

	Administrative General Order	1.04 Command and Direction	PAGE 1 OF 10
	SUBJECT		EFFECTIVE DATE
	<b>Virginia Beach Police Department General Order</b> <b>Chapter 1 – Organization and Command</b>		<b>05/01/2020</b>
			ORIGINATOR/REVIEW
DISTRIBUTION		CALEA: 11.2.1, 11.3.1, 11.3.2, 11.3.3, 12.1.2 A, B, C, D, 12.1.3, 12.1.4, 12.2.1 B, C, D, E, F, G, H, I, 12.2.2	
ALL			
BY THE AUTHORITY OF THE CHIEF OF POLICE:			

**Purpose**

To provide for command protocols and a system of written directives for the Virginia Beach Police Department.

**Definitions**

Staff command is defined as the issuance of orders by an agent who has no authority in his own right but performs the routine tasks of command as a service for a principal. Examples of this type of command include a dispatcher sending a police unit on an assignment or investigators directing the activities of forensic services technicians at a crime scene. Staff command affords little opportunity for delegation of tasks. The span of control is limited only to the immediate task at hand.

Line command is the exercise of authority delegated by the Chief of Police to his immediate subordinates and by them to their subordinates down the lines of direct control to the lowest level. Delegation is key to dispersing leadership through the ranks. Delegation also allows managers to use their time more effectively. A leader’s effectiveness is often determined by his ability to delegate tasks.

Line command is expressed through a formal system of rank in the Virginia Beach Police Department. The formal system in the sworn ranks is:

Chief of Police  
Deputy Chief of Police

Police Captain  
Police Lieutenant  
Police Sergeant  
Master Police Officer and Police Officer

Animal Control Lieutenant  
Animal Control Supervisor  
Animal Control Officer

**Policy**

**Delegation of Authority (CALEA 11.2.1, 11.3.1, 11.3.2, 12.1.3)**

1. Organizational components are established so that each employee reports to and is accountable to only one supervisor at a given time. In an emergency situation or under circumstances where the interest and welfare of the department or public are in jeopardy, a supervisor may assume command over a subordinate outside his pyramid of authority without violating the unity of command principle. After such a situation occurs, the supervisor must be prepared to defend whatever position is taken and immediately thereafter, or as soon as possible, advise the person in direct command of the subordinate of the actions and its justification.

2. The span of control for an individual supervisor shall be limited to the number of employees that can be effectively supervised.
  - a. The span of control for each supervisor shall be determined by the nature of the work involved and the employees performing the work.
  - b. An individual supervisor's span of control will generally not exceed ten employees.
3. Employees assigned to specific duties will be:
  - a. Granted commensurate authority to effectively execute the delegated task.
  - b. Held accountable for proper execution of the delegated task.
4. Each level of supervision shall be accountable for the performance of subordinates under their immediate supervision, as well as the proper execution of all duties assigned to that command level.
  - a. Each supervisor and employee will be accountable for the use of delegated authority
  - b. Acts performed without proper authority, authority improperly exercised, and failure to exercise authority may be cause for disciplinary action.
5. Any lawful order from a supervisor to a subordinate shall be obeyed.
  - a. Any lawful order from a supervisor that is relayed to an employee by another employee of the same or lesser rank will be obeyed as if given directly by the originating supervisor.
  - b. In the event that an employee receives conflicting orders from supervisors, the employee shall advise the supervisor issuing the last order of the conflict.
  - c. If the conflict is not resolved at that point, the employee shall obey the last order issued and shall not be considered disobedient of the order previously issued.
  - d. In the event that an employee receives an order to perform some act or function that the employee believes is unlawful:
    - 1) The employee shall, whenever possible, immediately advise the supervisor issuing the order of the employee's interpretation of that order.
      - a) If the conflict is not resolved at that point, the employee shall not be required to obey an order believed to be unlawful.
      - b) As soon as possible after any incident of this type, the involved supervisor and employee will meet with the next supervisory level in the chain of command to review and attempt to resolve the issue.
    - 2) If the employee has reason to believe that the supervisor's order was a deliberate attempt to intentionally commit an unlawful act, the employee shall report the incident as an allegation of misconduct according to procedures set forth in General Order 1.07 (Office of Internal Affairs) and the Administrative Investigations Field Guide.

