

# Annapolis Police Department



## GENERAL ORDER

**Number: A.7**

**Issue Date: August  
2018**

**TO:** All Personnel

**SUBJECT:** Direction and Control

### **PURPOSE**

The purpose of this General Order is to establish guidelines for the direction and control of the Department.

### **POLICY**

It shall be the policy of the Annapolis Police Department to follow generally accepted principles of command, direction and supervision.

#### **I. Span of Control**

- A. Command personnel and supervisors are given specific areas of assignment over which they have command or supervisory responsibility at all times. Supervisors will not have under their immediate control an excessive number of employees as determined by the Chief of Police for effective direction, coordination and control.
- B. Generally, the span of control decreases at higher levels of authority. The addition of employees increases the difficulty of command and decreases the efficiency of both the supervisors and their employees.

#### **II. Obedience to Orders**

- A. All members shall obey all lawful orders, either verbal or written, of any superior or other members designated to command. This shall include, but is not limited to orders relayed from a superior by a member of the same or lesser rank, General Orders, Personnel Orders, Chief's Memorandums, Special Orders, and other directives.
- B. Members who are given an otherwise proper order which is in conflict with a previous order, rule, regulation, General Order, or other directive shall so inform the supervisor issuing the order causing conflict.

1. If the supervisor issuing the order does not alter or retract the conflicting order, the order shall stand and personnel shall obey same. The responsibility for the conflict shall be upon the supervisor. Members shall not be held responsible for having disobeyed the previously issued order, rule, etc.
  2. Members shall not obey an order which they reasonably believe would require them to commit any illegal act. If in doubt as to the legality of the order, members shall request the issuing supervisor to clarify the order or to confer with a member of a rank higher than that of the issuing member.
- C. Occasions may arise requiring a supervisor to issue an order to personnel outside the supervisor's immediate responsibility. Nothing in this General Order will prevent this from occurring.

**III. Accountability**

- A. Each organizational component within the Police Department is under direct command of only one supervisor.
- B. All personnel will be organizationally accountable to only one supervisor at any given time.
- C. Supervisory personnel are accountable for the performance of employees under their immediate control. This applies to all levels of supervision within the Department. Employees will be apprized of their specific duties and responsibilities upon hiring and upon transfer to other positions in the Department. Position descriptions and job responsibilities are available from the Administrative Services Division or Human Resources.
- D. Responsibility is accompanied by commensurate authority. At every level within the Department, members will be given the authority to make decisions necessary for the effective accomplishment of their responsibilities.
- E. Each employee is accountable for the use of delegated authority and for the failure to use it.

**IV. Communication, Coordination and Cooperation with other Departmental Units**

- A. All members will cooperate and exchange information with patrol officers, investigators, and personnel from other areas of the Department. This cooperation and exchange shall be accomplished by but not be limited to:
  1. Attendance of investigators at platoon roll calls in order to share information as to current activities and areas of needed assistance.
  2. Attendance of supervisory personnel at staff meetings, where Department, division, section or platoon matters are discussed and ideas are exchanged.
  3. Daily review by patrol and investigative personnel of offense/incident reports and miscellaneous information made available by utilization of information boards. This review should trigger the sharing of ideas of information and assistance.

- 4. Review of e-mail.
- 5. Review of input from a sample of affected personnel in development of new policies and or procedures.
- 6. Periodically staff meetings will be conducted which all command staff members and the Chief of Police will attend. The purpose of these meetings will be to highlight achievements and problems; provide information concerning forthcoming activities or events; discuss needs, requirements, or changes; provide feedback concerning policy, General Orders or directives; and in general to share information. Each commander will in turn have an opportunity to speak and should feel free to comment, at any time on any matter under discussion.

B. In order to ensure an effective evaluative loop in the community involvement/community relations of the agency any member may forward information to the Commander of the Special Operations Division relating to any type of problems in the community, what actions were taken to correct the problem(s) or any other information relating to the community the member feels is important. This information will be included in the Community Services Section Monthly Report.

**V. Salary Program**

- A. Entry level salary, salary differential within the ranks and salary differential between the ranks are determined by the member’s respective unions.
- B. There are no provisions established in the salary program for different salary levels for members with special skills, nor are there provisions for any type of salary augmentation.

S. Baker

Scott Baker  
Chief of Police

References
1. Accreditation Standards: 11.2.1, 11.2.2, 11.3.1, 11.3.2, 12.1.3, 12.1.4, 16.2.3, 22.1.1, 45.2.3

**Revision:** This General Order replaces General Order A.7 Direction and Control dated May 2013.