

GREENVILLE POLICE DEPARTMENT POLICY AND PROCEDURES

Chapter 12	Direction	
Date Initially Effective 10/03/94	By the Order Of: Mark Holtzman, Chief of Police	
Date Revised: 08/11/19	Date Reissued: 10/11/2019	Page 1 of 7

The Greenville Police Department recognizes the need to establish the authority of the Chief Executive Officer; designate command during the absence of the Chief Executive Officer; establish accountability of supervisors for the performance of subordinates; and establish the scope of a written directives system.

Toward that goal, policies and procedures are established to ensure the accountability of supervisors for the performance of subordinates, to resolve conflicting orders, and to coordinate efforts and communications.

The written directive system is designed to achieve this goal and is the means by which policies and procedures are developed, revised, and maintained. The purpose herein is to establish a consistent format for written orders, directives, policies, and procedures.

12.1 Direction

12.1.1 AUTHORITY AND RESPONSIBILITY OF THE CHIEF OF POLICE

CALEA Standard: 12.1.1 (CEO Authority and Responsibility)

Chapter 160A-281 and 160A-284 of the North Carolina General Statutes, and Title 5 Section 5-1-2 of the City of Greenville Charter and Code of Ordinances, gives the Chief of Police authority and responsibility for the management, direction, and control of the operations and administration of the Police Department.

12.1.2 COMMAND PROTOCOL

CALEA Standard: 12.1.2 (Command Protocol)

In Absence of the Chief of Police

The Chief appoints, by written directive, an individual to act as Officer in Charge of the Department during the Chief's absence. The Officer in Charge has the authority to act in the capacity of the Chief in carrying out day-to-day activities of the Department. The Officer in Charge has the authority to approve personnel actions involving transfers, disciplinary matters, or salary adjustments in exigent circumstances.

In Exceptional Situations

In the event time and circumstances do not allow a written directive to be issued, the Deputy Chief assumes the role of Officer in Charge. In the absence of the Chief of Police and the Deputy Chief, the designated Officer in Charge will assume command of the department.

Combined Operations

In situations involving personnel of different functions engaged in a single operation, command authority will rest with the Bureau Commander or designee of the Bureau responsible for or conducting the operation, or as otherwise designated by the Chief of Police.

Normal Operations

Command authority in the day-to-day operations of the Greenville Police Department is as follows:

- The Chief of Police
- The Deputy Chief
- Designated Officer in Charge

12.1.3 LAWFUL ORDER OF A SUPERIOR

CALEA Standard: 12.1.3 (Obey Lawful Orders)

Supervisors at each level in the Department are accountable for the performance of employees under their immediate control. Employees shall obey all lawful orders of a superior, including orders relayed from a superior by an employee of the same or lesser rank.

An employee who receives conflicting orders or directives will advise the person who issued the most recent order of the conflict. If this does not resolve the conflict, the employee shall obey the last order or directive given. Officers or employees shall not be held responsible for disobedience of the order, rule, regulation, or directive previously issued. Under these circumstances, the responsibility for the conflict shall be upon the superior officer giving the last order or directive. Officers or employees shall not obey any order which they know or should know would require them to commit any illegal act.

12.1.4 COORDINATING DEPARTMENT ACTIVITY

CALEA Standard: 12.1.4 (Functional Communication/Cooperation)

All Units, Divisions, and functions of the Department will encourage and support the exchange of information for the purpose of cooperating and coordinating activities within the Department. Communication will be shared among agency personnel in, at least, the following ways:

- Command Staff Meetings
- Staff Meetings and Briefings
- Crime Analysis Reports
- Press Releases
- Attendance at Shift Briefings by personnel from other functions
- Special Orders and Memorandums issued to all functions

12.2 Written Directives**12.2.1 WRITTEN DIRECTIVE SYSTEM**

CALEA Standard: 12.2.1 (The Written Directive System), 12.2.2 (Dissemination and Storage)

Written policies and procedures defining the functional role set forth the purpose, mission, goals, basic problems, and priorities of the Greenville Police Department. Such policies and procedures demonstrate that the Greenville Police Department intends to be responsive to, and protect the Constitutional rights of the community. The Greenville Police Department written directive system includes a mission statement and agency values as follows:

Mission Statement

The Greenville Police Department exists to enhance public safety and quality of life, in partnership with all people in our community, by preventing crime with honor and integrity.