**Command Protocol (CALEA 12.1.2 C, D)**

Each operational activity shall come under the command of a single individual, with the particular command assignment being based upon situation, rank and expertise of employees involved.

An employee of lesser rank may be designated as being in command of higher-ranking employees during the completion of certain operations.

1. Inter-division/bureau operations:

The sharing of resources is pertinent to the overall success of departmental operations. Incidents that involve personnel from across commands require effective management, to include briefings of critical information among those participating.

The following protocols will be followed to facilitate and coordinate operations where personnel are requested from multiple commands for preplanned events and any event as outlined in GO 13.01, NIMS Incident Command System.

- a. In the event that employees from different divisions or bureaus are utilized, overall command responsibility belongs to the unit requesting or receiving the assistance. For example, in a situation involving a patrol division receiving assistance on surveillance from Narcotics/Vice Unit officers, the patrol supervisor will assume command responsibility. For additional information regarding command protocol during operations conducted under the Incident Command system involving specialty functions see General Order 13.01 (ICS/NIMS.)
- b. The supervisor of the unit or division preparing for the operation of the event will contact the on duty supervisor from the division or unit from which the personnel are being requested.
- c. Upon the supervisors' collaboration and sharing of information concerning the request for personnel, the supervisor to whom the request is made will make every effort to satisfy the request for resources by the requesting unit or division.
- d. When there are unresolved concerns with the assignment or number of personnel requested between the two commands, a supervisor of a higher rank from each unit or division taking part in the plan will be consulted. In the absence of a higher ranking officer, the Command Duty Officer will determine the appropriate action.
- e. In operations that involve the execution of search warrants, the on duty commanding officer (lieutenant or captain) of the affected precinct(s) will be notified as soon as possible. In the absence of an on duty commanding officer, the Command Duty Officer will be notified.
- f. When circumstances do not allow for command notification, such as an investigative division detective requesting uniform patrol to conduct a traffic stop, the requesting detective will broadcast over the radio the reason for the stop/detention and any suspected officer safety concerns (drug use, armed, etc.) at the time of the initial request.

## 2. Intra-division/bureau operations:

- a. In the event that employees from a particular unit are utilized to supplement a primary unit in the same bureau, overall command responsibility belongs to the primary unit. For example, should Detective Bureau officers of Unit "A" assist Unit "B" officers in an investigation, command responsibility would fall to the "B" Unit supervisor.

In situations where another jurisdiction requests the assistance of Police Officers:

- a. Authorization for assistance must be granted by the appropriate bureau, division or unit supervisor.
- b. In such situations, the supervisor granting authorization will ensure that necessary supervisory personnel are also dispatched to the scene.
- c. The ranking supervisor at the scene will be in direct command of Police Department employees.

### **Coordination Between Functions (CALEA 12.1.4)**

The need for continuous and open communication among all levels of an organization is well established and should be pursued to ensure an effective and efficient working environment that promotes a coordinated response to crime reduction, quality of life improvement, and personnel and resource management. A variety of systems at the line level exist to facilitate open communication and cooperation amongst agency personnel, to include e-mail, training bulletins, daily shift briefings, periodic master musters amongst Investigative and Special Investigative personnel, and staff or unit meetings between line supervisors and personnel as required. At the command level of the organization, the following schedule of meetings should be adhered to:

1. The Chief of Police should meet weekly with the deputy chiefs and other members of his staff;
2. Division commanders should meet weekly with their precinct/bureau commanders; and
3. Precinct/bureau commanders should meet at least once a month with their supervisory personnel;
4. Department CompStat meetings should take place at least once each month.

### **Command Notification**

First responders shall make notification to supervisory members of any incident where there may be a concern regarding Department liability or which may result in heightened community interest. Supervisory personnel shall relay such reports via the chain of command, and/or the Command Duty Officer, to the Office of the Chief of Police.

