



Las Cruces Police Department
GENERAL ORDERS
ADMINISTRATIVE VOLUME 1
GO-108 COMMAND AND SUPERVISION PRINCIPLES
Revised 1/9/17

108 COMMAND AND SUPERVISION PRINCIPLES

PURPOSE

This General Order explains command and supervision principles and the chain of command of the Las Cruces Police Department.

POLICY

Supervisors shall exercise their authority in the best interest of the department, the community, and the employees of the department. Employees assigned to leadership positions shall carry out their duties in a manner that contributes to the department's mission, values, goals, and objectives.

APPLICABILITY

This General Order applies to all employees. This General Order supersedes all previous versions.

REFERENCES

- CALEA 11.2.1 – 11.3.2
- General Order 103 Code of Conduct
- General Order 141 Reports
- Current contract between the City of Las Cruces and the Las Cruces Police Officers' Association

108.01 CHAIN OF COMMAND

- A. Chain of command is the order in which authority and responsibility in an organization is delegated from the Chief of Police to every employee at every level of the organization. Instructions flow downward along the chain of command and accountability flows upward. Each employee is accountable to their immediate supervisor.
- B. Some sections or units may not have all levels of authority represented in their chain of command. Generally, only sergeants and above have supervisory authority.



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C. The department chain of command is:

1. Chief of Police
2. Deputy Chief
3. Commander
4. Lieutenant/Administrative Services Manager/Chief Codes Officer
5. Sergeant/Supervisor
6. Detective / Agent / Police Officer / Code Enforcement Officer / Animal Control Officer/civilian employee
7. Recruit Police Officer

D. Supervisors generally issue orders only to their own immediate subordinate(s). Subordinate supervisors issue or relays orders in the same manner until the point of implementation is reached. Once an order has been implemented, feedback regarding outcome should be relayed up the chain of command to the supervisor who originally issued the order.

E. Due to overlapping work schedules, areas of responsibility, unforeseen emergencies or other circumstances, supervisors may be responsible for issuing orders or directing subordinates not officially in their chain of command. In such cases a courtesy notification to the employee's supervisor shall be made.

F. Supervisors who observe or become aware of any policy violation, act or behavior that is inappropriate may take immediate corrective action to stop and/or mitigate the situation. If the involved employee is outside of the supervisor's span of control, the supervisor shall inform the employee's immediate supervisor of the incident. The supervisors shall discuss the situation and determine who shall notify the Professional Standards Unit (PSU) if appropriate.

108.02 SPAN OF CONTROL

Span of control is the number of subordinates a single supervisor can effectively control. The number of subordinates shall depend on the nature and complexity of the assigned duties.



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108.03 CONFLICTING ORDERS

Employees who are given a lawful order which conflicts with a previous order, rule, regulation, or directive shall respectfully inform the supervisor issuing the conflicting order of the conflict. If the supervisor issuing the order does not alter or retract the conflicting order, the new order shall stand. Under these circumstances, the responsibility for the conflict shall be upon the supervisor. Employees shall obey the conflicting order and shall not be held responsible for disobedience of the order, rule, regulation, or directive previously issued. Subordinates are not required to follow illegal and/or unethical orders. In such circumstances the subordinate shall notify the next high level in the chain of command of the order.

108.04 SUPERVISORY RESPONSIBILITIES

A. Supervisors shall:

1. Closely observe the work performance of their immediate subordinate(s) and be prepared to evaluate that performance. Supervisors shall make a written report of any outstanding work of a subordinate or any misconduct or unfitness of a subordinate.
2. Be familiar with issues that may affect the working conditions and morale of their subordinates and shall inform their superiors of such issues in detail.
3. Keep their subordinates informed of all decisions and information affecting them by disseminating orders, policies, procedures, rules, and regulations.
4. Ensure their subordinates are given all necessary and reasonable assistance and training to discharge their duties.
5. Issue orders to their subordinates necessary to carry out their assigned duties. It is the supervisor's responsibility to ensure instructions are understood by their subordinate.
6. Supervisors shall review the work product of their subordinates to ensure efficiency, effectiveness, and compliance with department mission and goals.
7. Supervisors shall review the reports of all subordinates as outlined in General Order 141 Police Reports.