Value Statements

- The Greenville Police Department is committed to protecting and preserving the rights of individuals as guaranteed by the Constitution of the United States

- While the Greenville Police Department believes the prevention of a crime is its primary responsibility, it aggressively pursues those who commit serious offenses.
- The Greenville Police Department actively solicits citizen participation in the development of police activities and programs that impact their neighborhood.
- The Greenville Police Department believes that it achieves its greatest potential through the active participation of its employees in the development and implementation of policies and programs.
- The Greenville Police Department is committed to effectively managing its resources for optimal service delivery.
- The Greenville Police Department is committed to participating in programs that incorporate the concept of a shared responsibility with the community in the delivery of police services.
- The Greenville Police Department believes integrity and professionalism are the foundations for trust in the community.
- The Greenville Police Department is committed to an open and honest relationship with the community.
- The Greenville Police Department recognizes the academic achievements of its employees, whether personal or job-related, and encourages individual growth and self-actualization of all its employees in their pursuit of a higher education.

Application of Values

Employees are to be familiar with and understand each of the Department's values. When developing new programs or activities, supervisors are to ensure that each is consistent with the Department's stated values. Periodic inspections shall ensure that existing programs and activities are consistent with Departmental values.

Written Directive System

The Greenville Police Department's Policy and Procedures contain the Department's written directives system. Departmental directives are intended to disseminate policies, rules, and procedural guidelines to employees in order to carry out the agency's activities. Policies set forth the Department's goals, values, and principles and establish permanent guidelines for the operations of the Division, Section, or Units in the Department.

The Greenville Police Department's Policy and Procedures provide employees with a clear understanding of the constraints and expectations relating to the performance of their duties. It permits rapid access to individual policies and procedures and it differentiates types of directives and their function. Therefore, each employee is responsible for knowing what is expected of their position per policy. Each chapter of The Greenville Police Department's Policy and Procedures address a particular topic and issues related to that topic. Each chapter contains statements of agency policy, rules, regulations, and procedures for carrying out Department activities relative to the topics covered by the chapter.

The directive system shall include any communications that serve to guide or affect the performance or conduct of employees. All of the following may serve as written directives:

- Policies
- Procedures
- Rules & Regulations
- General Orders
- General Order Addendums
- Personnel Orders
- Special Orders
- Memorandums
- Instructional Material

Policies and procedures constituting general orders of the Greenville Police Department as authorized and issued by the Chief of Police shall be collected and maintained in the Greenville Police Department's Policy and Procedures. General orders, supplemental policies, procedures, and related administrative and operational information are contained in the following documents:

- Greenville Police Department's Policy and Procedures
- All Hazards and Emergency Operations Plan
- Field Training Guide
- Classifications and Delineations of Job Duties and Responsibilities
- Guidelines for Recruitment and Selection
- Communications Center Procedures
- Communications Center Training Guide
- Exposure Control Plan
- GPD Shift ID Training Guide
- GPD Strategic Plan
- GPD Recruitment Plan and EEO
- GPD Employee Directory
- Annual Legal Updates
- Volunteer Chaplaincy Program

Authority and Control of Written Directive System

The Chief of Police has authority and control over the written directive system. It is the responsibility of the Chief of Police to issue, modify, and approve all written directives. Under this authority, the Chief of Police identifies persons and positions authorized to develop written directives and to incorporate them as policy or procedure. The coordination of the written directives process is accomplished through the Office of Strategic Services.

The Greenville Police Department may seek input from a cross section of Department personnel in the formulation of any new policy or the revision of existing policy. A review committee comprised of those personnel most closely affected by the policy may be called upon as needed to review and discuss proposed policies and procedures with Watch Commanders, Division Commanders, or other police personnel whose current assignment is directly connected to the affected policy in order to obtain additional input on the policies and procedures.