### **Succession of Command (CALEA 12.1.2 A)**

1. In the event of a planned absence, the Chief of Police will issue written notification or a memorandum designating an Acting Chief of Police.
2. In the event time and circumstances will not allow written notification or a Memorandum to be issued, the position of Acting Chief of Police shall be assumed according to the following order of succession:

- a. Operations Division Commander (Deputy Chief);
  - b. Investigative Division Commander (Deputy Chief);
  - c. Professional Standards Division Commander (Deputy Chief);
  - d. Next senior ranking commanding officer in order of date of appointment and then by years on the Department.
3. The Acting Chief of Police will have authority and accountability commensurate with that position.
  4. Each bureau, division and unit supervisor within the Virginia Beach Police Department shall be responsible for the succession of command within his or her respective component.

### **Written Directives System (CALEA 12.2.1 B, C)**

For the purposes of the written directive system, the following will be considered as written directives governing employees of the Virginia Beach Police Department:

- a. Applicable Federal Law
- b. The Code of Virginia 1950 (as amended).
- c. The Virginia Beach City Code (as amended).
- d. The Administrative Directives of the City of Virginia Beach.
- e. City of Virginia Beach Human Resources Policies
- f. Written Directives issued or authorized by the Chief of Police.

Written directives are necessary in order to provide personnel with the information required to perform their assigned duties. It is the responsibility of each individual to become familiar with those directives that pertain to their performance as members of this Department. The Chief of Police has the responsibility to ensure that written directives are disseminated to all affected members of the department.

Supervisory Personnel may, as the need arises, override department written directives to the extent permitted by law, as long as such actions are justifiable, and the appropriate authority is notified immediately thereafter or as soon as possible.

The Chief of Police may, at his discretion, issue, approve, modify, or rescind any department written directive to the extent permitted by law. Supervisory personnel are vested with the authority to issue written directives in compliance with federal, state and local law, City Administrative Directives and Human Resources Policies and department written directives; however, such orders will apply only to those persons under the command of the issuing authority. No such supervisory written directive will conflict, parallel, or supersede any other written directive without expressed written authority of the Chief of Police or his designee. All departmental activities will be governed by these orders.

### **Definitions**

**Written Directive** – Any written document used to guide or affect the performance or conduct of Department employees. The Administrative and Operational General Order Manuals contain written directives.

**Policy** – A written directive that is a broad statement of Department principles. Policies provide a framework for Department procedures and rules.

**Procedure** – A written directive that is a guideline for carrying out Department activities.

Rule – A specific guideline to which all employees must adhere.

Personnel Order - A written order signed and issued by the Chief of Police relating to one of the following personnel actions:

1. Promotion;
2. Demotion;
3. Intra-Departmental Transfer;
4. Training, including In-Service Training;
5. Classification Change; or
6. Personnel Assignment(s).

Divisional/Bureau/Precinct/Office/Unit Order - A written order issued by the commanding officer of a division, bureau, precinct, office, or unit to the entire command or a specific section under his command. These types of orders must be signed by the commanding officer in order to be valid.

Memorandum - A memorandum provides a mechanism for the dissemination of information, which would not be properly addressed by another type of written order. All supervisors may use a memorandum to issue written orders; and it may be utilized to communicate by all personnel both up and down the chain of command and laterally when appropriate. The issuing person shall initial all memorandums.

Field Guide/Plans – A guide that provides training and procedural information on a specific topic that serves as a guide or plan for actions by personnel.

Training Bulletin(s) - A document providing guidelines about matters requiring special explanation or guidance and training information on handling particular incidents. A training bulletin is distributed to all sworn personnel. Primarily initiated by the Office of Professional Development and Training; however, any member of the department may submit proposed material to the Office of Professional Development and Training for approval or denial for publication and dissemination.

