



## WRITTEN DIRECTIVE SYSTEM

<b>WRITTEN DIRECTIVE:</b>	<b>9.1</b>
<b>EFFECTIVE DATE:</b>	<b>01-01-1987</b>
<b>REVISION DATE:</b>	<b>06-14-2018</b>
<b>SUPERSEDES EDITION DATED:</b>	<b>08-04-2017</b>

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#### **I. Purpose**

The purpose of this Written Directive is to define the structure and application of the University of Maryland, Baltimore Police Force (UMBPF) Written Directive System and provide members with a better understanding of its importance, use, and applicability.

#### **II. Policy**

It shall be the policy of the UMBPF to establish a Written Directive System in order to inform members of what is expected of them in the performance of their duties, to provide guidance to them in performing such duties, to establish the basis for employee accountability, and the means to fairly evaluate members and unit performance. This Written Directive will document the structure and component parts of the System in a manner that will increase its utility and application, and provide for continuity in its development.

#### **III. Authority**

The Chief of Police is vested with the authority to issue, modify and approve UMBPF Written Directives. Under the Education Article, Section 13-601 of the Annotated Code of Maryland, the University of Maryland, Baltimore is authorized to establish and maintain a Police Force. The Chief of Police will act under the supervision of the Board of Regents and the President of the University of Maryland, Baltimore (UMB) and enforce the laws of the State of Maryland. The Chief of Police shall maintain peace and good order within the jurisdiction of the University through his/her subordinates. The Deputy Chief may modify Written Directives for good cause in the absence of the Chief of Police, but will notify the Chief of Police as soon as practical of any modifications to a directive.

#### **IV. Values and Mission Statement**

The University of Maryland, Baltimore Police Force (Department of Public Safety) at the University of Maryland, Baltimore (UMB) supports the UMB Mission Statement and Core Values by preventing crime, solving crimes, and conducting crime prevention initiatives to maintain order and to control the fear of crime. The UMBPF values honesty, fairness, integrity and courage.

## **V. Definitions**

### **A. Written Directives**

Written Directives are position statements by or authorized through the Chief of Police that guide or direct the actions and activities of members. Written Directives encompass all means by which the UMBPF communicates instructions, orders, and duty requirements to its members, to include policies, procedures, rules, regulations, memoranda, and special orders.

### **B. Policies**

Policies summarize the UMBPF position on specific matters. Policies are concise position statements based on underlying organizational principles, goals, values, and operational philosophies. They are designed for broad general direction and guidance primarily designed for use by all members or by more than one operational unit.

### **C. Procedures**

Procedures build on the foundation of policy statements to provide specific guidance on required, desired, or preferred methods of operations or conduct. Procedures are more detailed instruction on means and methods for carrying out the policy directive and generally draw the boundaries of permissible member discretion in performing tasks or duties.

### **D. Rules**

As opposed to procedure statements that often provide officer flexibility and discretion, rules are characterized by their inflexibility. Rules define situations where no deviation or exceptions to agency authorized actions are permitted.

### **E. Regulations**

Regulations apply to specific members such as a patrol officer, a supervisor, or a commander and usually apply to personal conduct, morality, integrity, general duties, and responsibilities and in all matters pertaining to the obedience of orders.

### **F. Memorandum**

A Memorandum is a written communication initiated at any level of the organization to provide useful, specific information, affecting specific behavior, for a specific event or period of time. Certain memorandums issued by the Chief of Police will establish policy and procedure, be issued a number, and shall be considered a Policy and Procedures Memorandum. A copy of every numbered memorandum will be kept on file under the management of the Technical Services and Records Lieutenant.

### **G. Special Order**

Special Orders are meant to accomplish a particular objective and once the objective is accomplished, there will be no need for further instructions.

### **H. Personnel Order**

A Personnel Order is defined as a numbered Written Directive that is issued by the Chief of Police, and concerns the assignment of members from one component to another, from one squad to another, promotion or demotion.

## I. Police Force Manual

The UMBPF Manual is a collection of Written Directives that ensure an understanding of organizational policies and procedures and is available for reference as required.

## J. Indexing

Proper indexing is crucial to the Written Directive system. The UMBPF Manual contains a Table of Contents and an Index and includes a listing of key words or phrases that are used to identify the Written Directive.

## K. Standard Operating Procedures

A Standard Operating Procedure (SOP) is defined as a Written Directive that is narrowly focused and only affects a specific section or operation. SOPs may be self-canceling or may be canceled at the direction of the Chief of Police or designee.

