEMBER WHO HAS THE GREATEST LENGTH OF SERVICE WITH THE DEPARTMENT AS A SWORN OFFICER.**
- E. To achieve effective direction, coordination and control, supervisory personnel are accountable for the performance of employees under their immediate supervision and control. To maintain this unity of command, orders and other request should not circumvent the chain of command by crossing division lines.
- F. While superiority of rank does not ordinarily authorize an officer to assume command over subordinate members of the force outside his/her unit, three (3) circumstances which warrant command by a superior of members not in his unit are:
  - 1. Situations that demand immediate action in order not to jeopardize the police purpose and reputation of the department, such as:
    - a. Scene of a crime,

- b. scene of a serious traffic accident,
    - c. explosion, or
    - d. other catastrophe, where the superior may demand, and should receive, assistance in performing essential task from any lesser officer regardless of the unit to which he/she is assigned.
  - 2. When a lesser officer requires immediate correction.
  - 3. Routine dispatching and the giving of orders by a member in a staff capacity. [Without authority in his/her own right, but actually in the name of someone else. i.e. Telecommunicators]
- G. In situations where a department member is working out of classification, his command authority shall be commensurate with his assignment.
- 1. Any department member assigned as an acting Bureau or Division Commander shall have the command authority commensurate with that position.
  - 2. A department member assigned as the leader for a special unit or team shall have command authority over the members of that team during actual operation or assignment.

### 12.1.3 Orders

Definition -An order is a command or instruction, written or oral, given by a superior officer, directly or relayed, to another employee of the same or lesser rank.

- 1. All lawful orders written or oral shall be carried out fully and in the manner prescribed.
  - 2. A dispatched call from a telecommunicator will be carried out unquestioned, unless otherwise directed by a supervisor.
- A. Unlawful Orders
- No member shall knowingly issue an order in violation of any law or department regulation. Unlawful orders shall not be obeyed. The officer to whom the order was given shall notify the ordering officer of the illegality of the order. Responsibility for refusing to obey rests with the officer receiving the order and he/she shall be required to justify this action.
- B. Unjust or Improper Orders

Lawful orders which appear to be unjust or improper shall be carried out. After execution of the order(s), the officer to whom the order was given may protest the misuse of authority. This will be done through the chain of command by a letter of transmittal indicating the circumstances and reasons for questioning the order, along with request for clarification of Departmental Policies. Final resolution shall rest with the Office of the Chief.

D. Conflicting Orders

Should any order given by a superior officer conflict with any previous order, the member to whom such order was given will call attention to the conflict. If the superior officer does not change his order to avoid such conflict his order will be obeyed, but the member obeying such order will not be held responsible for disobedience to the previous order. Any conflicts will be resolved as in AOM 12.1.3

E. General Orders

General Orders are the permanent written orders issued by the Chief of Police, outlining policy matters, procedures, rules and regulations. General orders remain in full effect until amended, superseded or cancelled by the Chief of Police. General Orders are indexed by number; beginning with the year issued, a hyphen, and followed by a number representing the sequential order of issue. (ie. 97-1)

F. Special Orders

A written directive which disseminates policy, procedures, rules, transfers or duty assignments that apply to all members of the department.

G. Memorandums

Memorandums are those written documents used to clarify, inform, inquire or disseminate information. A memorandum can be issued by any member of the Department and is validated by that member's initials or signature. When issued by a superior officer to any subordinate and contains specific directions, the subordinate shall consider the memorandum as an order. However, memorandums when used as orders are restricted by command authority and can only be issued by a superior to subordinates under that superior's control. Indexing is accomplished by date of issue. Memorandums can be revised, updated, superseded or cancelled by the issue of a memo with a later date, general order or written directive.

H. Criticism of Orders

Members and employees shall not publicly criticize or ridicule the department, its policies or other employees by talking, writing or expressing in any other manner, when such talking, writing or other expression is:

1. Defamatory,
2. Obscene,
3. Unlawful,
4. Tends to impair the operation of the department by interfering with the ability of the supervisors to maintain discipline,
5. Having been made with reckless disregard for truth or falsity.