Before being distributed, all newly developed policy and policy revisions will be signed by the Chief of Police. Once approved and signed by the Chief of Police, revisions to the Department's Policy and Procedures which result in changes to operations or procedures within the Department are considered automatically approved and in accordance with city ordinance by the City Manager's Office.

Departmental Directive Terminology

Policy

A written directive broadly outlining agency principles: Policy statements may be characterized by words such as "may" or "should" and provide the framework for development of procedures, rules, and regulations.

Procedures

Procedures are a written directive that serves as a guideline for carrying out Departmental activities. A procedure may be mandatory in tone through the use of "shall" or "must" rather than "should" or "may". Procedures may sometimes allow differing degrees of latitude and discretion in carrying out an activity.

General Orders

General Orders announce adoption or revision of Department policy and institute permanent programs or procedures affecting more than one subordinate unit. All General Orders shall be issued under authority of the Chief of Police.

General Order Addendums

A directive issued by the Chief of Police to modify an existing written directive between major revisions of the Department's policy and procedures manual.

Special Orders

Special Orders announce policy or direct procedures concerning a specific event or circumstance, or may be a policy or procedure, which is temporary in nature.

Memorandums

Memorandums direct the actions of subordinates in specific situations or circumstances under a level of command not authorized to issue General or Special Orders. Memorandums shall not conflict with any policies, procedures, or General or Special Orders.

Training Bulletins

Training Bulletins shall contain current professional topics, techniques, or methodologies that would assist the professional growth and career development of employees. The bulletin shall be disseminated to all personnel to serve as part of a continuous training program. The information contained in a Training Bulletin may concern existing law and current changes in the law that will affect daily police operations or the information may serve as practical applications or interpretations of the law.

Training information may be disseminated by the Assistant City Attorney, Training Coordinator, Bureau Commanders, Chief of Police, Training Advisory Committee, or any other designated personnel. It shall be the responsibility of the Assistant City Attorney to review current legal issues to determine if the content impacts the functions of the Police Department and if so, to initiate appropriate procedural changes to maintain compliance with such laws.

Policy and Procedures Manual Format

The Greenville Police Department's Policy and Procedures are organized by chapters that are closely mirrored to the COMMISSION ON ACCREDITATION FOR LAW ENFORCEMENT AGENCIES STANDARDS MANUAL (CALEA). The numbering system begins with a chapter identifier and then subsection identifiers. CALEA Standards are cross-referenced at the beginning of each subsection.

Policy Review

The Greenville Police Department's Policy and Procedures shall be formally evaluated at least annually to determine what policies, procedures, or section thereof, should be canceled, revised, or continued in their present form. Members of the Division or function responsible for the subject matter contained in the directive may be asked to review the directive. It shall be the responsibility of the Chief of Police to initiate the formal annual review.

Commanders and supervisors shall have the on-going responsibility to monitor policies and procedures relative to their function and initiate revisions through the Office of Strategic Services as needed. Policy changes may be necessitated by any of the following circumstances, but are not limited to these circumstances.

- Procedural Changes
- Annual Policy Review
- Staff Inspections
- Changes in Accreditation Standards
- Departmental Needs

Policy modifications may be proposed by any member of the Department through the Suggestion Management System or memorandum to the Office of Strategic Services via the appropriate chain of command. When extensive revisions are required, or an additional policy needs to be written, Commanders and Supervisors shall coordinate with the Office of Strategic Services to determine the most appropriate resources to assist with the input for the policy rewrite. Generally, this will be members of the Bureau or function responsible for the subject matter contained in the directive.

Ultimately, it is the responsibility of the Office of Strategic Services to write policies, procedures, and Standard Operating Procedures for the Department. However, all new policy drafts or revisions not specifically written by the Office of Strategic Services will be reviewed and edited by that office prior to implementation. All policy revisions must be written in compliance with CALEA accreditation standards. When a revised directive is issued, the original directive will be rescinded effective with the issuing of the new directive.

