
Organizational Structure and Responsibilities

200.1 PURPOSE AND SCOPE

- (a) The organizational structure of this Department is designed to create an efficient means to accomplish our mission, our goals, and to provide for the best possible service to the public.
- (b) Within this structure, personnel have the authority to make decisions to effectively execute their responsibilities and remain accountable for those decisions.
- (c) The organizational structure also clearly defines a chain of command so each member has only one supervisor and specific positions are responsible for each Departmental component.

200.2 POLICY

- (a) Units within the Department will be under the command of one supervisor.
- (b) Department members will be aware of what is expected of them.

200.3 DIVISIONS

- (a) The Chief of Police has the authority and responsibility for the administration, management and accountability of the Oakley Police Department (Government Code Section 3860(a)).
- (b) There are three Divisions within the Oakley Police Department.
 - 1. Administrative Services Division.
 - 2. Support Services Division
 - 3. Operations Division.
- (c) **Administrative Services Division**
 - 1. The Administrative Services Division is commanded by the Chief of Police. This Division is responsible for the management of the Police Department. The units within the Administrative Services Division includes:
 - (a) Chief's Office.
 - (b) Administrative Services Unit.
- (d) **Support Services Division**
 - 1. The Support Services Division is commanded by a Police Lieutenant. This Division is responsible for providing daily support to all of the Divisions of the Police Department. The units within the Support Services Division include:
 - (a) Records Unit.
 - (b) Property Services Unit.
 - (c) Community Services Unit.

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- (d) Fleet Services Unit.
- (e) Volunteer Programs.
- (e) **Operations Division**
 1. The Operations Division is commanded by a Police Lieutenant. This Division is responsible for the provision of daily law enforcement services to the community. The units within the Operations Division include:
 - (a) Patrol Teams.
 - (b) Traffic Safety Unit.
 - (c) Investigations Unit.
 - (d) Special Operations Unit.

200.4 COMMAND PROTOCOL

- (a) **Chain of Command**
 1. The chain of command is a series of positions, each of which is directly commanded by the one above it. Generally, official communications moving upward or downward, shall be confined to official channels. Each link in the chain of command shall be respected in this regard. It shall be the responsibility of each echelon to forward communications to the next higher or lower echelon, with approval, disapproval and/ or recommendations.
 2. In circumstances where the matter cannot be handled by immediate Supervisors, due to their absence, the employee shall notify the next available higher ranking officer or Supervisor in the chain of command for direction.
 - (a) There may also be times when a Supervisor has to give direction to an employee who is outside their chain of command.
 3. A Department member has the privilege of going outside the chain of command to contact a Supervisor including the Chief of Police only on matters of a strictly personal nature or as allowed specifically by policies and procedures such as matters regarding job-based discrimination or harassment.
 4. The chain of command for members of the Police Department shall be as follows:
 - (a) Chief of Police.
 - (b) Division Commander.
 - (c) Unit Supervisor.
- (b) **Succession of Command**
 1. The Chief of Police exercises command over all members of the Department. During planned absences, the Chief of Police will designate a member of the Chain of Command to serve as the Acting Chief of Police.
 2. Except when designated as above, the order of command authority in the absence or unavailability of the Chief of Police is as follows:

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- (a) Police Lieutenant
- (b) Investigations Unit Supervisor.
- (c) Senior Patrol Division Supervisor.

(c) **Unity of Command**

1. Commensurate authority accompanies the delegation of supervisory/command responsibility. Relief command personnel and acting supervisors assume the same responsibility as the regular supervisor. It is not mandatory that supervisors always designate the senior employee as the acting commander/supervisor. The appointing authority must assign the employee he or she feels can best carry out the responsibilities of the position.
2. If a supervisor is absent without having made the appointment of an acting commander/supervisor and a supervisory decision becomes necessary, the senior ranking member assumes authority and becomes responsible accordingly.
3. When delegating authority, each employee is fully accountable for their decision to delegate authority, and also for the failure to delegate authority.