#### 12.1.4 Communication and Coordination of Agency Functions

##### A. Executive Staff Meetings

1. The Executive staff is the Chief, Assistant Chief and Bureau Commanders.
2. The Executive Staff will meet weekly usually on Mondays or the first work day of the week.
3. This meeting is a weekly planning, briefing, and informational exchange between the bureaus and sets the tone for the work week.

##### B. Command Staff Meetings

1. Command Staff meetings are held on Friday at 0800 hours.
2. These meetings shall be attended by the Chief or Assistant Chief of police, Bureau Commanders, Division Commanders and/or any other personnel as requested.
3. These meeting are designed to keep key staff members abreast of situations and issues.

##### C. Muster

1. These are the "Roll Call" meetings for sections/units of each division of the Hattiesburg Police Department.
2. These meeting are conducted by the supervisors of each section/unit and are conducted prior to the work task of the section/unit. Because of the flexibility of some specialty units, Division Commanders shall be responsible for the duration, content and occurrence of these meetings so as to insure that personnel are current on issues and events affecting the work environment.
3. These meetings are designed to:

- a. Develop strategies to deal with the job task.
- b. Be a training tool to insure that personnel are up to date on changes in the Law, new technology and/or equipment along with policy and procedure.
- c. Allow information to flow in both directions along the chain of command and across division lines.
- d. Evaluate personnel and operations of the unit/section.

D. General Staff Meetings

- 1. General Staff Meetings will be held Quarterly or at the discretion of the Chief of Police and scheduled by the Assistant Chief.
- 2. In Attendance shall be all ranking members, supervisors of sections/units and any individuals as requested.
- 3. These meetings are held for the purpose of:
  - a. Assessing Department operations,
  - b. Evaluating personnel performance,
  - c. Disseminating information,
  - d. To discuss problems/issues,
  - e. And make collective decisions in the best interest of the Department's goals and objectives.

D. Department Meeting

- 1. This meeting is usually held annually in October but may be called at any time the Chief of Police deems necessary.
- 2. Attendance is required of all department personnel.
- 3. Subject matter is determined by the Chief of Police.

E. Responsibility

1. The Department realizes the need for the flow of current information to all employees and has established a system of communication and written directives to handle this need.
2. The ultimate responsibility lies with the individual to remain abreast of current issues and events that impact his/her work environment.

## 12.2 THE WRITTEN DIRECTIVE SYSTEM

### 12.2.1 Directive Development

- A. Any employee of the Hattiesburg Police Department may prepare a draft of a new chapter or a revision to an existing chapter. In addition, the Chief of Police or any other supervisory officer may assign to a subordinate the responsibility to write or revise a chapter.
  1. New written directives shall be numbered IAW the format requirements of this directive.
  2. The content of the chapter shall be formatted as prescribed by this directive.
- B. The Accreditation Manager shall be responsible for designating chapter numbers and approving directive format. He/She shall insure that no duplicate numbers are used and that the new directive is logically placed within the Manual based on consideration of the topic matter and any association it may have with accreditation standards.
- C. Drafts of new or revised chapters shall be forwarded of Police from the Accreditation Manager for review. At his discretion, the Chief of Police may assign review of new/revised directive to staff members or
- D. After review the Chief shall approve, deny approval or return the draft to the author for further work.
- E. The Chief of Police is the final authority for all decisions related to the approval, revision or purging of any permanent written directive contained in this Manual.

### 12.2.2 Directive Distribution

- A. Upon the approval of a new/revised directive the Accreditation Manager shall distribute this directive to all Divisions and/or personnel assigned a Manual.
- B. The following locations shall be assigned Manuals:
  1. Accreditation - Master Copy
  2. Academy - Library

3. Patrol - Muster room
  4. Communications Room
  5. Records
  6. City Attorney
  7. Human Resource Department [City Hall]
- C. The up-keep and maintenance of manuals assigned by location shall be the responsibility of the commanding officer of the unit/sections assigned a manual.
- D. The up-keep and maintenance of manuals issued to individuals shall be the responsibility of that individual.
- E. Only the Chief of Police may authorize a Manual to be given to any person not an employee of the Department.
- F. All employees shall have access to a manual and are responsible for reviewing it contents to insure that they are knowledgeable and prepared to appropriately perform their functions and duties.
- G. A record of "receipt" shall be maintained by the Accreditation Manager to insure that each member reads and understands the written directives of the Department.