### **Written Directive System Format (CALEA 12.2.1 D F G H)**

The Virginia Beach Police Department Written Directive System shall be organized in the following manner:

#### **General Orders**

##### ***Administrative General Orders***

Table of Contents	Unnumbered Tab
Organizational Command	Chapter 1
Personnel Information	Chapter 2
Training	Chapter 3
Reporting and Fiscal Management	Chapter 4

##### ***Operational General Orders***

Table of Contents	Unnumbered Tab
Use of Force	Chapter 5
Constitutional Issues	Chapter 6

Field Reporting	Chapter 7
Criminal Investigations	Chapter 8
Juvenile Operations	Chapter 9
Vehicle Policies	Chapter 10
Patrol Operations	Chapter 11
Traffic Operations	Chapter 12
Unusual Occurrences and Special Events	Chapter 13
Detainee and Prisoners	Chapter 14
Property and Evidence	Chapter 15
Warrant and Legal Process	Chapter 16
Court Procedures	Chapter 17
Public Information Office	Chapter 18

General Orders will be numbered sequentially within each chapter. Headers for each directive will contain the following information:

- Title and Chapter
- Type of Order (Administrative or Operational)
- Number and Order Topic
- Pages
- Effective Date
- Originator and date of review
- Distribution Code (ALL or SWN)
- CALEA Standards covered in the Directive
- Signature of the Chief of Police

	Type of Order	Order Number and Title	PAGES
	SUBJECT		EFFECTIVE DATE
	<b>Virginia Beach Police Department General Order</b>		ORIGINATOR/REVIEW
	Chapter		
	DISTRIBUTION	CALEA	
<b>BY THE AUTHORITY OF THE CHIEF OF POLICE:</b>			

General Orders will include a purpose, policy, and when appropriate, a procedure or rule. Major topic areas within each directive will be unnumbered but, labeled and underlined in bold type. Headings in support of major topic areas will appear in bold type only.

To document the date of changes and revisions, General Orders and Field Guides will have footers included that contain the following information:

Original: 00-00-2000 - Effective: 00-00-2000 - Amends: 00-00-2000 - Review: 00-00-2000

- Original is the date that the original General Order or Field Guide went into effect.
- Effective is the date that the revision to the General Order or Field Guide went into effect.
- Amends is the date of the previous General Order or Field Guide that has been revised.
- Review is the date that a General Order or Field Guide was last reviewed.

**Distribution of General Orders**

The Accreditation Office shall be responsible for the posting of new, revised or updated, general orders on the Virginia Beach Police Department Intranet site, as well as PowerDMS, available to all personnel. The

Virginia Beach Police Department Intranet site will contain the most current versions of the Virginia Beach General Orders.

When issuing or reissuing general orders, the following procedure will be followed:

1. New, revised or updated orders will be posted on the Virginia Beach Police Department Intranet as well as PowerDMS
2. New, revised or updated orders will be distributed to each command via e-mail for printing and inclusion in printed books maintained by the command.
3. During those occasions where officers are preparing for promotional exams, a disk can be issued to the member for study purposes, but all issued disks will be recovered after the testing period has been concluded.
4. Changes to the General Orders will be announced by way of an email and assigned as a task in PowerDMS.

#### **Procedure for Proposing/Updating a General Order (CALEA 12.2.1 I)**

1. Personnel proposing a new or updated general order or a suggestion to purge a general order must submit the proposal via the chain of command to their Division Chief/ Division Manager. The command requesting a new or revised general order will document the need, provide supporting information, and attach a copy of the proposed general order.
2. If the Division Chief/ Division Manager wishes to have the proposal considered, then after consulting with the Chief of Police they will submit the proposed general order to the:
  - Accreditation Office to determine if the order conflicts with existing orders, and is in compliance with the standards set forth by the Commission on Accreditation for Law Enforcement (CALEA) and;
  - When appropriate, the Chief will also submit the proposed general order to the Office of the City Attorney for legal review, to ensure that the proposed policy or changes does not conflict with existing law and to the Human Resources Coordinator (Police Services) for a human resources review, to ensure that the proposed policy or changes do not conflict with existing City of Virginia Beach Human Resources Policy.
3. The Chief or designee may also, but commonly will be submit the proposed general order to all commands for a period of 15 days. On occasion this period may be extended. Comments and suggestions for the new or updated general order shall be sent via e-mail or memorandum to the Accreditation Office.
4. The Accreditation Office will advise the Division Chief/ Division Manager who proposed the change on the comments and suggestions and make changes deemed necessary. After the 15-day review process, the order will be presented to the Chief of Police for approval.
5. All General Orders will be assigned a control number. In addition, these orders will contain a subject title, whether it is an original, or amends a previous order, the effective date, and the signature of the proper authority. These orders will also contain a purpose, policy, and when appropriate, a procedure.