(d) **Supervisor Accountability**

1. Each supervisory officer shall by act, manner, and attitude, promote understanding of all procedures essential to effective organizational control and the accomplishment of the Department objectives. He/She shall take reasonable steps to determine that each employee under his/her supervision performs his/her duties completely and promptly and complies with all Departmental rules and regulations.
2. The principal responsibility for member conformance with Departmental rules and regulations is vested in the supervisor at the level of immediate supervision.
3. All supervisors are responsible for the appraisal and analysis of the work accomplishments of subordinates coming within the scope of his/her supervision. Such analysis or evaluation shall be based on continuous observations and inspection, and shall consider personal traits as well as duty requirements. The supervisor shall analyze and evaluate the personality, detrimental traits, and capabilities of each subordinate in order to realize from every employee the maximum degree of service commensurate with the member's abilities and limitations.

(e) **Orders**

1. Members shall respond to and make a good faith and reasonable effort to comply with the lawful orders of superior officers and other proper authority.
 - (a) **Conflicting Orders.** In the event of a conflict of orders, the employee shall respectfully call to the attention of the supervisory officer giving the last order to such conflict. Should the supervisory officer not change his/her order it shall be obeyed and the employee shall not be held responsible for disobedience of any former order.

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- (b) **Improper Orders.** Supervisor officers shall not issue illegal/improper orders. No officer shall be directly ordered to arrest any person without a warrant unless he/ she is notified of the reason for such arrest or other details as may be reasonably necessary to properly perform their duty. Orders must be clear, distinct, and understandable. All information available shall be given the officer assigned to a particular case or investigation. He/She shall not be so restricted by orders as to preclude his using reasonable judgment and discretion.
- (f) **Exercise of Authority**
 - 1. The ranking officer shall exercise the authority of his/her position under all conditions, which require the use of such authority in the best interest of the Department.
- (g) **Functional Supervision**
 - 1. The particular authority delegated or granted to ranking officers is not confined to their respective divisions, but should include supervision over all members of the department as may be necessary in emergency situations or for the benefit of the department. Supervisory officers should avoid direct commands to personnel not assigned to their control.
- (h) **Guidance of Subordinates**
 - 1. Each supervisory officer shall strive to create and maintain high morale among their personnel, constantly evaluating the quality of the supervision exercised by subordinate ranking officers. A supervisor shall take personal interest in the welfare and problems of subordinates and shall make himself/herself available to employees seeking guidance and counseling. He/She shall give appropriate advice and personal instruction to immediate subordinates for the development of administrative and supervisory skills.

200.5 RESPONSIBILITIES

- (a) **General Responsibilities**
 - 1. It shall be the duty and responsibility of each department member to actively fulfill the function of the Department and the unit or team to which they are assigned, and to perform any lawful duty assigned and/or ordered by a competent authority. Members shall abide by established policies and procedures, Department orders, standard operating procedures, City rules and direction of their supervisor.
 - 2. Display positive, professional leadership;
 - 3. Demonstrate the highest standard of integrity;
 - 4. Enforce City and Department rules, regulations, policies and procedures consistently and in a fair manner;
 - 5. Provide timely, accurate, and complete communications to superiors, peers, and subordinates;

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6. Provide clear direction and timely feedback to subordinates;
7. Recognize and reward good work;
8. Confront problems and initiate timely and appropriate corrective action;
9. Maintain professional competency in administrative, cognitive, technical and tactical areas;
10. Demonstrate an understanding of the City budget and administrative processes;
11. Manage assigned budget and resources;
12. Seek ownership of problems;
13. Ensure accountability in superiors, peers, and subordinates;
14. Be a visionary leader. Support innovation and change;
15. Follow through on commitments in a timely manner;
16. Be fair and consistent in decision making and in dealing with all people;
17. Train, mentor and develop subordinates;
18. Have a thorough knowledge of conditions, which affect his/her unit or work group (e.g., crime, traffic, legal issues, local political and social issues);
19. Appropriately delegate tasks and monitor status;
20. Seek innovative strategies, and community partnerships in problem solving;
21. Insure that work plans and operational plans are consistent with Department and City plans and priorities;
22. Encourage a team approach to problem solving;
23. Be approachable. Be interested and involved in the work of subordinates;
24. Create a positive work environment.

