



POLICY/PROCEDURE NUMBER: 07-O.A.-005

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SUBJECT: ORGANIZATION, ADMINISTRATION AND DIRECTION

EFFECTIVE DATE: January 7, 2015

REVIEW DATE: January 7, 2016

AMENDS/SUPERSEDES: 100-1 Specific Command Duties, January 1, 2000; 100-3 Supervisory Guidelines, January 1, 2000; February 8, 2007 version; December 13, 2007 version; December 18, 2007 version; February 25, 2008 version; January 27, 2010 version; February 16, 2011 version, January 8, 2014 version.

IACLEA STANDARDS: 1.1.1, 1.1.3, 1.1.4, 1.1.5, 1.1.6, 1.2.2, 5.1.3, 9.1.2

CSU POLICE DEPARTMENTS SYSTEMWIDE OPERATIONAL GUIDELINE – NO

APPROVED: Anne P. Glavin, Chief of Police

I. PURPOSE

To establish the Department's written directive system, organizational structure, chain of command, and responsibilities of organizational components.

II. POLICY

The Department's organizational structure is designed to reflect lines of authority and to promote effective and efficient workflow. The Department has a comprehensive written directive system that is designed to ensure that employees have a clear understanding of expectations and constraints relating to performance of duties.

III. DEFINITIONS

A. Organizational Definitions

1. Beat: A geographical area of variable size to which one or more police officers (or parking enforcement officers) are specifically assigned to accomplish policing (or parking enforcement) responsibilities.
2. Department: The California State University, Northridge Department of Police Services, also referred to as the California State University, Northridge Police Department.

3. Division: The first subordinate organizational unit within the Department (Patrol Operations Division, Special Services Division, the Parking and Transportation Services Division, etc.).
4. Function: an activity or purpose natural to or intended for a person or thing (i.e., crime prevention function).
5. Squad: A unit composed of police officers, usually a sub-unit of a watch.
6. Team: A functional unit, which may be a sub-unit of a division or under the immediate direction of the Chief of Police. It may be commanded by any rank, or civilian, depending on its size and the nature and importance of its function (i.e. Community Policing Team, Leadership Team, etc.).
7. Unit: Any number of employees of the Department regularly grouped together under one head to accomplish a police purpose (i.e. Bicycle Patrol Unit, Motor Unit, etc.)
8. Watch: A unit of employees assigned to a designated span of time (watch) for duty purposes.

B. Personnel Definitions

1. Chain of Command: The vertical Chain of Command shall be adhered to in the transmittal of commands of communications between the Chief of Police and all subordinate officers and employees. In the event of misconduct, on the part of an office or employee, emergency disciplinary action may be taken outside the chain of command and across the lines of supervisory responsibility.
2. Civilian: Designates any Department employee who is not sworn.
3. Command Staff: Members of the Department having the rank of Lieutenant or above.
4. Watch Commander: A Lieutenant or Captain in the Patrol Operations or Special Services Divisions overseeing Patrol Operations.
5. Employee: Any paid individual assigned to the Department of Police Services including sworn officers and civilian staff.
6. Officer in Charge: Any sworn member of the Department below the rank of Lieutenant in charge of an organizational unit.
7. Seniority: Status attained by length of continuous service normally based upon the date of appointment to a specific job classification.
 - a. Seniority among officers and employees is established by date of hire; or if the same, by date of Department correspondence recommending hire.

- b. Seniority among ranks of Corporal through Lieutenant is established by date of appointment/promotion; or if the same, seniority will be as determined by the Chief of Police.
8. Superior Officer: A person holding a higher supervisory or command rank or position.
9. Shift Supervisor: A sworn officer holding the rank of Corporal or Sergeant in charge of the Patrol Division watch during a specified period of time.
10. Supervisor: Employees of the Department assigned to positions requiring exercise of immediate supervision over the activities of other members and employees.

C. Additional Terminology

1. Department Policy and Procedure Manuals: Reference guides (in hardcopy and CD format) specifying the rules and regulations governing the conduct of personnel and the operations of the Department, as well as specifying departmental policies and procedures. All manuals in force in the Department are issued by authority of the Chief of Police. Compliance with the provisions of departmental manuals is mandatory.
2. Lawful Order: Any written or oral directive issued by a superior officer to any subordinate or group of subordinates in the course of police duty which is not a violation of any law, or any department rule or regulation.
3. Memoranda: Transmitters of information of interest, not necessarily directives, or documentation to provide written direction at levels of command not authorized to issue general or special orders. May be issued by all supervisory staff, command ranks or unit/section heads.
4. Personnel Orders: Announcements of change in status of personnel, such as promotions, lateral transfers, or special assignments. Personnel orders are issued by the command staff.
5. Policy and Procedure Orders: Permanent, numbered directives concerned with policy, rules, and procedures affecting one or more than one organizational component. Issued by the Chief of Police.
6. Policy: Designates a governing principle of management and reflects the objectives, philosophy and direction of the Department.
7. Procedural Directives: Numbered written directives designating a step by step outline of action to be followed for the accomplishment of a task. May be issued by all police supervisory and command ranks.
8. Briefing Directive: A directive issued by the Command Staff to the Police Operations Division watch personnel concerning matters related to watch operations. Most briefing directives have a start and end date for a particular action.

