



Supervisor Duties

.01 Policy

Department policy is to delegate authority and responsibility to supervisors for the proper direction, effectiveness, efficiency, conduct, and discipline of subordinate personnel assigned to them.

.02 Terms

Superior Officer: Sworn officers with the rank of sergeant or above.

Supervisor: A supervisor is a superior officer or employee who supervises and directs the activities of members assigned to them.

.03 Governing Legislation and Reference

Governing Legislation: N/A

Forms: N/A

.04 Procedure

Supervisor's Responsibility

- Prompt obedience to and support of all directives and policies established by the Chief of Police;
- Ensuring subordinates comply with department policies and procedures;
- Enforcement of all rules, regulations, and orders of the department;
- Accountability for the performance of personnel under their immediate control;
- Brief, interpret, and disseminate department rules, regulations, and policy within their span of control;
- Serve as liaison in transmitting information up and down the chain of command;
- Familiar with the contents of the department's general and special orders; and,
- Familiar with the duties and responsibilities of any supervisory position for which they are assigned or may have to assume.

Supervisory Review of Reports

In order to insure that a high level of quality is maintained in the reports written by members of the Bladensburg Police Department, supervisors

will carefully review and approve those reports. It is each supervisor's duty to insure that incident and traffic reports submitted by subordinates are thorough, accurate and comply with department guidelines and procedures.

Reviewing/ Editing Reports

Each report will be written in conformity with the Bladensburg Police Department's standard operating procedures.

Each report will be thoroughly read by the reviewing supervisor. The reviewing supervisor will insure that:

- All appropriate blocks, lines or other entry items are correctly completed;
- The crime classification is correct;
- The body of the report is written in the correct format;
- Spelling, grammar, and phraseology are correct and/or appropriate;
- All written items in the report are clear and legible;
- All pertinent information is documented;
- Insure that to the fullest extent practical, all leads, clues, or suspect information is pursued to a satisfactory conclusion; and,
- Insure that a good-faith effort to solve any reported crime was made.

After determining that a report or a traffic accident report meets each of the investigative and report writing standards set forth, a supervisor will sign such report along with his/her I.D. number.

Rejections and Corrections of Reports

Supervisors will reject any incident or traffic report not meeting the above listed report writing or investigative standards.

Supervisors shall return the report to the member outlining reason(s) for rejection.

The member will correct the report as needed and forward the report back through normal channels. After approval, the report will then be forwarded to the Records Section.

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Correction(s) of reports will occur within 24 hours of a member returning to duty.

Supervisors, other than the member's line supervisor, who reject an incident report will:

- Upon rejecting a report, the rejecting supervisor will forward a copy of the rejected report to the member's line supervisor, who will log the report and forward it to the originating member; and,
- Members will follow previously outlined procedures for correcting and returning the report.

Uniform Crime Report (UCR) classification members who find a report improperly classified will submit corrected information.

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Develop long and short range objectives for his or her assignment and area of responsibility.

Review and forward all reports and other documents prepared by subordinate personnel. Inspect work of subordinate personnel for effectiveness, efficiency and adherence to established policies and procedures. Instruct and advise subordinate personnel in the performance of their duties.

Evaluate the performance of immediate subordinates and review evaluations of other subordinates. Subject to review by higher authority, initiate commendations or disciplinary action for subordinates.

Administer and control expenditures of manpower, materials and other cost elements/resources which could materially effect the operation of the department.

Be responsible for the early detection of substance abuse or problem drinking on the part of subordinate personnel and promptly refer the matter to the commanding officer. Initiate appropriate disciplinary action when such matters are detected.

Initiate proposals for change in policy or department operations as well as solicit other ideas from subordinate personnel. Suggestions shall be forwarded through the chain of command giving proper recognition to those who submit them.

Report all complaints of workplace violence, sexual harassment, or discrimination to the Chief of Police.

Supervisory Command and Coordination

A supervisor may delegate to subordinates the authority to perform tasks and advise them that they are responsible for the successful completion of the assignment; however, the supervisor remains ultimately accountable and responsible for the successful completion of the assignment.

