



RANK AND ORGANIZATION

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Contents:

- I. Purpose
- II. Policy
- III. Organizational Structure
- IV. Job Description and Rank
- V. Command, Span of Control and Delegation of Authority
- VI. Obedience to Orders and Personnel Allocation
- VII. Operations Bureau
- VIII. Support Services Bureau
- IX. Professional Standards Bureau
- X. Unity of Command

I. Purpose

The purpose of this Written Directive is to establish and describe the organizational structure of the University of Maryland, Baltimore Police Force (UMBPF) and to delineate the responsibilities of each organizational component.

II. Policy

It is the policy of the UMBPF to follow the organizational chart as identified by this Written Directive.

III. Organizational Structure

A. Responsibilities of the Chief of Police

The Chief of Police is responsible for the direction of all activities of the UMBPF. This direction will be accomplished through written and oral orders, policies, directives, guidelines and guidance, as well as by personal leadership exerted through subordinate commanders to all personnel.

B. Organizational Structure

The organizational structure of the UMBPF includes bureaus, sections, squads, and individuals, with each assigned specific areas of responsibility. Required responsibilities include activities that are directly related to carrying out or supporting the objectives of the UMBPF.

C. Organizational Chart

The organizational chart is a visual representation of the chain of command and will be available to all personnel. The organizational chart is found in **WD 1.5, Organization Chart**.

IV. Job Descriptions and Rank

A. Job Descriptions

Written job descriptions are maintained in the agency's computer system at the following path shown, (Computer/X drive/Common/Job Classification). The job descriptions are also available on the member's flash drives which is issued during new employee orientation and in the policy database under **Appendix 4.15.1, Job Description – Exempt** and **4.15.2, Job Descriptions – Non-Exempt**.

B. Rank and/or Position

1. The order and rank of the UMBPF is designated as follows:

- a. Chief of Police;
- b. Deputy Chief;
- c. Captain / Operations Commander;
- d. Captain / Support Service Commander;
- e. Captain / Professional Standards Commander;
- f. Lieutenant;
- g. Sergeant;
- h. Corporal;
- i. Police First Class;
- j. Police Recruit/Officer;
- k. Police Communications Supervisor;
- l. Police Communications Operator;
- m. Security Officer Supervisor;
- n. Security Officer;
- o. Accreditation Manager;
- p. Policy Analyst;
- q. Office Manager;

- r. Program Administrative Specialist;
 - s. Program Management Specialist;
 - t. Administrative Assistant II; and
 - u. Administrative Assistant I.
2. Certain special tasks may be assigned to individuals and will require a focus of effort for some period of time. Unless a new full-time position is authorized, such special tasks will be in addition to those duties and responsibilities prescribed in the current job descriptions. Examples of these include, but are not limited to:
- a. Foot Patrol Details; and
 - b. Field Training Officer Assignments.

V. Command, Span of Control and Delegation of Authority

A. Commanding Officer

- 1. During the temporary absence of any ranking officer, the senior ranking officer subordinate will act as the ranking officer. The temporary command officer shall have the authority and responsibility of the higher position.
- 2. When considering replacements of equal rank, the most senior officer will be the ranking officer.
- 3. Commanding Officer shall mean an officer regularly assigned to command or a temporary assignment to command.
- 4. A Superior Officer shall mean any sworn member of the rank of Corporal and above.

B. Span of Control

- 1. In order to achieve direction, coordination, and control in a non-emergency or emergency situation, the ideal number of members under the control of a supervisor should not exceed ten (10), but there may be times when it does exceed ten (10).
- 2. For any major event in which large numbers of sworn and non-sworn personnel will be on-duty, plans for the event will clearly delineate the structure of the chain of command. Plans for large events will also include consideration of span of control issues.

C. Delegation of Authority

- 1. Every member, at every level, will be delegated the authority necessary for decision-making.