Issuing Policy Additions, Revisions, and General Order Addendums

A directive may be issued as needed under the authority of the Chief of Police which modifies or replaces an existing directive. All revisions affecting existing policy will be numbered consistent with the original directive.

Operational Directives by Memorandum

Bureau Commanders – Permanent Directives

All memorandums written by Bureau Commanders which permanently establish or alter Departmental directives constitute GENERAL ORDERS and must be issued under the authority of the Chief of Police. Therefore, such memorandums shall be treated as revisions to the Greenville Police Department's Policy and Procedures and will be distributed as an addendum to the affected policy.

Memorandums permanently affecting any of the following shall be distributed as revisions to the policy:

- Established Policy
- Established Operational Procedures
- Performance or Conduct of Personnel
- Personnel Outside the Commanders Authority
- More than One Organizational Component
- Compliance with Accreditation Standards
- City Ordinance or State Law
- Issues of Legality or Liability

When a memorandum affects the operations of the Greenville Police Department, the revision will be reviewed by the Command Staff reviewed electronically and discussed during phone conversations, a called meeting or regularly scheduled Command Staff meetings. The Office of Strategic Services will review the memorandum to determine any effect on compliance with accreditation standards and implement any necessary changes to policy. Once the memorandum is in final form, it shall be distributed to all employees of the Greenville Police Department as a General Order Addendum or immediately incorporated into policy.

Bureau Commanders – Temporary Directives

Bureau Commanders may issue memorandums involving police action or operational requirements at their discretion and unrelated to the written directive process when such memorandums:

- Are of Temporary Duration
- Contain an Expiration Date not Exceeding Six Months
- Do Not Affect Personnel Outside of the Issuing Commander's Authority
- Do Not Change Established Departmental Policy
- Continue to Comply with CALEA Accreditation Standards

It shall be the responsibility of the individuals issuing memorandums containing an expiration date to review such memorandums prior to the expiration date to establish whether the procedure or information outlined in the memorandum should be renewed as a temporary directive or should become a revision to the Greenville Police Department's Policy and Procedures Manual.

Should the information contained in the memorandum need to be continued, but not included in the Greenville Police Department's Policy and Procedures, the authority issuing the memorandum must re-issue the memo with a

new expiration date. When a memorandum is reissued, all prior dated copies of the memorandum shall be considered canceled.

If the information contained in the memorandum needs to become a permanent part of the Greenville Police Department's Policy and Procedures, it shall be the responsibility of the issuing Commander to initiate the policy revision or General Order Addendum process through the Office of Strategic Services.

All procedures contained in the memorandum will be canceled at the time of the expiration date if not renewed by a current memorandum or included as a revision to the policy manual.

12.2.2 POLICY DISSEMINATION

CALEA Standard: 12.2.2 (Dissemination and Storage)

The Greenville Police Department's Policy and Procedures are available to all personnel electronically through a document retention system. New employees will receive policy training on specially chosen topics and shall also be advised on accessing the Policy and Procedures electronically. At a minimum, a hard copy of the Greenville Police Department's Policy and Procedures shall be maintained in the Accreditation Coordinator's Office and is available upon request to any employee for review.

New or revised written directives and addendums will be available to all full-time personnel electronically for review. Employees shall electronically sign an acknowledgment and receipt for each new or revised directive and maintain an awareness of any changes. Documentation of acknowledgement and receipt will be maintained electronically through the documentation management system.

Affected part-time personnel who do not have access to the electronic document system will be provided hard copies of any changes to policy and procedure. Affected part-time employees are required to sign a hard copy of the acknowledgement and receipt form for the applicable policy. These forms will be maintained in the Accreditation Coordinator's office.

Policies and procedures are applicable to all employees of the Department. It will be the responsibility of each employee of the Department to be familiar with issued written directives.

Supervisors shall review all changes to policy and procedures at shift briefings or at a meeting of the various departmental components under their command.