	<b>Winchester City Sheriff's Office</b> <b>Manual of General Orders</b>  <b>PREFACE</b> <b>003</b>	<b>Effective Date:</b> May 1, 2014 Accreditation Standards: <b>ADM .07.04</b>
		<b>Original Policy:</b> May 1, 2014 <b>Last Review Date:</b> October 31, 2023 <b>Next Review Date:</b> October 31, 2024
		By Authority of: <hr/> <b>William E Sales, Sheriff</b>
<b>Subject: Supervisory Responsibility</b>		

Effective/ Review Date	Sections Changed	Changes	Reviewed By	Approved By
01/03/2023	II	Removed "Each division of the Sheriff's Office shall be under the direct command of only one supervisor.	BWD	WES

## I. PURPOSE

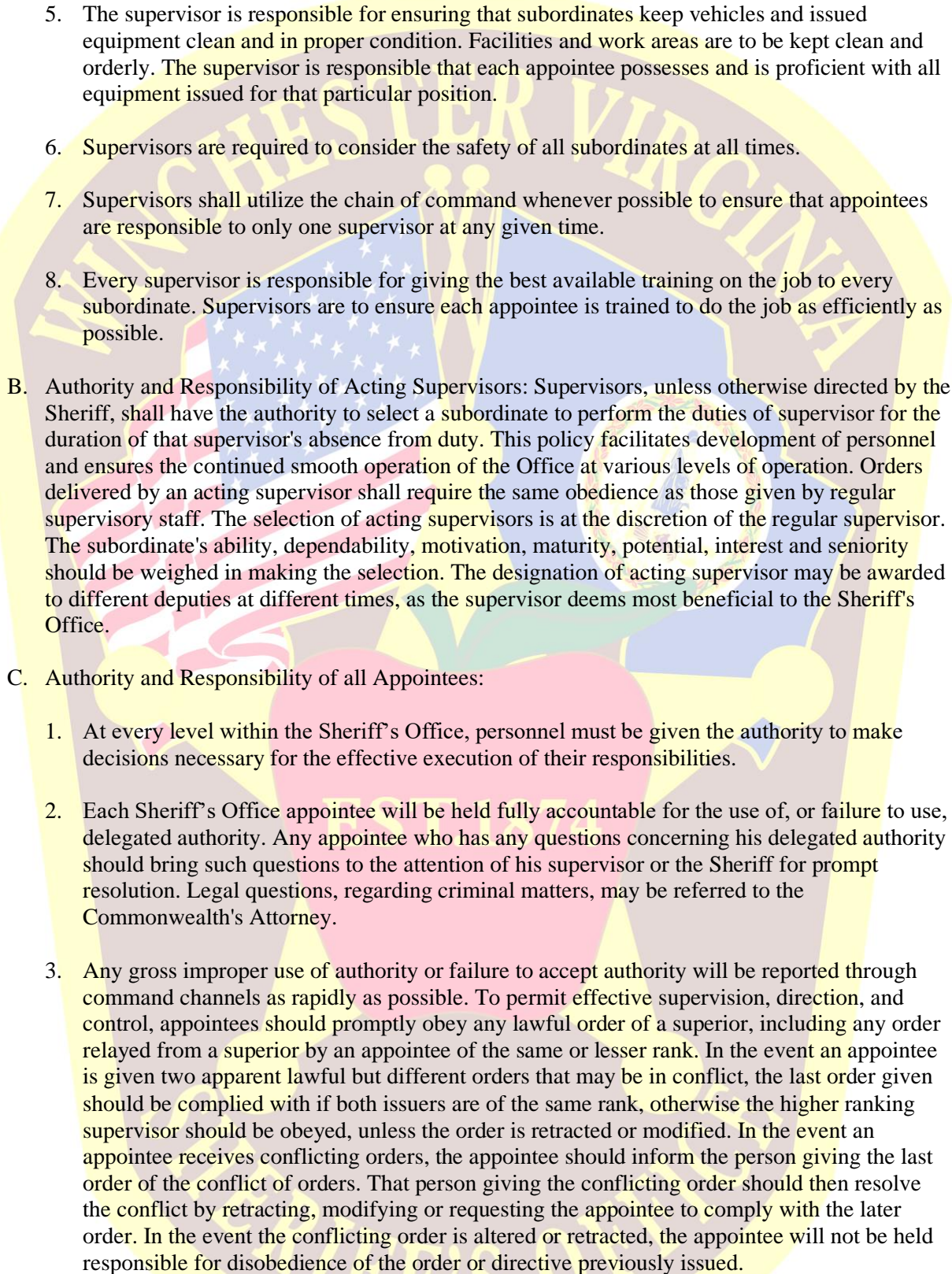
Supervisors at each level are responsible for the commanding/supervising of subordinates and the handling of disciplinary problems with subordinates. Supervisors may observe first-hand, any problems or unproductive work behaviors. Supervisors must have insight in executing proper commands/orders and disciplinary measures with subordinates. Assuring that all commands/orders are clear, concise, and acknowledged by subordinates will eliminate confusion. Counseling, re-training and encouragement are all methods that supervisors can take in solving minor disciplinary problems.