#### 12.2.3 Review of Written Directives

- A. A periodic review of written directives is necessary to insure that directives contained in the Police Department Manual are current, up to date and consistent with changes in laws, court decisions, trends, and procedures.
- B. An existing written directive in the AOM shall be reviewed in its entirety to determine if revision is necessary in the following circumstances:
1. Any time a portion of a chapter is to be revised.
  2. Upon request made by a member with a valid concern regarding content of the directive. This member shall supply statements and/or information to support his/her concerns.
  3. Issuance of General Orders.
  4. As directed by the Office of The Chief of Police.

- C. The fact that a review of an existing chapter is being under taken, does not imply that a rewrite or revision is necessary or desirable. The reviewer may find that the existing directive is satisfactory. Any rewrite or revision shall be done IAW AOM 12.2.1.

#### 12.2.4 Written Directive System Format

A. Heading:

1. The heading of a Chapter shall be in all caps and underlined at the center-top of the first page. Immediately under the Chapter number shall be the Chapter title, centered, in all caps and underlined as follows:

CHAPTER 5  
ACCREDITATION

2. The Chapter number for directives in this Manual correlates with the Chapter number of standards contained in the STANDARDS MANUAL OF THE LAW ENFORCEMENT AGENCY ACCREDITATION PROGRAM. For example, Chapter 81 of the Accreditation standards is entitled Communications. All communications related standards are contained in that Chapter.

B. Discussion:

1. The "discussion" section shall appear in the same format as it does in the beginning of this directive. The narrative portion of the discussion is broken down by paragraphs as would be done for normal written material, otherwise there is no strict format.
2. The discussion section is a lead-in to the Chapter. It is designed to provide the reader with the:
  - a. Intent or design of the directive.
  - b. The scope of the material.
  - c. Provide any background or historical context.
  - d. Emphasize the importance or relevance of the material contained in the Chapter.

C. Subtitle:

1. Subtitles are the headings for sub-topics of the Chapters that relate to a general topical issue.



2. Subtitles allow the writer of a directive to logically break down the topic matter. They are not required if the author of the Chapter feels that they are not needed. In short concise directives, they generally will not be used.
3. When used, the subtitles will be formatted in the center of the page, underlined, in all caps and two (2) lines down from the last line or entry above the subtitle (Example given below).

41-H.1 MAINTENANCE OF POLICE VEHICLES

4. Note that the “41-H” refers to the Chapter number. The “.1” indicates that this is the first subtitle in this Chapter.

D. Sections: Specific sections in Chapters or under subtitles are placed to the left margin and underlined as follows:

41-H.3.2 Emergency Vehicle Statutes

1. Note that the "41-H" designates the Chapter number and the 11.3.2<sup>11</sup> identifies this as the second section of the third subtitle in this Chapter.
2. The narrative body of the individual sections shall be completed using standard outline format as follows:

- A.
- B.
- C. (UPPER CASE)

- 1.
- 2.
3. (Arabic numbers)
  - a.
  - b.
  - c. (lower case)

3. Further break down of the narrative shall be accomplished by using Arabic numbers and lower case letters inside parenthesis if this is necessary.

E. Appendix Format:

1. Appendix's shall contain material related to the particular Chapter that it is associated. The Appendix may contain a form, specific procedures, and instructions to accomplish a task or provide a list of information for reference.

The actual appearance of the Appendix will be dictated to some extent by its contents and purpose.

2. In all cases where possible the format for the heading of an Appendix shall be as follows in the example below:

CHAPTER 41-H  
APPENDIX A  
HATTIESBURG POLICE MOTORCYCLE FAMILIARIZATION REPORT