

- I. Purpose
- II. Allocation of Personnel
- III. Supervision and Control
- IV. Rank Structure
- V. Command Structure
- VI. Duties and Responsibilities

I. Purpose

General duties and responsibilities for each sworn rank and professional staff position can be found in the M-NCPPC Park Police Classification Manual. Specific responsibilities for each professional staff position are established by individual job descriptions, subject to the provisions of the Merit System Rules and Regulation, the Manual for Contract Employees, and any collective bargaining agreements in force. It is the purpose of this policy to establish responsibilities specific to each sworn position, define delegation of authority within the Division, and to establish command protocol in the absence of the chief executive officer, i.e. the Park Police Chief. Additionally, this directive establishes policy regarding the span of control (the number of employees reporting to any one supervisor) at all levels within the Division, the overall employee/supervisor relationship and the organizational structure of the Division.

II. Allocation of Personnel

- A. The Division will conduct workload assessments of all components to determine staffing needs at least once every three years. These assessments may be initiated at the Section Commander level or above.
- B. Each section commander will be responsible for providing full documentation of the results of the assessment to the respective branch assistant chief.
- C. Allocation of personnel based on these workload assessments will be made in accordance with the Division Directive, Transfer Procedures and collective bargaining agreements.
- D. Assessments that demonstrate a need for an increase in the Division's overall authorized strength will be presented, with full documentation, to the Chief, for inclusion in the Division's budget proposals.

III. Supervision and Control

- A. Supervisors direct the work of others and are expected to act as leaders, evaluators and instructors to their subordinates. Supervisors are accountable for exercising supervisory authority, as well as the failure to exercise it.
- B. It is the policy of this Division to ensure the adequate supervision, guidance and coordination of all employees.
- C. Each employee should be able to identify one, and only one, supervisor to whom the employee is accountable at any given time. However, there may be times when a supervisor will give a command to an employee who is outside their chain of command.
- D. The number of employees under the immediate control of any supervisor will be limited in such a manner as to ensure effective direction, coordination and control of employees at all levels.

- E. The organizational subdivisions within the personal span of control of the Chief of Police will be grouped by function.

IV. Rank Structure

- A. The Division personnel are either:
 - 1. Police officers who are vested with law enforcement authority, or
 - 2. Non-sworn professional staff.
- B. The order and rank of the Division sworn personnel is:
 - 1. Chief/Commander.
 - 2. Assistant Chief/Captain (Branch Commanders).
 - 3. Lieutenant (Section Commanders).
 - 4. Sergeant.
 - 5. Police Officer IV, Corporal.
 - 6. Police Officer III, Private First Class.
 - 7. Police Officer II, Private.
 - 8. Police Officer Candidate.
- C. During the temporary absence of any ranking command staff officer, the highest-ranking subordinate present or available for duty acts as the ranking officer unless the absent ranking officer has designated, by name, his/her temporary placement.
- D. Command staff officers of lower rank, after assuming a temporary higher command position, have the authority and duties of the higher position as if they were regularly appointed. A temporary commander will not unnecessarily interfere with, or countermand, any order issued by the officer whose place he/she is temporarily occupying.
- E. When personnel are temporarily assigned to a Section, they are responsible to and under the command of the newly assigned supervisor.
- F. Delegation and Responsibility
 - 1. Supervisors at any level can delegate authority and duties to subordinates but they cannot delegate responsibility. All supervisors are fully accountable for the performance of employees under their immediate control.
 - 2. The delegation of duties and tasks must be accompanied by the authority to make decisions and execute assigned tasks in an effective manner. Individuals are accountable for the use of authority delegated to them, as well as the failure to exercise it.

3. Delegation of Command
 - a. Whenever the Chief is to be absent and unavailable to manage the operation of the Division for a short period of time, the Chief will designate one of the Assistant Chiefs as Acting Chief of Police.
 - b. In the event the Chief is absent from duty for more than sixty (60) days, the Director of Parks will appoint an Assistant Chief to the position of Acting Chief of Police. The Acting Chief will assume the duties of the Chief until the incumbent Chief returns to duty or a permanent promotion is made.
4. No provision of this Directive will be construed to limit the authority of the Chief to assign personnel to those duties and responsibilities he/she deems necessary to the accomplishment of the goals, objectives and responsibilities of the Division.

