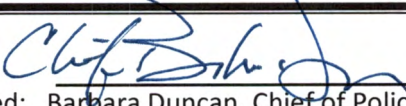
	<b>SALISBURY POLICE DEPARTMENT</b>
	<b>Written Directive:</b> Written Directive System
	<b>Publication Date:</b> May 4, 2020
	 Approved: Barbara Duncan, Chief of Police
<b>Related CALEA Standards:</b> 12.2.1, 12.2.2	<b>Written Directive System</b> Section #110

## Written Directive System

### 1. Policy:

The Salisbury Police Department shall maintain a formal written directive system which provides members with a clear understanding of organizational policies, procedures and expectations in order to complete the mission, goals and objectives it establishes. The Chief of Police is vested with the authority to issue, modify, rescind or approve written directives.

### 2. Purpose:

The purpose of this policy is to provide clear policies and operating procedures so that employees may perform their duties in a consistent and efficient manner.

### 3. Written Directives System:

- A. Effective and efficient administrative practices and procedures in the Salisbury Police Department will help ensure that appropriate information flows when and where needed and that management decisions are based on the best available information. In addition, coordinated administrative activities will reduce the possibility of duplication, overlap, possible gaps, and wasted effort. Accordingly, all employees must be aware of the general administrative practices and procedures of the department.
- B. The written directive system (or department policy) of the Salisbury Police Department is designed to provide employees with a clear understanding of the constraints under which they should operate and expectations they should fulfill.
- C. Written directives (policy) provide the vehicle by which sworn and civilian personnel are made aware of the actions and attitudes expected of them and therefore act without hesitation in harmony with the department's values, mission, goals and objectives, and basic programs and priorities.

- D. The department's values are incorporated, but not limited to, in the acronym PRIDE:
- a) PARTNERSHIP—we are committed to working in partnership with the community and each other to identify and resolve issues which impact public safety.
  - b) RESPECT—we are committed to respecting individual rights, human dignity and the value of all members of the community and the department.
  - c) INTEGRITY—we are committed to nurturing the public trust by holding ourselves accountable to the highest standards of professionalism and ethics.
  - d) DEDICATION—we are committed to providing the highest quality of professional law enforcement service to the community with the goal of enhancing the quality of life within the City of Salisbury.
  - e) EMPOWERMENT—we are committed to empowering our members and the community to resolve problems by creating an environment that encourages solutions that address the needs of the community.
- E. Hard copies of the written directives (policies) are available to all employees through Power DMS. Additions and revisions to the directives are distributed to all employees through Power DMS (sworn or non-sworn) with prior approval by the chief of police or his/her designee.
- F. The accreditation manager monitors germane directives on a continuing basis to determine if any indexing, purging, updating or revising is required.
- G. A Directive is any written document used to guide or affect the performance or conduct of departmental personnel. The term includes rules and regulations, policy, procedures, special orders, personnel orders, memoranda, police chief memoranda and training bulletins. In order to perform duties properly and effectively, all personnel will thoroughly familiarize themselves with and comply with written directives. Personnel will seek clarification from their supervisor, commander or the chief of police of any directive not clearly understood.

#### 4. **Rules and Regulations:**

Rules provide rigid and restrictive guides of conduct in those areas in which the ungoverned actions of individuals would be detrimental to the reputation of the department or would impede its ability to carry out its mission. They are specific concerning the responsibilities of employees to do certain things within a definite period of time, or in particular circumstances and indicate or imply that a penalty will be imposed for failure to comply. Rules and regulations may apply to specific situations such as spelling out the duties of a patrol officer, a supervisor, a commander or deal with personal conduct, morality, integrity, general duties, and responsibilities and in all matters pertaining to obedience of orders and department directives. The written directive related to rules and regulations can be located on Power DMS and the department's website.