9. Rules/Regulations: A set of guidelines to which all employees must adhere. Issued by the Chief of Police.
10. Training Orders: Directives concerning department personnel assigned to specialized training classes, normally away from the department. Training orders may also be written directing personnel to department conducted training. Such orders specify mandatory assignments approved by the Chief of Police. No training order may be cancelled for any reason without the authorization of the Chief of Police or her/his designee. Training orders are normally written and issued by the training coordinator on behalf of the Chief of Police or other Command staff.
11. Line Inspection: A periodic review of organizational components, workspace, equipment, and personnel by department supervisors and managers at every level of the department to ensure compliance with agency policies, directives, and expectations.

IV. ORGANIZATIONAL STRUCTURE

- A. The University Department of Police Services is part of the organizational structure of the campuses within the California State University System (CSU). System-wide policies and certain administrative procedures emanate from the Office of the Chancellor. However, the operational program and implementation of policies are administered locally. The lines of authority flow from the President, through various members of the Cabinet to the Chief of Police/Director of Police Services. At CSU Northridge, the Chief of Police reports to the Vice President for Administration and Finance, who in turn reports to the President. Administrative direction, therefore, may come from managers who have no sworn authority, while law enforcement direction is the responsibility of the Chief of Police.
- B. The department consists of four main components or divisions:
 1. Police Services Administration and Administrative Services

This division includes the police services administration office which includes the Chief of Police, Special Assistant to the Chief of Police and Community Relations Officer, the Financial Analyst, the Emergency Preparedness Specialist and the administrative support assistant for the administration office. The Administrative Services portion of this division includes the Public Information Officer (PIO) and Payroll and Procurement functions.
 2. Patrol Operations

This division includes all aspects of uniformed police patrol services as managed by a Captain and Lieutenant of Patrol Operations. This includes day and night watch patrol units, the Housing Community Policing Unit, Communications/Dispatch Unit, Motor Unit, and K9 unit.
 3. Special Services

This division is managed by the Captain of Special Services and includes the Investigations Unit, Professional Standards and Training Unit, Records Unit, and Accreditation Program. This division also has oversight for the IT and Network services for the department, crime prevention function, and the Matador Patrol community service assistant program.

4. Parking and Transportation Services

This division is managed by a Manager of Parking and Transportation Services which includes all aspects of the campus parking and transportation operation including parking enforcement, administrative office support, special events, information booth operations, the transportation program, lost and found, tram services, lost and found, parking tech services and the police motor unit, K-9 units, reception and live scan fingerprinting, and notary services.

The Department of Police Services organizational structure is depicted graphically in an organizational chart which is updated as needed to reflect chain of command, lines of authority, position, rank and authorized personnel strength. A copy of the chart is posted in each division of the Department.

The California State University at Northridge (CSUN) Department of Police Services' organizational structure includes divisions, units and teams, each of which is assigned specific functional areas of responsibility. Included are activities, which are directly related to carrying out the Department's goals and objectives or are in support of them. All positions within the department, both sworn and civilian, have job descriptions which incorporate detailed duties and responsibilities of the particular position, as well as the knowledge, skills, and abilities required to carry out those duties and responsibilities. Written job descriptions are available to all department employees via a written request through the Office of the Chief of Police.

C. Organization and Responsibility:

1. The Chief of Police/Director of Police Services is the head of the department and plans, organizes, and directs the Department and all functions assigned. The Chief of Police has the authority to issue, modify, rescind and/or approve all Department written directives. The Chief of Police is one of five members of the management team of the Department. Reporting directly to the Chief of Police are the following personnel and their respective divisional areas:
 - a. Captain, Patrol Operations Division
 - b. Captain, Special Services Division
 - c. Special Assistant to the Chief of Police, Police Services Administration and Administrative Services
 - d. Financial Analyst, Police Services Administration and Administrative Services
 - e. Emergency Preparedness Specialist, Police Services Administration and Administrative Services
2. The Captain, Patrol Operations Division is the head of patrol operations and has responsibility for the oversight of the division ensuring compliance with the Police Chief's operating philosophy which includes a heavy emphasis on

community policing. He/she is responsible for all personnel matters, operational procedures and planning and day to day operations, including special events. The Captain is responsible for dissemination of operational directives and ensures that management and police leadership team policies and procedures are carried out. The Captain, Patrol Operations oversees the Parking and Transportation Services Division through the Parking and Transportation Services manager. He is also the senior Captain in the department and second in command behind the Chief of Police.

