



Sheridan Police Department  
Policies and Procedures  
4.2 Replaces 101.2  
Chapter 4 – Department Organization  
Section 2 – Supervisory Duties & Responsibilities

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Signature:

Proper supervision is essential to maintain a professional level of competence in law enforcement operations.

#### **4.2.1 Duties and Responsibilities of the Chief of Police**

The Chief of Police is the head of the police department and head law enforcement officer for the City of Sheridan. The Chief maintains administrative control and governs operations and activities through subordinate executives who act in an advisory capacity and who are responsible to the Chief for the efficient and effective functioning of personnel under their command. The Chief of Police shall set objectives for the department; organize the department; provide for staffing and equipping the department; adopt rules and procedures for the employees of the department and provide for their enforcement; inspect and promote personnel; establish policies; report on the department accomplishments; maintain good public, employee and official relations; and develop the department budget.

#### **4.2.2 Command Protocol**

- A. During the absence or disability of the Chief of Police, when no other provision has been made by the Chief, the following hierarchy shall have the authority to act in the capacity of the Chief in carrying out day-to-day activities of the department.
  - 1. Police Captain
  - 2. Patrol Operations Lieutenant
  - 3. Special Operations Lieutenant
  - 4. Senior or designated shift Sergeant
- B. Any command officer acting as Chief of Police shall carry out previously given orders of the Chief of Police. Except in emergencies, these orders and the established direction of the department shall not be countermanded or set aside.
- C. If a department operation involves more than one bureau, shift or other work group, the overall command of the operation will be assigned to that supervisor initiating the operation.
- D. Command Protocol – When a question may arise regarding who shall be in command, it shall be determined in the following manner:
  - 1. First, by rank.
  - 2. Second, by one officer having been designated as being in command by higher authority or nature of the assignment.
  - 3. Third, by seniority within that rank.

4. The mere presence of a ranking or senior officer or supervisor at a scene shall not indicate his or her assumption of command. Such persons shall remain in an advisory or evaluation capacity unless command is specifically assumed.

#### **4.2.3 General Duties and Responsibilities of Command and Supervisory Employees**

- A. Command and supervisory employees are responsible for the effective operation of their bureau, division, shift, or unit.
- B. Command and supervisory employees are accountable for the activities of employees under their immediate supervision. Supervisory responsibility does not cease with absence of physical presence.
- C. Subordinate executives have supervisory authority to carry out department objectives and policies. They shall supervise, administer, and hold subordinates accountable for the completion of assigned duties.
- D. Authority in the department shall be exercised with firmness and impartiality. Each commanding or supervisory employee shall by act, manner, and attitude promote understanding of all procedures essential to accomplishment of department objectives.
- E. Command and supervisory employees shall be responsible for the appraisal and analysis of the work accomplishments of subordinates. Such evaluation shall be based on observation and inspection, and shall consider personal traits as well as performance of duties of each subordinate to realize from every employee the maximum degree of service commensurate with the employee's abilities.
- F. Each commanding or supervisory employee shall strive to create and maintain high morale among the personnel, constantly evaluating the quality and quantity of supervision exercised by subordinate ranking officers. A supervisor shall take a personal interest in the welfare and problems of subordinates and shall make himself or herself available to employees seeking guidance and counseling.
- G. A commanding or supervisory employee shall train subordinates to gain effectiveness in their present or future assignments. Supervisors shall give appropriate advice and personal instructions to subordinates for the development of administrative and supervisory skills.
- H. A commanding or supervisory employee must frequently command the actions of subordinates by orders and directions to carry out proper law enforcement functions. In such cases, satisfactory supervisor-subordinate relationships are essential. To promote successful relationships the following are important:
  1. Inspiration: The ideals and objectives of public service in the police field shall be developed and exemplified by the conduct and actions of supervisory members of the department.
  2. Explanation: Department procedures and objectives shall be presented to the employee by means of reasoned consideration of issues. Supervisors shall adopt an attitude of guiding employees by sound logic rather than by arbitrary orders and commands, and shall strive for willing response and cooperation from subordinates. They should test understanding of instructions with care so that subordinates know in detail what they are to do and how to do it.
  3. Encouragement: Commanding or supervisory employees shall be aware that recognition of good work is an indispensable need in the employee's relationship with the department, and shall make certain that meritorious acts and accomplishments are

rewarded, whether by personal encouragement and praise, or by formal commendation or other forms of recognition.