(b) Chief of Police

1. The Chief of Police is the chief executive officer of the Oakley Police Department and has the final authority in all matters of policy, operations, and discipline. Responsibilities of the Chief of Police include:
 - (a) Formulates departmental policies, procedures, goals, and program priorities to be followed by members of the Police Department.
 - (b) Ensures compliance with all laws which the Department or its officers have the authority to enforce.
 - (c) Directs the formulation of work methods and procedures to be followed by department members;
 - (d) Inspects and appraises departmental activities and personnel;
 - (e) Takes necessary steps in modifying police operations to meet changing conditions;

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- (f) Oversees or directs the assigning of department personnel;
- (g) Prepares the departmental budget and oversees the control of expenditures;
- (h) Develops and implements short and long-range goals for the department; establishes priorities for the improvement of law enforcement services.
- (i) Delegates work assignments, projects, and programs; monitors work flow; and reviews and evaluates work products, methods, and procedures.
- (j) Assists with all major employment actions, including recruiting, hiring, transfer, evaluation, promotion, appointment, termination, discipline and recognition of personnel.
- (k) Institutes an adequate and progressive program of training for members of the Department.
- (l) Performs related work as required.
- (m) Directs the planning, organization and coordination of crime prevention and law enforcement activities including patrol, traffic, investigations, juvenile, records, identification, clerical and other activities of the police department.
- (n) Responsible for preparing and presenting reports to the City Manager and City Council, including reviewing agenda material with the City Manager and attending City Council meetings, public hearings, and related proceedings to represent the Police Department on departmental activities, major developments, and crime and safety trends.
- (o) Coordinates Police Department programs, services, and administrative matters with the City Manager, including attending meetings with administrative staff and keeping the City Manager informed of key needs, issues, and support requirements.
- (p) Explore joint cooperative programming with neighboring jurisdictions, including shared resources and joint deployment of personnel and equipment as needed.
- (q) Plans and directs the development and maintenance of police records and statistics such as records of daily activities and events, including all calls, complaints and files on all accident reports and court cases.
- (r) Conducts and maintains effective public relations for the Department.
- (s) Ensure the equal treatment and protection of all citizens under the law and respect for all individuals coming in contact with a member of the Police Department.
- (t) Attends and participates in public functions with schools, churches, civic groups, outside agencies and others for the purpose of promoting crime prevention, law enforcement and establishing favorable public relations.

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- (u) Administers community-oriented policing program, including neighborhood watch and problem solving, community relations and collaboration with non-police agencies.
 - (v) Assesses community crime prevention and traffic safety needs; investigates new methods, technologies, laws and programs to improve current levels of service.
 - (w) Works closely with school leaders to provide coordinated law enforcement and safety services to students both on and off campus.
 - (x) Maintains relationships with professional associations and other agencies, boards, commissions, committees and organizations to further departmental objectives.
 - (y) Advises and assists subordinates in complex criminal or other investigations; assumes direct command of forces in emergency situations or major law enforcement operations.
 - (z) Initiates internal investigations when appropriate and directs corrective action as needed.
 - (aa) Perform other related duties as assigned.
- (c) **Support Services Lieutenant**
1. Plans, assigns, supervises, inspects and performs designated tasks within a specific command assignment.
 2. Reviews operations, procedures, reports, data and information, and conducts inspection duties and initiates corrective action when required.
 3. Participates in the selection process of personnel and participates in department training, internal investigations review and disciplinary procedures and review.
 4. Participates and/or directs development and review of department policies, procedures and rules and regulations.
 5. Recommends selection, disciplinary and other personnel decisions; counsels employees and administers discipline as required.
 6. Interprets laws, codes, policies and procedures to staff; ensures legality and consistency of application.
 7. Assists with the development of goals, objectives, policies, procedures and work standards for the department; assists with development and administration of the budget; prepares and reviews grant requests and assists in the administration of grant funds.
 8. Responds to emergency or unusual situations; performs the full range of patrol, investigative and related duties of an officer and assumes a command role as appropriate; may oversee and coordinate the work of multi-agency task forces or committees.
 9. Performs staff functions as directed by the Chief of Police and/or designee and serves on the advisory staff of the Chief of Police.