All supervisors are granted the authority to perform their assigned duties. A supervisor who is directed to act in the capacity of a rank above his/her usual rank will temporarily possess the authority of that rank.

A supervisor must never assume a subordinate understands an order or directive. The supervisor must be certain that the subordinate has a sufficient competent understanding of his or her assignment and duties.

A supervisor will respect the dignity of subordinate personnel and avoid using tyrannical or abusive words or actions toward them. Supervisors will practice professionalism and display a professional attitude when in the presence of subordinate personnel.

When necessary, subordinates will be censured privately and commended publicly.

Supervisors are to conduct inspections to determine compliance with orders issued to subordinate personnel. Inspections may be accomplished by asking the subordinate if the task has been completed, by reviewing a written report submitted by the subordinate, or by personally viewing the subordinate's compliance. Supervisors are to inspect the uniforms and equipment of subordinate personnel for cleanliness and appearance, and must determine the fitness of subordinates for duty.

Supervisors are to report any incident or personnel involving a violation of law or department policy to his or her immediate supervisor.

Supervisors are to aid subordinates in becoming more effective by encouraging self-improvement and helping them develop skills and job knowledge. Supervisors are responsible for taking a personal, not mechanical, interest in their subordinates, encouraging each to use initiative in solving problems. Supervisors are to be available for subordinates seeking guidance and counseling. Supervisors are to give advice and guidance to subordinates to prepare them for advancement and increased responsibility.

Supervisors are to conduct both informal and formal employee performance appraisals,

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analyses of work accomplishments, and the evaluations of personal characteristics of their subordinates. Informal evaluation requires immediate review and immediate correction. Such evaluations allow the supervisor to assess the subordinate's strong and weak points.

Supervisors will review subordinates' reports for any omissions, corrections or additions. Supervisors will review reports in a prompt, efficient, and effective manner.

Techniques of Supervision

The following is a partial list of considerations for supervisory members:

- A supervisor should exercise leadership by issuing verbal orders without resorting to authoritarian control. Commands should be firm yet polite;
- Supervisors will not place responsibility for an order on a higher authority, but instead, will give orders as if they emanated from themselves. Otherwise, the supervisor will appear not to be in support of the order. The practice of giving orders in the name of some superior officer is a sign of weakness. It raises doubt in the minds of subordinates as to the confidence of the supervising officer and in the wisdom of the order;
- Supervisors should adopt an attitude of providing guidance to subordinates through sound logic and clear thinking rather than by arbitrary orders and commands. Supervisors should strive to obtain willing responses and cooperation from subordinates;
- Supervisors will not join hostile subordinates in their resistance to management. Supervisors are an integral part of the management team and as such, must be concerned with achieving the department's goals. Supervisors must win the support of their subordinates by proper

interpretation of policies and procedures;

- The ideals and objectives of public service are developed through the inspiration of subordinates as exemplified by the conduct and actions of department supervisors; and,
- Consistently good work deserves recognition as does meritorious work. Praise must not be reserved for meritorious accomplishments alone. Supervisors must understand that recognition of a subordinate is a positive method of motivation.

Disciplinary Action

When necessary to discipline a member, supervisory members are to follow the guidelines set forth in the department's general orders.

Immediate Responsibilities

A supervisor has three important responsibilities when discipline problems arise; to discover the subordinate's weakness, deficiency, failure, omission or overt act that indicates the need for corrective action; to carefully analyze all of the factors involved to determine the most suitable course of action; and, to recommend or initiate disciplinary action.

In discharging these responsibilities, the supervisor is to act promptly, decisively, and wisely with the best interests of the department in mind.

A supervisor may not delay but must immediately take whatever action is necessary. Swift and certainty of punishment is an effective deterrent to both the subordinate in need of correction and to other personnel who become aware of the disciplinary action.

When a subordinate repeats a mistake after a supervisor has ignored or failed to take action on a first occurrence, the most recent occurrence of the mistake is the error of the supervisor.

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HISTORY: Adopted January 1, 2014

This General Order supersedes all other orders and memoranda in conflict therewith.

Authority:

A handwritten signature in black ink, appearing to read "Charles L. Owens". The signature is written in a cursive style with large, looping letters.

Charles L. Owens
Chief of Police