

2.01
CRAIG POLICE DEPARTMENT
Office of Chief of Police
General Order

Date Issued: January 15, 1997

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Subject: Supervision

Reference: CACP STD. 40.3

TO: ALL PERSONNEL

I. POLICY

Effective supervision requires leadership. Leadership is the process of influencing human behavior so as to accomplish organizational goals. This department seeks to provide leadership that is practiced with a positive attitude, in a positive ethical climate in which the department's values are routinely articulated, supported, practiced, and respected. Employees must be treated in an equitable manner that is based on organizational values. Leadership strives to balance individual needs with organizational goals. Every good organization has good leaders and good followers.

Supervisory Leadership Agreement (with permission of author Topper Long)

The supervisors within this department are committed to Doing What's Right.

Doing What's Right is:

- Recognizing and accepting our responsibilities, individually and collectively;
- Being positive contributors in achieving our goals;
- Using department values as our guide;
- Leading by example and following when required;
- Accepting change in the pursuit of excellence.

On occasion, supervisors may be required to take corrective action or administer discipline with the purpose of helping followers to overcome problems that are interfering with the accomplishment of organizational and/or individual goals. Discipline will be administered in an objective and equitable manner with the goal of correcting an employee's behavior toward achieving departmental goals.

II. PROCEDURE

A. Supervisory Accountability

Supervisory personnel are accountable for not only their own actions, but the actions of the employees operating under their immediate control. Commensurate with this responsibility, the span of control for supervisory personnel will be limited. Division Commanders will assess the spans of control at each organizational level within their

divisions and impose limits as indicated by individual supervisory assignments to ensure that current spans of control are not excessive.

B. Delegation of Duties

A supervisor may delegate to his/her employees' appropriate portions of their responsibilities, together with equivalent authority; but they may not delegate or relinquish their overall responsibility for results or any portion of that accountability. (CACP Std. 40.3)

C. Guidance of Employees

A part of every supervisor's role in reaching organizational goals involves evaluating follower performance and developing each follower into a more effective worker. Supervisors have obligations to employees, as well as their responsibilities to them in order to gain their respect, cooperation, and team effort. To achieve this goal supervisors have the following responsibilities to the employees under their supervision:

1. Provide leadership and be a positive example to your employees.
2. Do an effective job of representing your employees to top management.
3. Make every effort to interpret and explain department policies accurately to your employees.
4. Consider your employees at all times as important individuals, respect them and have high expectations for them.
5. Go out of your way to commend an employee when they do a job exceptionally well. When necessary, reprimand in private. Always remember, "Praise in public and punish in private".
6. Let your employees know that you are giving them every opportunity to develop and improve their skills.
7. Always try to improve your confidence in dealing with your employees by being considerate, firm, and fair in your individual dealings with employees.
8. When practical, attempt to assign an employee a job/task according to skill, ability, and attitude.
9. Always accept responsibility for the actions and the job done by the employees under your supervision.

10. Always take time to give proper and adequate instructions to new employees and make them feel at home through proper job induction and orientation.
11. Enforce disciplinary policies in a fair, firm, consistent and timely manner.

D. Performance Evaluation

1. A supervisor shall be responsible for the appraisal and analysis of the work accomplishment of employees coming within the scope of his supervision. Such evaluation shall be based on observation and inspection. Evaluations that emphasize development and problem solving rather than evaluation of past performance are more likely to create openness and improvement.
2. Always evaluate employees objectively. Supervisors must be honest, open and straight forward in their observations. While promoting improvement in performance is the goal, people must also be held accountable. Never permit individual personalities or prejudices to cloud your objective opinion of an employee.

E. Supervisory Logs

Patrol Supervisor logs shall be submitted to the Chief of Police and Division Commanders on a daily basis for each shift worked. Any important events that occurred on the shift shall be reported, and the welfare of the Department shall be of primary concern. Supervisors shall reflect the feelings of employees to supervisors by permitting information to flow up, as well as down, the chain of command. The Chief of Police may direct other supervisors to submit daily logs as necessary.

F. Supervisor's Responsibility to Immediate Supervisor

Every supervisor within our organization must assume several responsibilities. One important area of this responsibility is to your immediate supervisor in management. Every supervisor must fulfill the following duties and obligations to their immediate supervisor on a regular, recurring basis:

1. Be a good follower – follow direction, think for yourself, give constructive criticism, be your own person and be innovative and creative.
2. Partnering with your supervisor – in effective partnerships both partners recognize that they can only be successful in the long term if they share success.

3. Raise issues and having a willingness to ask questions, raise concerns and bring both good and bad news to your supervisor.
4. Show courtesy and respect to your immediate supervisor at all times.
5. Look for better ways of doing things and offer ideas and suggestions for improvements.
6. Take initiative to do what is necessary without being told.
7. Always assume full responsibility for work assigned to you and your employees.

G. Supervisor's Responsibility to Other Supervisors on the Same Management Level:

It is continually important that we have a strong team effort among our supervisors in order to progress as a strong, unified department. To have a strong department, we must have the cooperation and team effort of each supervisor. Each supervisor in our organization has the following responsibilities to his fellow supervisors:

1. Cooperate with each other.
2. Exchange ideas for improvement in all areas of departmental policy, which can be for the good of all concerned.
3. Always show courtesy, respect, understanding and tolerance to the other supervisors.
4. Try to help a fellow supervisor with his personal problems if invited to do so.
5. Make every effort to set a positive example by cooperating with other supervisors.
6. Never belittle a fellow supervisor in front of employees.
7. Always show confidence and respect for fellow supervisors in the presence of employees.
8. Be fair, patient, understanding and helpful to all fellow supervisors.

H. Officer Assuming Command

An officer of equal or junior rank may take command by identifying himself and informing the officer then in charge of his intent. Such assumption of command shall only be undertaken when the officer then in command is unable, because of physical or mental inability, to perform his duties. An officer, regardless of rank, shall assume command of a situation when so instructed by an officer of superior rank then in command. An officer placed in command of an operation shall maintain that responsibility until relieved by competent authority. If a junior ranking officer assumes command he/she is assuming full responsibility for their action and on review, if they are found to be in error they may face appropriate disciplinary action.

Approved by:



Walter K. Vanatta
Chief of Police