The Captain is a member of the management team of the Department and may serve as officer in charge of the department in the absence of the Chief. Reporting directly to the Captain, Patrol Operations include the following positions:

- a. Lieutenant of Patrol Operations
- b. Manager, Parking and Transportation Services
- c. Patrol Sergeants (2 – day watch)
- d. Sergeant in charge of Traffic Safety/Motor Unit
- e. Corporal in charge of the K9 Unit

3. The Captain, Special Services is the head of all special services functions having responsibility for the oversight of the special services division which includes all personnel matters, operational procedures and planning and day to day operations of the training/professional development, investigations, records, crime prevention, information technology, and accreditation units/functions. The Captain is responsible for dissemination of operational directives and ensures that management and police leadership team policies and procedures are carried out. The Captain is a member of the management team of the Department and may serve as officer in charge of the department in the absence of the Chief.

Reporting directly to the Captain, Special Services include the following positions:

- a. Detective Sergeants, Investigations Unit (2)
- b. Training Coordinator
- c. Administrative Assistant to the Captain, Special Services
- d. Records Administrator
- e. Matador Patrol Program Student Coordinator

4. The Lieutenant, Patrol Operations reports directly to the Captain, Patrol Operations and has responsibility for the oversight of the division's night watch ensuring compliance with the Police Chief's operating philosophy which includes a heavy emphasis on community policing. He/she is responsible for personnel matters, operational procedures and planning and day to day operations, including those special events assigned to him/her. The Lieutenant is responsible for dissemination of operational directives and ensures that management and police leadership team policies and procedures are carried out.

The Lieutenant is a member of the management team of the Department and may serve as officer in charge of the department in the absence of the Chief and

Captains. Reporting directly to the Lieutenant, Patrol Operations include the following positions:

- a. Patrol Sergeants (2 – night watch)
 - b. Dispatch Supervisor
6. The Manager, Parking and Transportation Services reports directly to the Captain, Patrol Operations and is the first line manager of the parking and transportation division. He/she is responsible for the oversight of the division which includes all personnel matters, operational procedures and planning and day to day operations, including special events. The following positions report directly to the Manager, Parking and Transportation Services:
- a. Assistant to the Manager, Parking and Transportation Services
 - b. Parking and Transportation Services Office and LiveScan Supervisor
 - c. Parking and Transportation Services Special Events, Parking Enforcement Officer (PEO), and Booth Attendant Coordinator
 - d. Parking and Transportation Services Technician
5. The Detective Sergeant, Major Crimes, supervises, oversees and/or acts as investigator for crimes and/or incidents involving robbery, homicide, officer-involved shootings, arson, weapons violations, crimes against persons (except those listed for the Detective Sergeant, Special/Sensitive Crimes below), computer/information technology crimes, identity theft, forgery/fraud/counterfeiting, property crimes, traffic collisions, traffic-related crimes (i.e. DUI, evading, etc.), as well as those cases assigned by the Captain of Police Operations, Chief of Police or their designees.
- In addition, this position supervises the Department Information Technology (IT) unit, performs liaison roles (LA County terrorism, LAPD, LA District Attorney, LA City Attorney), coordinates the department's sex offender registrant program, has VIP security/protection duties as assigned, asset forfeiture program, is responsible for case/file management coordination for Investigations, is a member of the Threat Assessment team and a supporting crime scene processing technician and property/evidence custodian.
6. The Detective Sergeant, Special/Sensitive Crimes, supervises, oversees and/or acts as investigator for crimes and/or incidents involving child abuse, domestic violence, rape and sexual assault, hate crimes, juvenile crimes, missing persons and runaway cases as well as those cases assigned by the Captain of Police Operations, Chief of Police or their designees. This Sergeant is also the unit head for the Threat Assessment team and is lead investigator for these cases, coordinates victim and witness programs including protection/restraining orders, disabled and mental illness cases and is the lead processing technician and senior property/evidence custodian. Other duties involve supervising surveillance/undercover details; search warrant servicing; and other duties as assigned.
7. The Patrol Sergeant is the shift supervisor and has direct line supervision and is responsible for the conduct and performance of University police officers on each watch. Sergeants, when assigned to night watch, are also directly

responsible for the oversight of the Housing Community Policing program. The Patrol Sergeant may act as the senior officer in charge in the absence of command staff, the administrative sergeant and detective sergeant.