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10. Plans and organizes civil defense and disaster preparation plans and participates in emergency operations, when required.
11. Confers with officials and citizens about police problems, police policies and procedures, and public relations.
12. Performs department liaison duty with other City departments, other agencies, business organizations, citizen groups, labor union representatives, private organizations and news media representatives, as required.
13. Works closely with public and private groups and individuals to explain or coordinate proposed programs; responds to citizen concerns or inquiries regarding police services; responds to inquiries from the media.
14. Investigates and resolves problems with requests for services or complaints regarding police functions.
15. Prepares a variety of correspondence, reports, procedures and other written materials.
16. Acts for the Police Chief on a relief or as-assigned basis.
17. Performs related duties, as assigned.

(d) Police Lieutenant

1. Police Lieutenants are the middle management level of the Police Department. Responsibilities of Lieutenants include the command and management of programs or functions and the supervision of assigned subordinate personnel.
 - (a) Plans, assigns, supervises, inspects, and performs designated tasks within a specific command assignment.
 - (b) Reviews the work of subordinates.
 - (c) Enforces rules, regulations, and general orders.
 - (d) Advises and assists the administrative staff. Inspects personnel and equipment, and coordinates police services.
 - (e) Participates in departmental and other formal police training work.
 - (f) Assumes field command at serious disturbances or disasters.
 - (g) Confers with officials and citizens about police problems, policies, procedures and public relations.
 - (h) Makes recommendations regarding budgetary and personnel related issues.
 - (i) May assume command of a bureau in the absence of a Police Captain.
 - (j) Analyzes data and writes reports, letters and memos.
 - (k) Performs related duties as assigned.
 - (l) Directs, coordinates and controls City law enforcement activities for 24/7 operation.

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- (m) Plans, coordinates, schedules and directs the activities and operations of police officers and police investigators on a particular shift.
- (n) Directs Field Training Program activities for new recruits. Coordinates in-service, mandatory and special team training. Develops and executes law enforcement operational plans for large scale events.
- (o) Manages staffing requirements and coordinates external law enforcement agency assistance necessary to ensure the public's safety.
- (p) Assists in developing new procedures and methods, and directs implementation of programs.
- (q) Counsels, evaluates and disciplines subordinates.
- (r) Addresses inquiries and complaints from the public regarding police department services.
- (s) Represents the Police Department on inter-departmental committees and community meetings.
- (t) Assumes management responsibility for assigned services and activities of a division or service area of the Police Division; may oversee special projects or other assigned areas.
- (u) Manages and participates in the development and implementation of goals, objectives, policies, and priorities for assigned programs; recommends and administers policies and procedures.
- (v) Monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; recommends, within departmental policy, appropriate service and staffing levels.
- (w) Plans, directs, coordinates, and reviews the work plan for assigned staff; assigns work activities, projects, and programs; reviews and evaluates work products, methods, and procedures of assigned staff to ensure compliance with applicable federal, state, and local laws, codes, and regulations; and to ensure safe work practices, quality, and accuracy; meets with staff to identify and resolve problems.
- (x) Coordinates the selection, orientation, training, and evaluation programs for department personnel; provides or coordinates staff training; provides positive motivation for employee performance; identifies and resolves staff deficiencies; initiates discipline procedures.
- (y) Performs related duties as required.

200.6 REVISION DATE

- (a) 29 APR 16
- (b) 23 DEC 19