**General Order Maintenance and Review (CALEA 12.2.1 E, 12.2.2)**

1. The Accreditation Office will index and maintain a copy of all current and obsolete general orders, as well as copies of current divisional, bureau, precinct, office, and unit orders.
  - a. The Accreditation Office will maintain paper and electronic copies of general orders, which will be indexed by General Order number and date of issue. The Accreditation Office will also maintain copies of General Orders that have been updated and reissued.
  - b. General Orders that have been deleted at the direction of the Chief of Police will be maintained in a paper and an electronic format. Purged general orders will be deleted from the Virginia Beach Police Department Intranet site and printed books maintained in the command on or immediately following the effective purge date. They will also be archived within PowerDMS.
  - c. General Orders that require revision may be revised by the Accreditation Office and updated copies posted on the Virginia Beach Police Department Intranet site and PowerDMS. Revised copies shall be provided to all personnel via e-mail and PowerDMS. Upon notification of a revision, each command will update printed versions of the general orders maintained by the commands. Minor revisions will not affect the effective date of the order.
2. The Accreditation Office will be responsible for disseminating new and modified general orders to the various commands for distribution to employees.
3. Each employee will have access to the orders via the Department intranet site as well as PowerDMS. It is the responsibility of each employee to read and understand the information that is applicable to his or her employment with the Virginia Beach Police Department. If any employee has questions regarding the information, they are directed to contact a supervisor so the question may be addressed.
4. The Chief of Police or designee, on an annual basis, will appoint personnel who shall be responsible for reviewing all Department written orders as described herein and prepare a recommendation to the Chief of Police for updating, revising, or purging of said orders. Unit specific orders shall be reviewed bi-annually and any updated, revision, or purge shall be submitted through the Division Commander/Manager to the Chief of Police.
5. It is the responsibility of each division, bureau, and precinct to maintain current printed versions of General Order Manuals, Field Guides and unit orders if applicable within each command, division, bureau, or precinct.

**Field Guides**

1. Field Guides are considered Written Directives and are issued upon the approval of the Chief of Police, or designee.
2. Field Guides may be written by subject matter experts in the organization as reference documents for officers. Field guides may contain guidance for officers on complex matters that are topic specific.
3. Prior to dissemination, the field guide must be reviewed by the Accreditation Office to ensure the content does not conflict with current policy.
4. Field guides may be printed and issued to personnel and will also be maintained on the Virginia Beach Police Department Intranet.

5. Field guides should be reviewed annually and updated if necessary, by the Commanding Officer, or designee of the organizational component that issued the field guide.

### **Lesson Plans**

1. Lesson plans approved for instructional use by the Commanding Officer of Professional Development and Training are considered written directives.
2. Lesson plans shall be reviewed and approved annually by the Commanding Officer of Professional Development and Training or his/her designee as provided in General Order 3.01, (Professional Development and Training).

### **Training Bulletins**

1. Any member of the Department may submit a training bulletin to the Office of Professional Development and Training.
2. The Office of Professional Development and Training will review, approve and issue the training bulletin to the affected personnel.
3. Once issued by the Office of Profession Development and Training, the training bulletin is considered a written directive.
4. Copies of all training bulletins will be maintained on the Virginia Beach Police Department intranet.

### **Memorandums**

1. Memorandums may be used for inter office communications and for the issuance of orders by supervisory personnel.
2. When used for an order, supervisors must exercise care to insure that the orders do not contradict written directives.
3. Memorandums may be used to issue interim orders by the Chief of Police while written directives are updated. On occasion, and in consultation with the Chief, Deputy Chief's may issue an interim order by way of memorandum.