V. Command Structure

- A. The Division will be comprised of four operational units: Patrol, Support, *Investigative* and Operations branches.
- B. Assistant Chiefs will be supervised by the Chief.
- C. The Patrol, Support, *Investigative* and Operations Branches will be supervised by an Assistant Chief.
- D. Lieutenants may be assigned as Section Commanders to each of the following sections:
 1. Investigative Services
 2. Patrol
 3. Special Operations
 4. Support Administration
 5. Internal Affairs
- E. Additional Section Commanders may be assigned as deemed necessary by the Chief.
- F. Sergeants may be assigned to each of the following units:
 1. Each Patrol Squad
 2. Each Special Operations Squad
 3. Investigative Services
 4. Support *Administration*
 5. Community Services

6. Internal Affairs

G. Other Sergeants may be assigned as deemed necessary by the Chief.

VI. Duties and Responsibilities

A. Police officers, regardless of rank, may be assigned to Patrol, Support, *Investigative* and Operations branches as deemed necessary by either the Chief or an Assistant Chief. Professional staff may be assigned to duties and positions, subject to the provisions of the Merit System Rules and Regulations, the Manual for Contract Employees, and any collective bargaining agreements, as deemed necessary by either the Chief or an Assistant Chief.

B. All Division personnel, regardless of rank or position, will report to their supervisor any incidents of misconduct, incompetency, negligence of duty or violations of the rules, regulations and procedures. Failure to report these violations will be considered negligence of duty. *(If the supervisor is the subject of the inappropriate conduct in question, personnel may report the information to an executive or the Internal Affairs Section.)*

C. CHIEF - RANK: COMMANDER

The Chief will manage and supervise:

1. Assistant chiefs.
2. Internal Affairs.
3. Labor relations.
4. Budget and procurement [Budget projections, preparation and capital improvement (CIP) and operating budget impact (OBI)].
5. Cash management including petty cash and drug enforcement funds.
6. Human resources.
7. FOP president, if assigned to county.
8. *Any other position as deemed necessary by the Chief.*

D. ASSISTANT CHIEF - RANK: CAPTAIN

The assistant chiefs, will be responsible for, as delineated in the Division Organizational Chart, the management and supervision of the following:

1. Investigative Services.
2. Patrol.
3. Special Operations.

4. Management and Technology.
5. Community Services.
6. Grants.
7. Planning and research.
8. Training.
9. *Commendations and awards.*
10. Communications.
11. Property and evidence.
12. Records.
13. Fleet.
14. Support administration.
15. *Firearms.*
16. *Media Relations.*

E. SECTION COMMANDERS - RANK: LIEUTENANT

1. The patrol commanders are responsible for the supervision and management of:
 - a. Patrol platoons.
 - b. Bicycle patrol.
 - c. ATV program.
 - d. Hunting and game laws programs.
 - e. Problem oriented policing projects.
 - f. Section's budget review and recommendations.
 - g. Planning and research.
 - h. *Community Services.*
 - i. *Ranger program.*
2. The investigative commander is responsible for the supervision and management of:
 - a. Investigative Services.

- b. Intelligence collecting.
 - c. Undercover operations.
 - d. Crime analysis.
 - e. Crisis intervention.
 - f. Section's budget review and recommendations.
 - g. Planning and research.
3. The special operations commander is responsible for the supervision and management of:
- a. Marine patrol.
 - b. Motor patrol.
 - c. Mounted patrol.
 - d. *K-9 patrol.*
 - e. Special events.
 - f. Unusual occurrences planning.
 - g. Homeland security planning.
 - h. Section's budget review and recommendations.
 - i. Planning and research.
 - j. *Division training programs.*
 - k. *Commendations and awards.*
4. The *support* commander is responsible for the supervision and management of:
- a. Communications.
 - b. Records.
 - c. Facilities management.
 - d. M.I.S. (management and information systems).
 - e. Property and evidence.
 - f. Fleet management.