108.05 ABUSE OF SUPERVISORY AUTHORITY



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Abuse of supervisor authority consists of the arbitrary and capricious exercise of power by a supervisor that injures or adversely affects the rights of a subordinate by tyrannical, careless, or capricious conduct or continuous and/or severe abusive language.

108.06 AUTHORITY AND ORDER OF SUCCESSION

A. When the Chief of Police is absent, he/she shall appoint an acting chief who will have the same responsibilities and authority as the Chief. The acting chief will perform the duties of the Chief of Police. If an acting chief is not appointed the following order of command succession shall apply:

1. Deputy Chief of Operations (DCO)
2. Deputy Chief of Administration (DCA)
3. West Area Commander
4. East Area Commander

108.07 ASSIGNMENT OF SUPERVISORY POSITIONS

The Chief of Police retains the authority to assign employees to supervisory positions at his/her discretion and shall ensure that positions are filled by employees holding the appropriate rank. Criteria for determining such assignments may include, but are not limited to, experience level, extent of training, past performance, general ability to perform the required duties, and approved examinations. Temporary appointments may be made by the Chief in the best interest of the department.

108.08 TRANSFERS

When a supervisor is transferred, he/she shall assist in transitioning his/her replacement to ensure the change is completed as smoothly and as orderly as possible. The outgoing supervisor shall familiarize the incoming supervisor with the position and assist in maintaining continuity in community and professional contacts. The incoming supervisor should critically review and evaluate all aspects of the position and recommend changes if necessary to improve efficiency and effectiveness.

108.09 DELEGATION TO SUBORDINATES



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Supervisors may delegate duties to their subordinates unless directed otherwise. Supervisors delegate the authority to complete a task but retain responsibility and accountability for ensuring that the task is properly performed.

108.10 ABSENCE OF A SUPERVISOR

- A. When a supervisor is absent from any section or unit for an extended period of time, the senior member of the next lower level within the section or unit shall assume command unless an alternate employee has been designated. The employee will retain all duties and responsibilities of the absent supervisor and shall report to the next higher level in the chain of command. If the Chief of Police, or his/her designee, determines that the position is to remain vacated for an extended period of time, he/she may appoint an acting supervisor.
- B. Seniority is determined by date of rank or for non-supervisory employees, the length of continuous service within the department and/or length of time within a specialty unit.

108.11 ASSUMPTION OF COMMAND BY THE DEPUTY CHIEF

The appropriate Deputy Chief may assume command of any section or unit if necessary. The Chief and all subordinates affected shall be notified immediately.

108.12 MULTI-SECTIONAL / MULTI-UNIT RESPONSE INCIDENT COMMAND

- A. When responding to field incidents, the first responding officer shall be designated as Incident Commander (IC). The IC shall be responsible for all operations regarding the incident until such time command is relinquished to a commissioned supervisor. Command shall be considered relinquished automatically to the first arriving commissioned supervisor. The IC shall inform the supervisor of all information available regarding the incident when relinquishing command.
- B. The department utilizes different specialized sections and units to improve efficiency and effectiveness. The IC shall make use of these specialty units as appropriate and may relinquish command to the officer and/or supervisor of the specialty unit for the part of the incident they have been called to assist with.

108.13 SENIORITY

- A. When two or more officers of equal rank are assigned together or working together and an emergency arises requiring a command decision, the most senior officer shall assume



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command if no one has been assigned, or command may be assigned by mutual agreement. Seniority shall be determined by:

1. Rank.
2. Continuous service in that rank.
3. In the event of identical dates of rank, the employees' position on the standing list from which the employees were hired or promoted.
4. If assigned to a specialized section, time in service within that section.