

TITLE: DIRECTION AND GUIDANCE

CODIFIED: 7.1
EFFECTIVE: 07/23/04
RESCINDS/AMENDS: A 7
PAGES: 2

PURPOSE

This directive outlines the various methods of directing and managing the department and provides guidance to all members in conducting their assigned duties.

DISCUSSION

In order to fulfill the Department’s mission, goals and objectives it is necessary to create and maintain a system through which the Santa Fe Police Department can be effectively directed and managed. This does not imply a disregard for the rights and abilities of individual members, but rather a structuring of the human efforts to develop a team effort in accomplishing our goals.

POLICY AND PROCEDURE

RESPONSIBILITY AND AUTHORITY

7.1.01 To provide a guide for action in organizational operations, it is the policy of the Santa Fe Police Department to:

- A.** Fix Responsibility for each function. The manner in which such responsibility has been fixed is set forth in the Santa Fe Police Department Administrative Manual. Commensurate authority at every level must accompany responsibility.
- B.** Delegate authority for decision making and action to the lowest level possible. All personnel are held fully accountable for the use of

delegated authority, as well as the failure to use it.

- C.** Describe lines of authority and such functional and advisory relationships as are necessary to the conduct of good law enforcement.
- D.** Practice the principle of “Unity of Command,” whenever possible, in all organizational components of the department. The concept of unity of command states:
 - 1.** Every employee should be accountable to only one supervisor.
 - 2.** Only one person should be in command of any operation or incident.
 - 3.** Each organizational component is under the direct command of only one supervisor.
 - 4.** In cases of emergency, a supervisor is not relieved of the responsibility to act, even though a subordinate or incident is not under the supervisor’s direct command.
- E.** Wherever possible, minimize the number of employees under the direct control of any given supervisor in order to provide for effective direction, coordination, and control of the employees.
- F.** Have established lines of authority followed in all routine matters. It is not the purpose of this policy, however, to put an end to the “open door” policy of command officers.
 - 1.** Under exceptional circumstances, and when normal lines of authority do not suffice, persons may seek advice and discuss problems with higher authority.
- G.** Make basic changes in the described organizational structures only after the full consideration of the Chief of Police.

WRITTEN GUIDANCE

7.1.02 Guidelines to direct and manage personnel within the City of Santa Fe are governed by the Personnel Rules and Regulations, and relevant union contracts, in areas of employee rights, duties, responsibilities, and personnel administration.

7.1.03 The City of Santa Fe Safety Section has adopted formal guidelines governing safe operation of vehicles and equipment, performance of duties and responsibility in a safe manner, and safety inspections procedures.

7.1.04 The City of Santa Fe and the Santa Fe Police Officers Association have signed a MOU/Union Contract to provide additional guidance to all Union members of the Department

7.1.05 To provide additional guidance to all members of this Department, the Chief of Police has authorized and directed the compilation and adoption of Department Directive manuals which are issued to all personnel.

A. The policy and procedures manuals are intended only to regulate the conduct of personnel of this department and are not intended to create any higher standard of care than that required by State law for purposes of establishing civil liability on the part of the Santa Fe Police Department, the City of Santa Fe, or personnel of this Department.

EMPLOYEE ORIENTATION

7.1.06 The City of Santa Fe Human Resources Department provides immediate guidance and information for all newly hired employees by conducting employee orientation within the first thirty days of hire. Information provided at that time includes, but is not limited to:

- A. Information regarding the fringe benefits program;
- B. Information regarding annual, sick, holiday and administrative leave programs.
- C. The employee classification and salary program;

- D. Retirement information;
- E. Disability and death benefits program;
- F. Educational benefits program;
- G. Employee Assistance Program/M.O.R.E.;
- H. Health insurance program;
- I. Personnel Rules and Regulations; and
- J. Safety rules and regulations
- K. Contract information.

- 1. All new employees are provided with the written material for each of these categories, which is explained in detail by the assigned personnel.

7.1.07 The Santa Fe Police Department also conducts an orientation for all sworn officers upon hire as outlined in the Police Department Training Manual.

Drafted (awm) 02/03

APPROVED: 
BEVERLY K. LENNEN
Chief of Police

DATE: 07-23-04