- g. Fixed asset tracking.
 - h. Section's budget review and recommendations.
 - i. Planning and Research.
5. Internal affairs commander is responsible:
- a. Pursuit analysis.
 - b. Departmental accident analysis.
 - c. Use of force analysis.
 - d. Monitor internal discipline matters.
 - e. *Recruitment and pre-employment investigations.*
 - f. *Officer candidate recruitment.*
 - g. FOP contract issues.
 - h. Inspectional services.
 - i. Court liaison.
 - j. Section's budget review and recommendations.
 - k. Planning and research.

**Or as designated at the discretion of the Chief and the needs of the Division.*

F. WATCH COMMANDER; RANK: *COMMAND STAFF*

- 1. Designated staff serves as watch commander representing the authority of the Chief and ensure that all police operations are carried out in accordance with Division rules and regulations.
- 2. Watch commanders have the following responsibilities:
 - a. Periodically inspect personnel and Division equipment to ensure compliance with Division rules and regulations.
 - b. During their tour of duty, constantly patrol unless otherwise assigned, during such patrol they will ensure that all beats are being properly patrolled and supervised.
 - c. Respond to serious situations/incidents that occur in the field and take command of the situation/incident as necessary.

- d. Routinely respond to calls for service ensure that the high quality of these services are constantly maintained.
- e. Make decisions regarding the proper courses of action when requested by subordinate supervisors or where the seriousness and/or difficulty of the situation dictates action by an officer above the rank of sergeant. Watch Commanders evaluate the need for increased response to a situation and for the need to activate special Division contingency/emergency plans. They coordinate overlap problems and redeploy personnel as needed to meet operational requirements.
- f. Ensure quality customer service, effective community focused initiatives and embrace the intelligence-led policing philosophy throughout his/her command.

G. SQUAD SUPERVISOR - RANK: SERGEANT

1. Will supervise police activities based on a continuing analysis of crime patterns and service needs.
2. Will monitor police activity in assigned areas, ensuring reasonable response time, effective policing and park checks are being conducted.
3. Will patrol during the entire tour of duty unless otherwise assigned. Will routinely respond to calls for service *especially those which may benefit from a supervisor's acquired knowledge/experience such as health emergencies, group disputes, large community events, contentious matters in need of de-escalation, etc.*
4. Will direct initial police response in unusual and emergency situations unless relieved by higher authority. Sergeants will respond to all serious situations/incidents and take command upon arrival until relieved or resolved. Sergeants are responsible for Reports of Investigation.
5. Will schedule training, court, details, leave, special assignments and overtime (when necessary) while maintaining minimum staffing requirements.
6. Will review, critique and approve written reports to ensure documents are completed in compliance with rules, regulations and procedures and ensure that monthly internal reports are completed accurately and submitted on time.
7. Will maintain discipline through periodic inspections and ensure proper maintenance and appearance of uniforms and issued/assigned equipment.
8. Will conduct preliminary inquiries into complaints brought to their attention and forward notice of the same to the Internal Affairs for tracking and final follow-up assignment
9. Will ensure quality customer service, effective community focused initiatives and embrace the intelligence-led policing philosophy throughout his/her command.

10. Will ensure that all officers are involved with the communities they serve by attending community meetings and events in order to foster greater rapport with the public.
11. Will train and develop officers to identify core problems and plan for their solution.
12. Will utilize objective methods to substantiate subordinates' efforts and results. *No quotas on law enforcement activities such as arrests, traffic citations, etc. will be issued. Instead, evaluation of personnel will be holistic in nature to include activities such as quality of incident reports, willingness to conduct timely follow-up investigations, innovative and resourceful efforts to solve problems, interacts with all community members in a professional and compassionate manner, readily engages in crime prevention activities such as trail/facility checks, solicits assistance from the public to solve community safety concerns, willingness to share one's skills/knowledge/abilities for the betterment of the Division and community, and the like.*
13. Will guide and mentor officers' efforts to obtain skills and training necessary for promotion.
14. Will fairly evaluate subordinates under their command as specified in each applicable performance evaluation system.

