

Germantown Police Department

Policies and Procedures

Number: 1-26
Effective Date: January 1, 2003
Subject: Principles of Supervision
Previous Revisions:

I. PURPOSE

The purpose of this policy is to describe general responsibilities common to all supervisors and to specify general expectations for supervisors in fulfilling those responsibilities.

II. POLICY

Responsibilities of supervisors include the supervision, direction, coordination of effort, leadership, inspection and evaluation of individual subordinates, in addition to other assigned tasks. Therefore, it is the policy of the Germantown Police Department that supervisors will organize subordinates, equipment and tasks, to achieve organizational goals and objectives, with maximum efficiency and minimum expenditure of human or material resources.

III. DISCUSSION

Supervisors may be sworn or civilian, as determined by the requirements of a more specific position. They are appointed, by higher authority, to be in charge of one or more employees of the Department, and may be assigned to field or staff duties.

IV. DEFINITIONS

Administration: Those activities concerned with planning, organizing, directing, coordinating, recording and public relations.

Supervision: Techniques used to achieve goals and objectives by reviewing results and determining the causes of success, failure or mediocrity. Supervision also includes the control, development and maintenance of harmonious relationships among all Department personnel and the inspection, review, evaluation and quality control of work performed by subordinates.

Training: Includes instruction in developing efficient working habits and good attitudes; practical instruction in how, what, when, where and why tasks are to be done; and developing the potential of subordinates.

V. RESPONSIBILITIES

Regardless of rank or classification, a supervisor is responsible for the administration, supervision and training of subordinates, as described in “Definitions” above.

VI. SPAN OF CONTROL

To achieve effective direction, coordination and control, the number of personnel under the immediate control of a supervisor will not be excessive. The exact number of subordinates will depend upon the nature and complexity of the assigned duties, and upon the nature and extent of demands upon the service unit. Each Commanding Officer will continually review the number of personnel being supervised by those under his/her command, to ensure that appropriate limits are not exceeded.

VII. EXPECTATIONS OF SUPERVISION

The Department has the following expectations of all supervisors:

Knowledge of Goals, Values and Services of the Department: Supervisors will be familiar with the goals, values and services of the department and will use them as guiding principles in the performance of their supervisory duties.

Knowledge of Subordinates: Supervisors will closely observe the work of their immediate subordinates and be prepared to evaluate it accurately for their superiors, in as much detail as the superior wishes. Supervisors will make a written report to their superior of any outstanding work of a subordinate, and also of any serious misconduct or unfitness. They will complete performance evaluation forms appropriately.

Knowledge of Conditions: Supervisors shall familiarize themselves with the conditions that affect the work of their subordinates and shall inform their superiors of such conditions, in as much detail as the superior indicates is required.

Morale: Supervisors will take positive steps to create and maintain high morale and a spirit of service among subordinates.

Information to Subordinates: Supervisors will inform their subordinates of decisions by higher authority that affects them, unless such information is confidential. They will disseminate Department information concerning policies, procedures and rules.

Training and Assistance: Supervisors will ensure that their subordinates are given all necessary practical assistance and training in the discharge of their duties.

Detailed Orders and Instructions: Supervisors will issue any order to their subordinates necessary to implement orders from their superiors, and will carry out their assigned function within the

framework created by orders from their superiors. It is the supervisor's duty to ensure that instructions to subordinates are clearly understood.

Report Review: The responsibility for reviewing reports is common to all supervisors, regardless of rank or classification. Initial responsibility will begin with a Department employee's direct supervisor. However, all supervisors will strive to maintain a high level of quality in reports generated by subordinates.

VIII. REVIEW PROCESS

An annual review of this policy shall be conducted to determine if it should be revised, cancelled or continued in its present form.

This order shall remain in effect until revoked or superseded by competent authority.