- I. The particular authority delegated or granted to ranking officers is not confined to their respective divisions, but shall also include supervision over all officers and civilian employees of the department as may be necessary for efficient administration. Supervisory officers shall avoid direct commands to personnel not assigned to their control except when necessary, and shall report such directions to the employee's supervisor as soon as possible.
- J. A commanding or supervisory officer may delegate to his or her subordinates appropriate portions of his or her responsibilities, together with equivalent authority, but may not delegate or relinquish overall responsibility for results or any portion of accountability. When any power or duty is temporarily granted or assigned to an employee, such power or duty shall be exercised in accordance with department rules, regulations, and procedures.

#### **4.2.4 Specific Duties and Responsibilities of Command and Supervisory Employees**

- A. Captain. In addition to the duties specified in sub-section 4.2.3, the duties of the Captain of the Police include performing the duties of the Chief of Police in the Chief's absence; performing administrative duties in the department; oversight of all bureaus within the department; liaison with public and governmental entities; and special duties as directed by the Chief of Police.
- B. Lieutenant. In addition to the duties specified in sub-section 4.2.3, the duties of the Lieutenants of police include performing the duties of the Captain in the Captain's absence; performing administrative duties in the department; and special duties as directed by the Captain or Chief of Police.
- C. Sergeant. In addition to the duties specified in sub-section 4.2.3, the duties of a Sergeant include performing administrative duties in the department; direction of police and communication resources; and special duties as directed by the Chief of Police.
- E. Corporal. In addition to the duties specified in sub-section 4.2.3, the duties of Corporals include investigating crimes and taking enforcement actions. The principle responsibility for employee conformance with department rules, regulations, and procedures is vested in the line supervisor. This requires an intimate knowledge of the duties and responsibilities of subordinates and working as closely with subordinates as time permits.

#### **4.2.5 Supervision Philosophy and Principles**

- A. Each employee is accountable to, and under the command of only one supervisor at any given time.
- B. Each organizational component is under the direct command of only one supervisor.
- C. Department employees shall be delegated the authority necessary to meet their assigned responsibilities. When responsibility is delegated to a particular individual, that individual is authorized to make decisions and take necessary actions for the effective execution of his or her duties and responsibilities.
- D. Each employee shall be held accountable for the use of, or failure to use, delegated authority. Employees who have questions concerning their delegated authority should bring such questions to the attention of their supervisor.

- E. In order to achieve effective direction, coordination and control, the number of employees under the immediate control of a supervisor shall not be excessive. The proper span of control will be determined by:
  - 1. The ability of the subordinates;
  - 2. The complexity of the tasks to be performed;
  - 3. Separation by time and place of the supervisor and subordinates; and
  - 4. Time required for supervisor's administrative and management tasks and duties.
- F. Orders and other instructions should be transmitted through the chain of command. Personnel will follow the chain of command except in exigent circumstances or in grievance procedures when the offending party is in the upper chain of command.
- G. Employees shall promptly obey any lawful order of a supervisor, including any order relayed on behalf of a supervisor by an employee of the same or lesser rank.
- H. If an employee receives two apparently lawful but different orders that may conflict, the last order given shall be followed unless the order is retracted or modified.
- I. If an employee receives conflicting orders, the employee shall inform the person giving the last order of the conflict. The person giving the conflicting order shall then resolve the conflict by retracting, modifying, or requesting the employee to comply with the latest order.
- J. No employee of the department is required to obey any order, which is contrary to the law; however, a refusal to obey is the responsibility of the employee and the employee shall be required to justify the action.