H. SECTION/UNIT SUPERVISOR - RANK: SERGEANT

1. May be assigned to supervise either sworn or professional staff, or a combination of both, in any Division function as deemed necessary by the Chief.
2. May be assigned administrative duties that require working with minimal supervision in any Division function as deemed necessary by the Chief.
3. Will supervise subordinates' activities based on a continuing analysis of workloads and service needs.
4. Will schedule training, court, details, leave, special assignments and overtime (when necessary) while maintaining staffing requirements.
5. Will review, critique and approve to ensure documents are completed in compliance with rules, regulations and procedures and ensure that monthly internal reports are completed accurately and submitted on time.
6. Will maintain discipline through periodic inspections and ensure proper maintenance and appearance of uniforms and issued/assigned equipment.
7. Will conduct preliminary inquiries into complaints brought to their attention and forward notice of the same to the Internal Affairs for tracking and final follow-up assignment
8. Will ensure quality customer service, effective community focused initiatives and embrace the intelligence-led policing philosophy throughout his/her command.

9. Will train and develop personnel to identify core problems and plan for their solution.
 10. Will utilize objective methods to substantiate subordinates' efforts and results. *A holistic approach that stresses professionalism, resourceful problem solving, collaboration, community engagement, attention to detail in the completion of administrative duties, etc.*
 11. Will guide and mentor subordinates' efforts to obtain skills and training necessary for promotion.
 12. Will fairly evaluate subordinates under their command as specified in applicable performance evaluation system.
- I. UNIFORMED FIELD AND SPECIAL OPERATIONS OFFICERS - RANK: POLICE OFFICER
1. Will be assigned to patrol a particular beat or beats within the Division's jurisdiction utilizing that mode of transportation particular to their unit of assignment (i.e., patrol car, bicycle, boat, motorcycle, horse, ATV or footpatrol).
 2. Will conduct park checks.
 3. Will be responsible for the initial investigation of all calls for service assigned to them and the filing of proper reports when necessary. A thorough investigation includes the interview of the complainant and all victims and/or witnesses, the collection of appropriate items of evidence when an investigator or evidence technician is not present at the scene, and the *identification* and interrogation of all suspects as appropriate.
 4. Will be familiar with crime prevention techniques and will conduct crime prevention activities. This may include providing talks and special events to various community groups on topics such as winter water safety, bicycle safety, child safety seat checkpoints, etc.
 5. Will be responsible for identifying the various community groups and organizations in their assigned beat.
 6. Will become involved in and with the communities they serve by attending community meetings and events.
 7. Will identify and address concerns, before they become problems, as soon as they become aware of them.
 8. Will submit appropriate Problem Oriented Policing Project forms, Assignment Plans, and After-Action Reports as required.
 9. May be assigned to field training duties to instruct newly hired police officers during their field training period.

10. Will inspect vehicles and other equipment on a daily basis and will report any deficiencies to the Officer in Charge.
11. May be assigned other duties as deemed necessary by their supervisors.

J. DETECTIVES - RANK: POLICE OFFICER

1. Will perform follow-up investigations of crimes and incidents requiring special investigative training and expertise.
2. Will respond to the scene of crimes and incidents to collect appropriate physical evidence, conduct interviews and interrogations and conduct other such inquiries as necessary to the completion of a successful investigation and/or prosecution.
3. Will maintain liaison with other criminal justice agencies for investigative purposes and process records required by the F.B.I. and other agencies.
4. Will frequently advise patrol officers and supervisors of ongoing investigations and look-outs and solicit information useful to ongoing investigations. This is to be accomplished through the use of the Division Mobile Roll Call system and/or E-mail system, attendance at Roll Call meetings and one on one contact.
5. Will become involved in and with the communities they serve by attending community meetings and events.
6. Will identify and address concerns before they become problems and as soon as they become aware of them.
7. Will submit appropriate Problem Oriented Policing Project forms, Assignment Plans, and After-Action Reports as required.
8. May be assigned other duties as deemed necessary by their supervisors.
9. The fact that investigators are not detailed to routine patrol duties will not be construed as relieving them of their responsibility of taking prompt action upon observing any violation of laws or regulations or need for immediate police service or intervention.

K. ADMINISTRATIVE OFFICERS - RANK: POLICE OFFICER OR ABOVE

Administrative officers may be assigned duties in any one or more of the following Division functions:

- Support Administration
- Property and Evidence
- Training
- Media Relations
- Budget
- Community Relations
- Internal Affairs
- *Office of the Chief*

Issuing Authority:



Chief Darryl W. McSwain
Maryland-National Capital Park Police
Montgomery County Division

End of Directive