8. Corporals assigned to a watch may act in the Patrol Sergeant's absence as the shift supervisor. When a Sergeant is assigned to a watch, the Corporal is second in command of the watch and will assist the Sergeant with duties as assigned.
9. The Dispatch Supervisor has primary oversight and coordination of the department 911 PSAP communications center. He/she is responsible for ensuring consistent application of professional standards and operational procedures, and planning and day to day operations of the Communications Center. Six (6) dispatchers report directly to the dispatch supervisor.
10. Police officers are normally assigned to patrol but may have special assignments as determined by the Chief of Police such as the housing community policing team, task force duty, K-9 unit, etc. Police Officers are responsible for patrolling the campus by vehicle, motorcycle, T3, foot or bicycle and monitoring criminal activity, traffic and parking citations, safety hazards, crime prevention and community relations tasks, medical response and providing assistance to citizens in need.
11. Police cadets are non-sworn police services personnel in training to be police officers. They may be assigned to work in the department for a limited period of time prior to attending the police academy or post-academy while background investigations are in progress. Cadets shall normally wear distinctive khaki colored uniforms to distinguish themselves from sworn officers and they will be assigned clerical, administrative, crime prevention and other tasks as deemed appropriate by the Chief of Police while in this classification.

In addition to job responsibilities outlined in individual job descriptions, non-management officers are also responsible for job expectations outlined in the Department's Field Training Officer Program. These expectations supplement job descriptions and provide the foundation for excellent job performance (See department policy 07-P.A.-007 – Performance Evaluations for police officer, first line supervisor and detective job expectations).

11. The Communications Unit, which is made up of six dispatchers, is supervised by the Communications/Dispatch Unit Supervisor and manages radio and telephone communications. Dispatchers coordinate both business and emergency communications (911) and receive calls, dispatch to police and parking personnel, monitor activity, enter information into the police information management system (RIMS) and other law enforcement computer networks and monitor campus alarm systems.

Dispatchers staff the communications console 24 hours a day and must be proficient in computer technology, automated records management, telecommunications, records management, Department of Justice records laws, other duties as assigned and pass the POST dispatch course.

11. The Emergency Preparedness Specialist reports to the Chief of Police and is responsible for implementation of the university emergency preparedness

program. This includes training, assessments, drills, regulatory compliance and assisting the Chief of Police with long range planning.

12. The Crime Prevention Function is coordinated by the Captain of Special Services. This function involves the coordination of all crime prevention educational programs and participating in related community relations functions.
13. The Community Relations Function is coordinated by the Special Assistant to the Chief of Police/Public Information Officer (PIO). This function involves coordination of all community relations and public information functions for all divisions within the Department. The Special Assistant reports directly to the Chief of Police and also has oversight for the department's human resources responsibilities.
13. The Financial Analyst reports directly to the Chief of Police and is responsible for all fiscal and budget matters in the department under the direction of the Chief of Police. This position also oversees all payroll and procurement and supervises the administration office's administrative assistant.
14. The Records Unit is supervised by the Captain of Special Services and operates Monday – Friday during normal business hours. The Records Unit maintains all records held by the department, enters and edits information in the records management system, releases information per state law, compiles the Daily Crime Log, processes impound releases, performs records checks, prepares statistical reports for documents such as the federal Clery compliance law annual report, manages the customer satisfaction surveys and campus DMV Pull Notice program and other duties as assigned.
15. The Professional Standards and Training Unit is responsible for the coordination of all training programs for sworn and civilian personnel. This responsibility encompasses planning the annual training calendar, coordination and assignment of training, long range planning, professional standards compliance tracking for POST requirements, training policy and procedure development, input and maintenance of staff training in the training records management system, assisting with the accreditation program and other duties as assigned. This position reports to the Captain, Special Services and is primarily a Monday-Friday, normal business hours position.
16. The LiveScan Fingerprinting and Notary Services Unit is responsible for providing fingerprinting and notary services to members of the CSUN community as well as servicing the public from the San Fernando Valley area. This unit is also responsible for providing internal identification card issuance to all members of the CSUN Department of Police Services. The supervisor of the LiveScan Fingerprinting and Notary Services Unit is responsible for supervision of the reception counter and reports to the Manager, Parking and Transportation Services Division.
17. The Traffic Safety Unit is a part of the Patrol Operations Division. Motorcycle units are assigned to various areas on and around the university campus with their primary function focusing on traffic enforcement (moving violations) and related traffic safety and enforcement education.

18. The Parking Enforcement Unit is part of the Parking and Transportation Services Division. The Parking Enforcement Unit includes all parking enforcement officers. This unit is primarily responsible for parking permit enforcement on the CSUN campus, parking lot management and traffic control.
19. The Transportation Unit is also part of the Parking and Transportation Division. This unit, under the supervision of the Transportation Coordinator, is responsible for the university's transportation program and tram service. This includes all programs promoting carpooling, transit services and other alternatives to single driver commuting to the university. The Transportation Coordinator is also responsible for the department's lost and found program. This position reports to the Manager, Parking and Transportation Services Division.
20. The Special Events section of the Parking and Transportation Services Division is responsible for arranging parking and support services related to parking and traffic for all events that occur on campus. Reporting to the Special Events coordinator are the community service specialists who staff the campus information booths. Information booths are a resource for the CSUN community and general public for directions, parking information and permits and campus information. The Special Events Coordinator reports directly to the Manager, Parking and Transportation Services Division.