2. A police officer, for instance, is responsible for the investigation of reported crimes and offenses, the identification and arrest of perpetrators, and incarceration of suspects. To that end, police officers have the authority to make independent decisions, based on the law, policies, and procedures.
3. Police officers are not prohibited from seeking the advice of supervisors or other persons within the criminal justice system who possess expertise concerning the matter being handled.
4. Authority is delegated down from the Chief of Police through the chain of command by written and oral directives. In every case, the member will be held accountable for their decisions.
5. Each member will be held fully accountable for the use of, or failure to use, delegated authority. Any member who has a question concerning their delegated authority should bring the question to the attention of a supervisor.
6. Member acceptance of and proper use of authority will be evaluated annually during the Performance Development Program process.

VI. Obedience to Orders and Personnel Allocation

A. Obedience to Orders

1. The Chief of Police is the Chief Executive Officer of the UMBPF. As such, the Chief of Police has full authority and responsibility for the management, direction and control of the organization.
2. All command and supervisory personnel are accountable for the performance of members under their immediate control.
3. For effective supervision, direction, and control, members should promptly obey any lawful order from a supervisor, to include orders from a supervisor relayed by a person of equal or lesser rank. In the event that a member is given two different orders that may conflict, the last order given should be complied with unless the order is retracted or modified.
 - a. In the event a member receives conflicting orders, the member must inform the person giving the last order of the conflict of orders.
 - b. The person giving the conflicting order should then resolve the conflict by retracting, modifying, or requesting the member to comply with the latest order.

B. Allocation and Distribution

1. The allocation of personnel to organizational components is based on workload assessments.
2. The Chief of Police is responsible for using workload assessments to determine the need for the reallocation of personnel among the organizational components of the UMBPF. Further information can be found in **WD 4.11, Allocation and Distribution of Personnel.**

VII. Operations Bureau

The Operations Bureau is led by a captain and consists of two (2) sections, the Uniformed Police/Patrol Officer Section and the Uniformed Security Officer Section. The Operations Commander is assigned functional staff responsibility for the coordination and implementation of services provided by the sections.

A. Uniformed Police/Patrol Officer Section

1. The Operations Commander, Patrol Commanders, Patrol Supervisors and all sworn and non-sworn personnel assigned to patrol are responsible for the following:
 - a. Uniformed police patrol – 24 hours per day, 7 days per week;
 - b. Response to calls for service;
 - c. Traffic direction, control, & enforcement;
 - d. Traffic accident investigation;
 - e. Concentrated foot patrols in high crime areas as assigned;
 - f. Control of special events;
 - g. Unusual, special, emergency operations escorts;
 - h. Criminal warrant/legal process service; and
 - i. Uniformed Security Officers in the absence of a Security Supervisor.
2. The Operations Commander may assign officers on the basis of interest, training, past performance, or organizational needs.

B. Squad Assignments

1. Seniority will be considered regarding squad assignments and requests for transfers for supervisors and/or patrol and security officers.

2. A supervisor, police officer, or security officer who wishes to transfer to a squad that has a vacancy will submit a written request through the chain of command to the Operations Commander.
3. In all cases the Deputy Chief and Chief of Police can transfer persons, regardless of seniority, if the transfer would be in the best interest of the organization.

C. Uniformed Security Officers

1. The Operations Commander is responsible for the conduct and job performance of the non-sworn security officers.
2. The security function shall consist of full time non-sworn security officers. Security officers shall be assigned to a particular shift and/or post and supervised by a security supervisor with assistance from the Patrol Commander. The security officer's primary function is to control access to the buildings owned and operated by the University of Maryland, Baltimore. Additionally, security officers act as the eyes and ears for the organization and will notify the Communications Center of any safety and security deficiencies which are discovered.
3. Security post assignments shall be assigned according to the needs of the UMBPF.

VIII. Support Services Bureau

The Support Services Bureau is led by a captain and consists of three major components which are managed by lieutenants, under the supervision of the Bureau Commander. Each major area is tasked with the functional responsibility for specific areas shown below. Within the Support Services Bureau, the Support Services Commander may assign certain officers and members on the basis of interest, training, past performance, and departmental needs to coordinate a particular area of responsibility.