**5. Policy:**

- A. Policy is a statement either written or oral which embodies the philosophies of the chief and command personnel. It is a broad statement of agency principles serving as a guide to what must be done and its broad limits allow discretion in making decisions aimed at reaching the organizational objectives and normally contained in the beginning of each chapter of the directives. Policy must emanate from a single source following input from appropriate staff to assure uniformity in the way specific tasks are performed. It serves to guide the decision making activities within management, supervision and line levels of the organization.
- B. The policies of a police organization may be classified into three main groups.
  - a) Department Policy
  - b) Divisional Policy
  - c) Operating Policy

**6. Procedures:**

- A. Procedures are a series of tasks that comply with department rules and policies and are designed to facilitate the performance of specific activities and promote uniformity and efficiency of action. As they deal with activities, they set forth the exact method a task is to be performed. Written procedures are valuable training aids in preparing new employees or instructing personnel to perform new tasks. Procedures must produce uniformity. Uniformity not only facilitates supervision and work evaluation, but also enhances employee performance.
- B. Compliance with policies and procedures is normally expected unless good reasons exist for not doing so. It will be the responsibility of any employee choosing non-compliance to justify such non-compliance.
- C. The intent of words such as "will", "must", "should", and "shall" in any directive is to mandate a particular action. Words such as "may", "can", and "normally" are less directive and imply a degree of choice.
- D. Beginning on the first of each calendar year special orders, personnel orders, memoranda, police chief's memoranda and training bulletins are each given a sequential number, e.g. 1-00. The numbers will be assigned through designated personnel in the office of the chief.

**7. Special Orders:**

Special orders generally cover a temporary or self-canceling order. The special order will

remain in effect until it is self-canceled by the issuing authority. Special orders will be issued by the Chief of Police or by a Commander with the approval of the Chief of Police.

**8. Personnel Orders:**

Personnel Orders relate to such personnel action as appointments, assignments, transfers, promotions and disciplinary measures. Personnel orders will be issued by the chief of police or by a commander with the approval of the chief of police.

**9. Memoranda:**

Memoranda provide information, opinions, guidance or orders concerning a particular subject or event. Frequently they are self-canceling but the pertinent content from those that have on-going application will be included in the next revision of the Directives. Memoranda will be issued by the Chief of Police, a Commander or Supervisor.

**10. Police Chief's Memoranda:**

Police chief's memoranda relate to promotional matters within the department and will be issued by the chief of police.

**11. Training Bulletins:**

Training bulletins relate to training matters within the department. They are issued by the training officer with the approval of the administrative commander.

**12. Review/Staff Review of Written Directives:**

- A. A directive, new or revised is first prepared in draft form by the SPD member proposing the revision. Each commander receives the draft during the staffing process. Each commander is encouraged to circulate the draft among his or her unit to solicit their comments for feedback. Depending on the volume and types of feedback, additional redrafting may be necessary before its promulgation.
- B. Some directives may involve more extensive participation by department personnel, and the responsible employee may request that a work group be appointed to help develop it. Some directives may involve coordination with agencies or offices outside the department such as with the state's or city attorneys, mayor's office, etc. The responsible employee will ensure such outside coordination is accomplished during the staffing process.
- C. Prior to promulgation of proposed or revised policies, procedures, rules and regulations the draft is reviewed by the command staff to ensure that it does not

- contradict other departmental directives or applicable law.
- D. Once a new directive or a newly revised directive has been approved by the chief of police or his/her designee it will be forwarded to the accreditation manager for publication and made available to each employee.
  - E. The department's directives will be accessible to all personnel. Supervisors will be responsible for insuring that all subordinates have read and understand all the directives.
  - F. Any violation of directives may be grounds for disciplinary action.

**13. Procedures For Written Directives Prior To Promulgation:**

- A. Dissemination of existing, new or revised directives is the responsibility of the accreditation manager. The accreditation manager will electronically enter new or revised directives into Power DMS for proper dissemination.
- B. The new or revised directive(s) will be in effect immediately upon posting the electronic version on Power DMS as well as the department's website unless otherwise noted.
- C. Each employee is responsible to seek immediate clarification from his/her supervisor or commander if the directive is not clearly understood. Supervisors will be responsible for insuring that all subordinates have read and understood the new or revised directives. Supervisors will also ensure that all subordinates have electronically signed any and all revisions and newly formed polices within Power DMS.
- D. Revisions will be issued on an as need basis when ordered by the accreditation manager, the chief of police or his/her designee.
- E. The department's written directives will be stored in an electronic form on Power DMS as well as the Police Department's website. This will be maintained by the accreditation manager.
- F. Hard-copies of the department's directives manual have been retained and mirror the electronic version posted on Power DMS. The hard-copies are available for reference by all personnel sworn or non-sworn by contacting the accreditation manager.