V. PROCEDURES

- A. It is the duty and responsibility of each employee to fulfill to the greatest possible extent the functions of the Department and to perform to the best of the employee's ability those duties assigned by a supervisor.
- B. Officers who hold a supervisory rank or designation have authority over all subordinates and supervision shall be exercised generally only within the supervisor's scope of assignment. However, in an emergency or for the good of the Department, it may be necessary for a supervisor to provide functional supervision by directing or correcting an employee who is subordinate to another supervisor.
- C. The chain of command for sworn personnel within the Patrol Operations Division, under normal operating conditions, is as follows:
 1. Chief of Police
 2. Captain, Patrol Operations
 3. Lieutenant, Patrol Operations
 4. Sergeant
 5. Corporal
 6. Officer in Charge
 7. Officer
- D. Command Protocol
 1. In the absence of the Chief of Police, and unless otherwise determined by the Chief of Police, the Captain, Patrol Operations shall act as the Department Executive Officer. In the absence of the Captain, this role shall be assumed by

the Captain, Special Services. In the absence of all aforementioned command staff members, the Lieutenant, Patrol Operations will assume this role. In the event the Chief of Police and all command staff members are absent, the Sergeant, Patrol Shift Supervisor, (unless specified otherwise in advance) shall be in charge. In the event that there are two or more Sergeants on duty, the most senior ranking Sergeant shall be in charge.

2. In normal day-to-day Department operations, the chain of command established by the Department organizational chart will be adhered to.
3. In Department situations involving personnel of different functions engaged in a single operation where prior command authority has not been assigned, the highest-ranking officer shall assume command. However, supervisors are cautioned not to arbitrarily assume command in normal situations from junior ranking members without sound justification.
4. In exceptional situations where two officers of equal rank are the senior officials present and where functional assignment is not a determining factor, then seniority shall be used to determine who is in charge.
5. For all pre-planned and special events, an Incident Commander will be assigned as part of the event planning phase.
6. Obedience to Lawful Order: Employees will obey any lawful order of a superior, including any order relayed from a superior by an employee of the same or lesser rank.
7. Unlawful Orders:
 - a. Command and supervisory officers shall not knowingly issue any order, which is in violation of any law or ordinance or Department rule.
 - b. Obedience to an unlawful order is never a defense for an unlawful action. Therefore, no officer or employee is required to obey any order, which is contrary to federal law, state law, or presidential directive.
 - c. Officers and employees who believe they have received an unlawful order shall promptly bring the matter to the attention of the supervisor of the person issuing the order.
 - d. Responsibility for refusal to obey rests with the officer or employee. He/she shall be strictly required to justify his/her actions.
8. Conflicting Orders:
 - a. Upon receipt of an order conflicting with any previous order or instruction, the officer or employee affected will advise the person issuing the second order of this fact.
 - b. Responsibility for countermanding the original instruction then rests with the individual issuing the second order. It is expected that the individual

issuing the second order will attempt to resolve the order conflict by discussion with the person who issued the original order (assuming they are available for discussion). If that person is not available, the person issuing the second order is responsible for making the decision as to which order the employee shall follow. Normally, orders issued by persons of higher rank shall not be countermanded unless there is reasonable necessity for the good of the Department.

E. Communication, Coordination, and Cooperation Among Functions

1. Members of the Patrol Operations Division will attend a daily roll-call briefing, prior to the start of each watch, as a method of facilitating communication and coordination of any events scheduled during the day. When appropriate, members of Investigations, Parking, Matador Patrol, Crime Prevention and Dispatch who are on duty and available at the time of the briefing may also attend. General briefing information for the good of the watch will be disseminated first and then law enforcement information which is sensitive or restricted will be provided to sworn officers after civilian staff have been dismissed from the briefing. Information to be disseminated shall include but not be limited to a description of the previous shift's activities and that which is administrative and operational in nature. (Refer to Procedural Directive 2007-009 for briefing procedures.)
2. The Shift Supervisor will facilitate these briefings and may delegate portions of the briefing to other staff.
3. Briefings will also be held prior to any scheduled major events on campus. These briefings will include members of all Department functions who are working the event. The highest ranking officer in charge of the event (Incident or Event Commander) will normally facilitate these briefings.
4. Following any major events on campus, a post-event briefing to discuss incidents, operational issues, etc. which occurred during the event will be held with shift supervisors and any available staff. If the duration of event is so long that discussion on recommendations for improvements for future events would be more productive at another time, then further communication will be scheduled as soon as possible after the event.