A. Technical Service and Records

1. The Technical Service and Records Lieutenant manages the Records Section, the Communications Section, and the Quartermaster/Property Section.
2. The Records Section is responsible for the following functions:
 - a. Records maintenance and retrieval;
 - b. Coding and accounting for Uniform Crime Reporting purposes;
 - c. Providing campus crime data;
 - d. Processing and accounting for officer issued paper moving, parking, criminal, and civil citations;
 - e. Juvenile files management and security;

- f. Arrest files management and security;
 - g. Records retention and disposal of inactive records; and
 - h. Staff review and final approval of police reports.
3. The UMBPF property management function is performed by the Quartermaster / Property Custodian. The function includes property and equipment belonging to the organization and found, recovered, seized, abandoned, and evidentiary property. The responsibilities include:
- a. Ordering, receiving, inventorying, and distributing agency owned or operated equipment;
 - b. Ordering, receiving, inventorying, and distributing uniforms;
 - c. Accountability for all property accepted by or stored in the department's property storage areas;
 - d. Disposal of agency uniforms and equipment; and
 - e. Assisting agency billing through the review and submission of invoices, timely.

Note: Exceptions to ordering include, but are not limited to, computer and computer software, vehicles, and weapons.

4. Communications Center provides a direct link for communications in the Patrol and Security functions. The Communication Center, through the operators, is responsible for:
- a. Radio communications and dispatch of calls for service;
 - b. Data entry into the Computer Aided Dispatch (CAD) system;
 - c. Telephone calls received into the Communications Center;
 - d. METERS terminal access and security;
 - e. Automated data communications;
 - f. Alarm monitoring;
 - g. Building access control; and
 - h. Associated activities with each of the above systems.

B. Education and Training

1. The Education and Training (E & T) Lieutenant manages agency training, the accreditation process, planning and research, and policy review and revision.
2. The E & T Lieutenant receives assistance with the planning and research function from the Technical Service and Records Lieutenant and other agency staff members. Further information on this function is found in **WD 1.7, Planning and Research**.
3. The E & T Lieutenant is primarily responsible for the agency training function and includes:
 - a. Ensuring designated members meet mandatory entrance-level training;
 - b. Ensuring all personnel meet in-service training requirements as mandated by the Maryland Police Standards and Training Commission.
 - c. Ensuring all members received training enumerated in the CALEA Standards manual and required by UMB policy;
 - d. The Field Training and Evaluation Program;
 - e. Maintenance of all training records;
 - f. New employee orientation;
 - g. Career Development program;
 - h. Specialized training; and
 - i. Skills inventory.

C. Specialized Services

1. The Specialized Services Lieutenant manages the Criminal Investigation Division, the Victim/Witness Services Unit, the Crime Prevention/Safety Awareness Unit, and the Recruitment and Background Investigation Unit. The lieutenant is also responsible for Crime Analysis and the Foot Patrol Unit.
2. The Criminal Investigations Division is a specialized assignment and includes, but is not limited to, duties such as:
 - a. The prompt, effective and efficient investigation of all crimes and offenses which occur within the jurisdiction of and are reported to the UMBPF;
 - b. The identification and apprehension of individuals committing crimes within the jurisdiction of the UMBPF;

- c. That charging documents are accurate and complete and that evidence is available for presentation in court;
 - d. The responsibility for handling all follow-up investigations to crime reports; and
 - e. Responsibilities in the areas of organized crime, vice control, and intelligence collection. Further information can be found in **WD 6.30, Criminal Investigations** and **WD 6.33 Organized Crime, Vice, and Narcotics**.
3. The Victim/Witness Assistance Program is a specialized assignment and includes, but is not limited to, duties such as:
 - a. The development and implementation of victim/witness assistance programs and activities; and
 - b. Support crime victim/witness assistance programs and procedures as outlined in **WD 14.2, Victim/Witness Services**.
4. The Crime Prevention/Safety Awareness Program Unit is a specialized assignment and is responsible for several community-based activities and functions. They include:
 - a. Increase community awareness of crime prevention activities;
 - b. Encourage the University community to report crime timely; and
 - c. Participate in the various campus community and external community based crime prevention and safety awareness groups. Further information on the function can be found in **WD 6.23, Crime Prevention**.
5. The duties and responsibilities of the Recruitment and Background Investigation Unit are listed below:
 - a. Work with the UMB Human Resource Services recruitment section to ensure the job posting meet the UMBPF requirements;
 - b. Conduct a thorough background investigation on each applicant; and
 - c. Submit those candidates who are best qualified for the position applied for. Further information on the function can be found in **WD 4.17, Recruitment**.

