



Series 100 Administration	Effective Date 04/30/2018	Review Date <i>Three Years</i>	Directive Number 101.10
Chapter 101 – Organization and Management			
Reviewing Office <i>Office of Support Operations</i>			<input type="checkbox"/> New Directive <input checked="" type="checkbox"/> Revised <small>Revisions in <i>italics</i></small>
References			

SUPERVISION

101.10 - 1 PURPOSE

The purpose of this directive is to provide all supervisors of the Department with an overview of Department expectations and general principles of supervision.

101.10 - 2 POLICY

It is the policy of the Detroit Police Department to provide adequate supervision for members deployed to perform police functions in the field; thereby providing the members with the benefit of appropriate supervisory time and attention and ensuring that urgent and immediate concerns of citizens are addressed. Supervisors of the Detroit Police Department (DPD), regardless of rank or classification (sworn or non-sworn), are accountable for the day-to-day administration, supervision, guidance, deployment, and coaching of those members under their direct control.

101.10 - 3 Definitions

101.10 - 3.1 Primary Supervisor

Each member shall be assigned to a permanent supervisor, who shall have direct control of and responsibility for the member.

101.10 - 3.2 Secondary Supervisor

During any temporary absence (i.e. leave, sick, furlough, a/o to training, etc.) of the primary supervisor, members shall be assigned to report to a designated secondary supervisor.

101.10 - 3.3 Span of Control

Span of control refers to the number of subordinates under the immediate control of a single supervisor. Police officers shall be assigned to a sergeant *or lieutenant* who shall be designated as their primary supervisor. A maximum of ten (10) police officers shall be assigned to a primary supervisor. Each police officer is assigned to only one supervisor. Each designated supervisor must be capable of responding to scenes and situations where their officers are deployed.

101.10 Supervision

101.10 - 3.4 Ratio

Refers to the number of police officers that are deployed to the field for each supervisor working within a particular command on a platoon. The ratio is ten (10) police officers for every one (1) supervisor

101.10 - 4 General Expectations

The Department has the following general expectations of supervisors:

- a. Supervisors shall closely observe the work of their immediate subordinates and be alert for any outstanding work and also for any misconduct. Ignoring good behavior extinguishes it. Ignoring undesirable behavior encourages it. Supervisors shall take positive steps to create and maintain high morale and a spirit of service among members. Supervisors must set the highest example and must be consistent and fair;
- b. Supervisors shall inform their members of decisions that affect them, unless such information is confidential. They shall disseminate Department information concerning policies, procedures, and rules;
- c. Supervisors shall issue any orders to their members that are necessary. It is the supervisors' responsibility to ensure that their instructions to members are clearly understood;
- d. All supervisors shall strive to maintain a high level of quality in reports generated by members. Supervisors shall check all reports for necessary elements, legibility, and clarity. When verifying an arrest report, the supervisor is indicating that they have made a determination that probable cause exists for the arrest. In the event a supervisor determines an arrest is lacking in probable cause, the arrested person shall be released, and the supervisor shall verify the report only after it is noted on the report that the person was not held and the reason(s);
- e. Actively direct and supervise members under their command to ensure that they perform their assigned duties properly and efficiently;
- f. Patrol supervisors shall observe members under their command's performance on patrol (e.g. radio runs, traffic stops, and miscellaneous investigations) when possible. Supervisors shall also review Daily Activity Logs and reports submitted for accuracy, legibility, and completeness;
- g. Promptly obey orders of higher-ranking *members* and ensure that members under their command do the same;
- h. Complete performance evaluation forms accurately with an emphasis and documentation where applicable of all superior traits or areas that need improvement with special emphasis on a member's traits as it may relate to "Civil Rights Integrity" (e.g. arrests, searches, citizen complaints, etc.);
- i. Conduct inspections of members under their supervision as necessary; and
- j. Ensure that all members under their command receive all necessary practical assistance and training in the proper discharge of their duties.

101.10 Supervision

101.10 - 5 Primary Supervisor's Responsibilities

Primary supervisors shall be held accountable for the performance of the members under their immediate supervision. Responsibilities for primary supervisors include, but are not limited to, the following:

- a. Setting expectations and providing general direction for individual and team work assignments;
- b. Coordinating individual work with the Department's mission and goals;
- c. Quality control of the member's work;
- d. Performing daily reviews of the data in the Management Awareness System (MAS);
- e. Conducting investigations related to use of force/detainee injury incidents or other matters as they arise;
- f. Monitoring radio runs and responses;
- g. Conducting performance evaluations;
- h. Ensuring balanced scheduling to permit members' participation in the Department's mandated training as well as any other training that may be needed to enhance the members' performance;
- i. Recommending referral to the Department's Employee Assistance Program (EAP) when appropriate;
- j. Recommending and implementing discipline;
- k. Providing reinstruction and/or coaching, as necessary; and
- l. Other related duties, as assigned by the platoon or command lieutenant or commanding officer.

101.10 - 6 Secondary Supervisor's Responsibility

All supervisors share the responsibility for ensuring that professional ethics, Department values, teamwork standards, and Department rules of conduct and good discipline are maintained. Should the member's designated primary supervisor be unavailable when the member is working, due to scheduling conflicts or other circumstances, the officer in charge of the command or platoon shall designate a secondary supervisor. Secondary supervisors are responsible for ensuring the above referenced items are adhered to when the primary supervisor is not available.

101.10 - 7 Scheduling of Leave for Primary Supervisors

In order to increase accountability, *commanding officers* shall ensure that when scheduling leave days, consideration is given to the leave day schedule that police officers are given in each work period. To the extent feasible, primary supervisors should be scheduled to work the same days as the officers that fall under their span of control, to ensure they have routine contact and interaction. At no time shall a supervisor be responsible for more than ten (10) officers.

101.10 Supervision

101.10 - 8 Daily Assignment of Primary and Secondary Supervisors

On a daily basis, each command shall indicate which officers are reporting to their primary (P) or secondary (S) supervisors on the Daily Detail in the Management Awareness System. The name of the supervisor, along with the appropriate designation, shall be listed in the Span of Control section. All commands shall ensure that all officers are assigned to a primary or secondary supervisor daily. Supervisors that are assigned to administrative and non-patrol related functions can be designated as a secondary supervisor when there is a need for supervisory oversight. Any supervisor can be primary or secondary or both on any given day, as long as the ratio 10:1 is not exceeded for members deployed to the field.

101.10 - 9 Field Deployed Supervisors

All supervisors deployed to the field shall respond when requested, whether designated as primary or secondary, to field related events on a priority basis. In the event that all field deployed supervisors are unavailable, supervisors working in an administrative or non-patrol capacity can be designated as a secondary supervisor and shall be deployed as needed. Supervisors shall respond to scenes regardless of whether the member requesting a supervisor falls under their span of control. Under no circumstances shall a supervisor fail to respond based on a designation identifier.