F. Command Structure: Authority and Responsibility

1. Chief of Police
 - a. The Chief of Police is the chief executive officer of the department and the final departmental authority in all matters of policy, operations and discipline. The Chief of Police exercises all lawful powers of the office and issues such orders as are necessary to assure the effective performance of the Department.
 - b. Through the Chief of Police, the Department is responsible for the enforcement of all laws and University directives coming within its jurisdiction. The Chief of Police is responsible for planning, directing,

coordinating, controlling and staffing all activities of the Department. The Chief is responsible for enforcement of rules and regulations within the Department, for the completion and forwarding of such reports as may be required by competent authority, and for the Department's relations with the students and faculty and University staff as well as the broader community surrounding the University.

2. Captain, Patrol Operations

- a. Subject to direction from the Chief of Police, the Captain has indirect control over all officers and employees within the Police Division. In the absence of the Chief, he/she is second in line in the chain of command behind the Captain, Special Services Division – the third in command of the Department. When the Captain, Patrol Operations is on leave, the Captain, Special Services Division will oversee management of the Lieutenant, Patrol Operations who will maintain management of the Patrol Operations Division.
- b. In addition to the general and individual responsibilities of all officers and employees, the Captain is responsible for the following:
 - 1) Command: The inspection, direction and control of personnel under his/her command to assure proper performance of duties and adherence to established rules, regulations, policies and procedures. Providing for continuation of command or supervision in his/her absence.
 - 2) Loyalty: The development and maintenance of an esprit de corps and loyalty to the Department.
 - 3) Discipline and Morale: The maintenance of discipline and morale within the Department and the investigation of personnel complaints not assigned elsewhere.
 - 4) Inter-Divisional Action: The promotion of harmony and cooperation within other units of the Department. Initiations of proper actions in cases not regularly assigned to his/her command when delay in action might result in failure to perform a police duty.
 - 5) Organization and Assignment: Proper organization and assignment of duties within the sections and units under his/her command to assure proper performance of departmental functions.
 - 6) Reports and Records: Preparation of required reports and correspondence, and maintenance of records relating to the activities of his/her command. Assurance that information is communicated up and down the chain of command as required.

- 7) Maintenance: Assurance that equipment, supplies and materials assigned to his/her division are correctly used and maintained.

3. Shift Supervisors (Watch Supervisor)

- a. The Shift Supervisor, during his/her tour of duty exercises the same authority and has the same responsibilities as a commanding officer, subject to the authority of the Captain, Patrol Operations and Chief of Police. Normally, the shift supervisor is a Sergeant. However, in the event the Sergeant is absent, the Corporal is the shift supervisor. In the absence of a Corporal, the senior officer on duty is in charge of the watch.
- b. In addition to general and individual responsibilities of all employees, the Shift Supervisor is specifically responsible for the following:
 - 1) Good Order: The general and good order of his/her command during a tour of duty (watch) to include proper conduct, discipline, welfare, field training and efficiency.
 - 2) Roll Call/Briefing: Conduct of prescribed roll calls, communication of all orders or other information at briefings and inspection and correction of his/her watch, as necessary.
 - 3) Reporting: Reporting (both written and oral) as required by the Captain, Patrol Operations. Maintenance of such records as specified by the Captain and Chief of Police.
 - 4) Personnel Complaints: Inquiry into personnel complaints against officers or employees under his/her command in accordance with the appropriate departmental directives.
 - 5) In the absence of all members of the Command Staff who regularly exercise authority over the Department, the Patrol Operations Division Shift Supervisor shall be designated as the ranking authority of the Department. This authority and responsibility is not limited or confined to his/her own division, but shall include supervision over and responsibility for all Department personnel.

4. Supervisors

- a. A supervisor may be assigned to field or staff duties. During his/her watch, he/she must closely supervise the activities of subordinates, making corrections where necessary and commending where appropriate.
- b. Also, each supervisor is specifically responsible for the following:
 - 1) Leadership: Effective supervision demands leadership. Provision of leadership shall include on-the-job training as

needed for efficient operation and coordination of effort when more than one officer or employee is involved.

- 2) **Direction:** Supervisors must exercise direct command in a manner that assures the good order, conduct, discipline and efficiency of subordinates. Exercise of command may extend to subordinates outside his/her usual sphere of supervision if the police objective or reputation of the Department so requires or if no other provision is made for personnel temporarily unsupervised. This authority shall not be exercised unnecessarily. If a supervisor requires a subordinate other than his/her own to leave a regular assignment, the supervisor so directing will inform the subordinate's supervisor as soon as possible.
- 3) **Enforcement of Rules:** Supervisors must enforce Departmental rules and regulations and ensure compliance with departmental policies and procedures.
- 4) **Inspection:** Supervisors are responsible for inspection of activities, personnel and equipment under their supervision and initiation of suitable actions in the event of a failure, error, violation, misconduct, or neglect of duty by a subordinate.
- 5) **Assisting Subordinates:** Supervisors shall have a working knowledge of the duties and responsibilities of their subordinates. They shall observe contacts made with the public by subordinates, be available for assistance or instruction as may be required and take active charge when necessary.