IX. Professional Standards Bureau

The Professional Standards Bureau falls under the direct purview of the Chief of Police. The Professional Standards Bureau is led by a captain and consists of two (2) major functions. They are Internal Affairs and Staff Inspections.

A. Internal Affairs

1. The Internal Affairs function is important for the maintenance of professional conduct within the organization. The integrity of the UMBPF depends on the personal integrity and discipline of each member. To a large degree, our public image is determined by the quality of the internal affairs response to allegations of misconduct, misfeasance, malfeasance, and nonfeasance by members, and to complaints impacting on the organization's response to the University of Maryland, Baltimore's needs.
2. The goal of internal affairs is to ensure that the integrity of the organization is maintained through an internal system where objectivity, fairness, and justice are assured by intensive, impartial investigation and review. The Chief of Police is assisted in this endeavor by the Professional Standards Commander.
3. The Professional Standards Commander will ensure all complaints or allegations concerning members of the organization are properly recorded and registered. The Chief of Police will be notified for integrity related complaints, excessive force complaints, and any incident where a member could be arrested.

B. Staff Inspection

1. The Staff Inspection Unit is responsible for conducting inspections of every component and function within the agency, to determine its operational efficiency and effectiveness. The Chief of Police is assisted in this endeavor by the Professional Standards Commander. All inspections reports will be forwarded to the Chief of Police.
2. It is also used for the purpose of determining whether the anticipated results are being accomplished and whether resources are being utilized to the best advantage of the organization is an ongoing priority. Further information regarding staff inspection is found in **WD 1.8, Inspectional Services**.

X. Unity of Command

A. Components

The UMBPF is separated into three major components, Operations, Professional Standards and Support Services. Each organizational component is under the direct command of only one supervisor.

B. Personnel

The UMBPF personnel are divided into two general categories, sworn and non-sworn personnel.

C. Accountability

1. Each member is accountable to only one supervisor at any given time. This will ensure that members are aware of what is expected of them and it will also promote efficiency and responsibility.

2. There may be times when a supervisor is required to give a command to a member who is not directly under their command. In ordinary circumstances, each member will be able to identify one, and only one, supervisor to whom they are accountable.

D. Supervision

1. During day-to-day or routine operations, members will act under the command of the officer or supervisor assigned to command their function or division, or the most senior officer present, unless otherwise directed by an officer higher in the chain of command.
2. In situations involving a large number of personnel in a single operation, the plan prepared for the operation will specify command relationships. The Chief of Police or designee will designate the officer in command of the operation. The Deputy Chief or designee will command all personnel assigned to the particular operation.

E. After-Hours

During the hours that the Chief of Police, Deputy Chief, Captain and/or Lieutenants are not on duty (nights, weekends, holidays, etc.) the Patrol Supervisors will be in charge of the UMBPF and will act for the Chief of Police on matters brought to their attention.

F. Command of Critical Incidents

In exceptional circumstances or during a critical incident, the ranking officer on duty or at the scene of the incident shall assume command of police personnel in a manner that ensures the most efficient and effective use of resources.

G. Chain of Command

In the absence of the Chief of Police, the rank and command in the police organization shall be the (descending order) Deputy Chief, Captain, Lieutenant, Sergeant, Corporal and Officer.

Written Directive System Impact

Upon approval and publication, this edition of WD 1.4 supersedes all previous editions.

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CALEA Standard (s): 11.1.1; 11.3.1; 11.3.2; 12.1.2; 12.1.3