# VI. Limiting Officer Discretion

## A. Categories

1. There are three categories of terms used in Written Directives of the UMBPF. Personnel responsible for the development of such directives and members who carry them out shall be aware of the limitations on member discretion that these terms convey. These terms are classified as judgmental, discouraging and prohibitive in nature.
  - a. Judgmental - The word “may” is used to convey the utmost discretion to officers. “May” indicates that officers should employ their best judgment in addressing a situation by relying on experience, training, the stated mission and values of the UMBPF, and the general guidance provided in statements of policy.
  - b. Discouraging - The word “should” or “should not” is used to convey the desire of the UMBPF for member’s actions in given circumstances. Written Directives should be followed whenever reasonably possible although it is recognized that exceptions to desired actions can be anticipated in circumstances that could require alternative actions. Members are therefore authorized whenever reasonable to use limited discretion to deal effectively with the situation or problem.
  - c. Restrictive or Prohibitive - The terms “shall” or “shall not” or “will” or “will not” impose absolute requirements or prohibitions on member’s actions. Considering that the full set of circumstances surrounding many situations confronted by members cannot be fully predicted, such terms must be used with care and with the understanding that failure to abide by such restrictions may result in disciplinary action. Where deemed appropriate, however, these terms may appear in policies, procedures and rules.

2. The above terms are of special significance to sworn members in the performance of law enforcement duties. Officer discretion and the use of judgement should be used in the daily encounters with citizens.

**B. Authority to Approve Written Directives**

1. Under the Education Article, Section 13-601 of the Annotated Code of Maryland, the University of Maryland, Baltimore is authorized to establish and maintain a Police Force. The Chief of Police will act under the supervision of the Board of Regents and the President of the University of Maryland Baltimore and enforce the laws of the State of Maryland.
2. The Chief of Police shall maintain peace and good order within the jurisdiction of the University through his/her subordinates and shall be the authority for the final approval of all agency policy.
3. All Written Directives shall be dated and signed by the Chief of Police.
4. The Chief of Police may at any time modify any UMBPF directive when it does not conflict with federal, state or local law.

**VII. Issuing Directives**

**A. Background**

1. The effective and efficient administration of the UMBPF includes practices and procedures that will help ensure that appropriate information flows through the chain of command when and where needed, and will ensure that management decisions are based on the best available information. In addition, coordinated administrative activities will reduce the possibility of duplication, overlap, and wasted effort. Written Directives are used for reaching organizational objectives and goals.
2. When a group is organized to achieve a common goal, there is a need to control, direct, and coordinate the activities of its members if the best interests of the group are to be served and if its objectives are to be reached. In order for the UMBPF to fulfill its mandate, Written Directives need to be clear and understood by all members. Organizational Policies, Rules, Regulations, Procedures, and Personnel Orders need to be reduced to writing and made available to all personnel.

**B. Directives Development and Approval**

1. Maintenance of the Written Directive System, including the indexing, filing, and purging, will be the responsibility of the Support Services Commander with the assistance of the Accreditation Unit.

2. Specifically, the Accreditation Unit is managed by the Education and Training Lieutenant and consists of the Accreditation Manager, the Policy Analyst and other personnel assigned to the unit.
3. The Accreditation Unit will review, revise, create and update all Written Directives for sworn and non-sworn members and will participate in other research and development activities as assigned.
4. All Written Directives, including self-cancelling orders, shall be periodically reviewed as described above to determine if they should be canceled, revised, purged or continued in their present form.

C. Bureau and Unit Commanders

1. Bureau and unit commanders may issue directives through memoranda or special orders that have bearing on the specific functions or operations of their area (s) of responsibility. Such directives **shall be consistent** with the **established policy and procedures** of the **UMBPF**.
2. It is the responsibility of all command personnel to ensure that policies, procedures, and other directives affecting their areas of responsibility reflect the best practices for accomplishment of organizational activities, duties, and responsibilities. To this end, command personnel are responsible for ensuring that:
  - a. Required updates, development, and refinements of all policies affecting their area of responsibility are identified and that these requirements are forwarded in a timely manner to the Accreditation Unit for review. Once reviewed for content regarding required policy and procedure changes, the draft revision will be sent to the Support Services Commander and the Deputy Chief for review and approval. The Chief of Police has final review and approval for inclusion into the Manual by the application of his/her signature.
  - b. Written explanation and justification of proposed and active directives are prepared and kept current. This justification/discussion may include the legal basis and requirements for the policy, reference to and adherence to professional standards or practices, compliance with UMBPF philosophies, directives, Commission on Accreditation for Law Enforcement Agencies (CALEA) standards, protocols, and related information that supports, explains, and substantiates the policy position.

D. Changes, Revisions and Updates

1. Refinement of policy and procedures shall be coordinated by the Policy Analyst and the Accreditation Manager. Drafts of such changes and revisions shall be posted for general comment to all lieutenants and affected unit supervisors for a period of ten days. The following command personnel will also be solicited for input on all directives:

- a. The Deputy Chief;
  - b. The Support Services Commander;
  - c. The Operations Commander; and
  - d. The Professional Standards Commander.
2. The Support Services Commander will consider all comments and submit the draft policy and procedure statements along with supporting justification to the Chief of Police for review, approval, signature or other action.
  3. Policies, procedures, rules, regulations and special orders approved by the Chief of Police will be made available to all personnel. Written directives that are part of the UMBPF Manual System are located in an agency electronic database. Members shall acknowledge their receipt and understanding through this system. All members and other appropriate personnel are required to document that they have received, read and understand paper copies of directives by signing an Accountability Form. Where necessary, Roll Call training shall be conducted to further explain the new directive.