G. Unity of Command

1. Each employee is accountable to only one supervisor at any given time.
2. Each organizational component is under the direct command of only one Supervisor.

H. Authority and Responsibility

1. At every level within this Department, responsibility is accompanied by commensurate authority.
2. Each employee is given the authority to make decisions necessary for the effective execution of their responsibilities.
3. Each employee is accountable for the use of delegated authority. The delegation of authority should be consistent with this Department's vision, mission and values statement.
4. Every supervisor will be held accountable for the activities of employees under their immediate control.

VI. WRITTEN DIRECTIVE SYSTEM

A. California State University (CSU) System-Wide Policy Manual

The agreement between the Board of Trustees of the California State University and the Statewide University Police Association required the development of a system-wide policy manual for University Police Departments. This manual was designed to establish policies that are applicable to all campuses in the California State University System. Each Chief of Police is charged with establishing policies and procedures that are specific to his/her own Department, however, these procedures may not conflict with the System-wide Manual. A copy of this manual is available in the bookcase within the police briefing room.

B. California State University (CSU) System-Wide Guidelines

In addition to the system-wide policy manual, coded memoranda, technical letters, and Executive orders related to public safety, the system-wide guidelines provide guidance on a host of issues including standards of conduct, arrest and search and seizure, use of force, etc. The CSU expects campuses to supplement these guidelines based on local needs. Within the California State University, Northridge Police Department these guidelines have been incorporated into the written directive system. Each policy issued by the department advises whether or not the subject matter and therefore all or part of the document is a system-wide guideline.

C. California State University, Department of Police Services Policy Manual

1. The Department's written directive system is based on the Vision and Mission and Values Statements which is provided to all employees during their initial new employee/field training officer training program and again reiterated to all department personnel annually during the annual in-service training and policy/procedure update review program (see page *i* of the policy manual).
2. The Department written directive system (or policy and procedure manual) is organized and indexed into nine sections as follows:
 - a. Section I: Organization and Administration
 - b. Section II: Personnel Administration
 - c. Section III: Law Enforcement Operations
 - d. Section IV: Criminal Investigations
 - e. Section V: Crime Prevention and Crime Analysis
 - f. Section VI: Training and Career Development
 - g. Section VII: Specialized Operations and Responses
 - h. Section VIII: Support Services
 - i. Section IX: Procedural Directives

Additionally, the Parking and Transportation Services Division will have some policies and procedures within this manual but will also have stand-alone written guidelines that may also be used for University Police.

Any policies and procedures or rules and regulations that were issued by the prior police administration which have not been rescinded by the present Chief of Police are filed in a separate policy book and are to be considered in force and in effect until rescinded by the current Chief of Police. Those directives are maintained in a ring binder in the police briefing room.

3. All personnel are encouraged to forward information to the Chief of Police through a written memorandum on suggested changes in the policy and procedure indexing system. Grouping of related tasks that promote ease in understanding is a continual goal.
4. Procedures for purging and revising:
 - a. The Department policy and procedure manual will be reviewed annually and updated, if necessary, by the Chief of Police and her designees to ensure they do not contradict other existing and/or revised policies, procedures, directives, applicable laws, or institutional policies. Normally, those staff with subject matter expertise will be given copies of policies for review and updating prior to those policies being reviewed by command staff and the Chief of Police. Other means of soliciting feedback on updates for policies and procedures is as follows: discussions at staff meetings, distribution to personnel for comment and/or distribution for feedback to an affected unit or personnel.
 - b. Any employee with suggestions for policy and/or procedure revisions or new information should forward this information via the chain of command to the Chief of Police for consideration via a written memorandum.
 - c. At the time any written directives are no longer needed, they will be purged from the system. Purging is the sole responsibility of the Chief of Police.
 - d. Updates to hardcopy manuals are the responsibility of the individuals to whom the manual has been assigned.
5. Statements of department policy: The written directives shall be an official and certified statement of department policy concerning the subjects delineated within context of the system. The written guidelines provide procedures for carrying out department activities and shall act as an informational resource for all employees.
6. General orders, which are permanent directives concerning policies, rules, and procedures, will be placed in the manual and numbered utilizing a standard format. The numbering system is established as follows:

EX. 02-O.A.-001

The first two numbers, 02, delineate the year the policy was first issued.

The letters are abbreviations for the chapter within the policy manual where the policy is indexed. In this example, O.A. represents Organization and Administration.

The last three numbers, 001, represent the order of issue of policies within the chapter of the policy manual. In other words, in this example, this is the first policy issued under the Organization and Administration chapter. The numbering sequence for general orders within the policy book is maintained by the Chief of Police.