## **VIII. Police Force Manual System**

### **A. Contents of the Police Force Manual**

1. The Police Force Manual shall include the following components:
  - a. Purpose for the Police Force Manual - Describes the purpose, use and applicability of the Manual.
  - b. Organization of the Police Force Manual - Identifies the primary component parts of the manual such as organization, administration, field services, support services, investigations and the manner in which individual and complimentary series of policy statements are grouped and numbered.
  - c. Table of Contents - Sequential listing of topics covered in the manual and their location in the manual system.
  - d. Source of Legal Authority - The statutory authority granting police powers to the UMBPF from the University and/or the law.
  - e. Code of Conduct and the Police Officer's Code of Conduct - Code of Conduct for the State of Maryland and the code officially adopted by the IACP.
  - f. Mission and Value Statement - The overall mission statement and the values adopted that form the foundation for policy, procedures and rules.

- g. Policy and Procedure Statements - Individual statements of policy and accompanying procedures with regard to duties, responsibilities and tasks of members.
  - h. Topical Index - An index of subjects, topics and issues addressed in the manual and organized in alphabetical order.
  - i. Authorized Forms - An index to and samples of all forms authorized by the UMBPF.
2. Each policy and procedure statement will contain:
- a. Name of the organization;
  - b. Type of directive;
  - c. Subject;
  - d. Directive number;
  - e. Effective date;
  - f. Revision date;
  - g. Approval;
  - h. Reference;
  - i. Number of pages; and
  - j. Policy and procedure statement.

**B. Policy and Procedures Statement**

Each policy and procedure statement will conform to the following format and information. Policies and procedures will also require the following information:

1. The policy will be introduced by a concise statement concerning what the policy is attempting to relate.
2. The policy statement identifies a problem, need, or issue and provides guiding principles for exercising judgment. Rather than providing members with precise guidance as found in procedures, the policy statement establishes the rationale and overall approach to a problem, situation, issue or concern. As such, it often draws upon the agency's philosophy and values to provide direction.

3. New or unfamiliar terms or words will be defined. This includes new, uncommon, or unusual terms, expressions, phrases, to include words normally used in law, but not the police profession.
4. Procedures will be included in each policy statement to the degree necessary to provide members with sufficient guidance to carry out the policy in accordance with agency requirements and desires. Procedures provide a method for performing an operation or means for proceeding on a course of action.

## **IX. Accountability**

### A. Absence of the Chief of Police

See **WD 1.3, Procedures for Assuming Command.**

### B. Obedience to Lawful Orders

See **WD 3.1, Conduct.**

### C. Conflicting Orders

See **WD 3.2, General Duties and Responsibilities.**

### D. Supervision

1. All command and supervisory personnel are accountable for the performance of employees under their immediate control. Every UMBPF supervisor will be held fully accountable for the use of or failure to use delegated authority.
2. During the hours that the Command Staff is not on duty, the Patrol Supervisor shall be in charge. If an unusual incident occurs that requires a command level decision, the Patrol Supervisor will contact the Patrol Lieutenant for guidance and notification purposes.
3. Supervisors will ensure all members assigned under their supervision, understand and acknowledge receipt of written directives through the electronic database.

### E. File Maintenance

The Support Services Commander or designee shall be responsible for maintaining a file of all signed directives.

### F. Distribution of the Police Force Manual

1. The Police Force Manual is available to all members in an electronic format through a web-based system and through the UMBPF internal computer system.
2. The signed copies of the written directives contained in the Police Force Manual are available in the Accreditation Unit.



3. Any member may access an electronic version (read only) at any time for clarification of any issue on the UMBPF computer system, through the web-based system or on their issued portable drive.
4. All members are issued a portable drive containing the current version of all Written Directives in the Police Force Manual. It is the individual member's responsibility to update the drive when a directive has been added, revised or purged. All personnel receiving an electronic copy of the Manual on the drive shall be responsible for its storage, care and maintenance and shall keep the Manual drive up to date.
5. Changes to the Written Directives will be facilitated by the Accreditation Unit.
6. The Accreditation Unit shall be responsible for maintaining and storing all records associated with UMBPF Written Directives.
7. Supervisors will be alerted to changes in Written Directives and shall inform their personnel of such.

#### **Written Directive System Impact**

Upon approval and publication, this edition of WD 9.1 supersedes all previous editions. Additionally, upon publication, this WD shall incorporate and replace PFM 1.1, Police Manual, SOM 1.1, Security Officer Manual, and CSM 1.1 Clerical & Support Services Manual. PFM 1.1, SOM 1.1, and CSM 1.1 shall be deactivated and archived.

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CALEA Standard (s): 12.2.1; 12.2.2