Procedural Directives are numbered in sequence according to year. For example, 2006-003 means the third procedural directive issued in the year 2006. At year's end, the numbering sequence would start at zero for calendar year 2007. The numbering sequence for Procedural Directives is maintained in chart format by the Special Assistant to the Chief of Police.

7. All general orders will have the same format, and contain the following information in the header of the policy:
 - a. Policy/Procedure Number;
 - b. Number of Pages (i.e. Page 1 of 8);
 - c. Subject;
 - d. Effective Date and Review Date;
 - e. Amends/Supersedes – this line includes title, date and number of past versions of the policy so that revisions can be tracked
 - f. IACLEA Standard – this line includes all applicable professional standard numbers from the IACLEA accreditation program manual.
 - g. CSU Police Departments System-wide Operational Guideline – Yes or No. This line indicates whether or not (indicated by yes or no) a policy incorporates the CSU System-wide guideline. No means there is no guideline on the subject matter of the policy.
 - h. Approved: This line indicates the Chief of Police's approval for the applicable policy.

8. Procedural Directives are issued in standard memo format with to/from, subject, date and procedural directive number. These directives deal with a range of department activities and provide guidance on how to address certain issues. Sometimes such directives are issued in advance of a policy and are rescinded when the policy is put in place.

9. Briefing Directives are issued by command staff for the Patrol Operations Division. They are normally temporary instructions or orders that give direction on a particular police or security matter that has a start and stop date or requires attention for a period of time. These directives are issued in the same format as procedural directives except that they do not have a numbering system.

10. In addition to the policies and procedures, the Department policy and Procedure manual also contains the Vision, Mission and Values Statement, the Oath of Office wording and the Law Enforcement Code of Ethics. A Table of Contents follows these items.

11. Only the Chief of Police has the authority to issue, modify, and approve Department written directives including policies and procedures, rules and regulations, procedural directives, personnel orders, etc. Command staff (Captains and Lieutenant) may issue procedural directives and personnel orders which are binding on employees. Supervisory staff may issue memoranda unless otherwise authorized by the Chief of Police to issue another type of written directive.
12. All members of the department receive the department policies and procedures in disc format. Additionally, the Chief of Police, Captain of Patrol Operations, Captain of Special Services, and the Communications center have hardcopy versions.
13. Acknowledgement by all department employees, indicating receipt of the policy disc and review of disseminated directives, will be accomplished through the use of the written directive receipt form which is distributed by the Training Coordinator. The signed forms will be filed by the Training Coordinator in a file established for this purpose.

VII. AUDITS/INSPECTIONS

A. Line Inspection Procedures

1. Responsibility

Supervisors and managers in each organizational component of the Department of Police Services are responsible for conducting periodic line inspections of the organizational components within their respective units. This includes but is not limited to use and maintenance of equipment, status and condition of workspace/facility areas, adherence to department policies, procedures, and directives, and uniforms and personal appearance.

2. Frequency, Procedures, and Documentation

Spot check inspections of each organizational component of the department shall be conducted unannounced on a quarterly basis (e.g. every three months) by the designated area/unit supervisor or the accreditation manager (currently the Captain of Special Services). However, Police patrol shift supervisors shall conduct their inspections on a weekly basis utilizing the CSUN P.D. Patrol Line Inspection Checklist (found on the CSUN DPS server "Police/Data/Forms" and in Appendix "A" of this policy). Patrol Operations commanders and the accreditation manager will occasionally participate in the patrol inspections to spot check that department and accreditation standards are being met. All other department unit supervisors shall document their spot checks utilizing the CSUN DPS Unit Line Inspection Checklist (Appendix "B"). Department managers (e.g., Command Staff) are responsible for ensuring mechanisms such as line inspections are consistently performed for achieving accountability within their respective division and units.

3. Follow-Up on Components Requiring Correction and Documentation

Unit supervisors are to instruct their subordinates to immediately correct those areas deemed not meeting standards, or request through the appropriate channels the resources or services required to make the necessary correction(s). A written follow-up report (standard memo format) for corrective action taken in correcting said deficiencies shall be provided to the appropriate command staff member by the responsible supervisor within two working days of the request for correction being made. The follow-up report should include all items corrected and any noted deficiency which could not be corrected within two working days, citing the reason(s) why the corrections could not be made, approximate time it would take to make the correction, and any recommendations that may assist in expediting the correction.

4. In January of each year, a summary of each function's quarterly line inspections for the previous year shall be completed by the respective department manager and forwarded to the Accreditation Manager who will compile all line inspection reports and forward them to the Chief of Police for review.

VIII. APPENDICES

- A. CSUN P.D. Patrol Line Inspection Checklist
- B. CSUN DPS Unit Line Inspection Checklist