Supervisors are accountable for the performance of subordinates; therefore, effective leadership is vital to the Sheriff's Office. Quality work is absolutely essential and must be achieved in the safest and most effective way possible. The manner in which subordinates are treated is strongly related to these goals. The supervisor must be a leader. It is important to attempt to meet the needs of the individual so as to enhance motivation.

## II. POLICY

### A. Authority and Responsibility of Supervisors:

1. The supervisor is to take the necessary steps to ensure that each appointee thoroughly understands the duties, responsibilities and authority of his position. The appointee must know how to perform whatever duty is expected and have the incentive to constantly improve.
2. It is vital that the supervisor communicate information to his or her subordinates regarding the daily activities within the Sheriff's Office.
3. It is the supervisor's responsibility to properly indoctrinate all subordinates with present and supplemental Office policy, procedure and rules.
4. The supervisor is to use each appointee's skills and abilities to the best advantage within the job assignment.

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5. The supervisor is responsible for ensuring that subordinates keep vehicles and issued equipment clean and in proper condition. Facilities and work areas are to be kept clean and orderly. The supervisor is responsible that each appointee possesses and is proficient with all equipment issued for that particular position.
  6. Supervisors are required to consider the safety of all subordinates at all times.
  7. Supervisors shall utilize the chain of command whenever possible to ensure that appointees are responsible to only one supervisor at any given time.
  8. Every supervisor is responsible for giving the best available training on the job to every subordinate. Supervisors are to ensure each appointee is trained to do the job as efficiently as possible.
- B. Authority and Responsibility of Acting Supervisors: Supervisors, unless otherwise directed by the Sheriff, shall have the authority to select a subordinate to perform the duties of supervisor for the duration of that supervisor's absence from duty. This policy facilitates development of personnel and ensures the continued smooth operation of the Office at various levels of operation. Orders delivered by an acting supervisor shall require the same obedience as those given by regular supervisory staff. The selection of acting supervisors is at the discretion of the regular supervisor. The subordinate's ability, dependability, motivation, maturity, potential, interest and seniority should be weighed in making the selection. The designation of acting supervisor may be awarded to different deputies at different times, as the supervisor deems most beneficial to the Sheriff's Office.
- C. Authority and Responsibility of all Appointees:
1. At every level within the Sheriff's Office, personnel must be given the authority to make decisions necessary for the effective execution of their responsibilities.
  2. Each Sheriff's Office appointee will be held fully accountable for the use of, or failure to use, delegated authority. Any appointee who has any questions concerning his delegated authority should bring such questions to the attention of his supervisor or the Sheriff for prompt resolution. Legal questions, regarding criminal matters, may be referred to the Commonwealth's Attorney.
  3. Any gross improper use of authority or failure to accept authority will be reported through command channels as rapidly as possible. To permit effective supervision, direction, and control, appointees should promptly obey any lawful order of a superior, including any order relayed from a superior by an appointee of the same or lesser rank. In the event an appointee is given two apparent lawful but different orders that may be in conflict, the last order given should be complied with if both issuers are of the same rank, otherwise the higher ranking supervisor should be obeyed, unless the order is retracted or modified. In the event an appointee receives conflicting orders, the appointee should inform the person giving the last order of the conflict of orders. That person giving the conflicting order should then resolve the conflict by retracting, modifying or requesting the appointee to comply with the later order. In the event the conflicting order is altered or retracted, the appointee will not be held responsible for disobedience of the order or directive previously issued.



4. No appointee of the Sheriff's Office is required to obey any order, which is contrary to the laws of the United States, the Commonwealth of Virginia, or an ordinance of Winchester City; however, such refusal to obey is the responsibility of the appointee and they will be required to justify this action.
5. Orders posted on an official bulletin board or distributed by a superior or distributed through any other official means shall have the same effect as other official orders.
6. Written or oral orders shall be in clear, understandable language; civil in tone; and issued in pursuit of Sheriff's Office business, policies, goals, and objectives.

D. Authority of the Sheriff:

The Sheriff is the chief executive of the Sheriff's Office. As such, the Sheriff has full authority and responsibility for the management, direction and control of the operation and administration of the Sheriff's Office. This direction will be accomplished through written and oral orders, policy, directives, guidelines, and guidance as well as by personal leadership. By virtue of Article 7, Section 4, of the Virginia Constitution the Sheriff is solely responsible for the control of the Sheriff's Office and is independent of the city, county, and state government. The Sheriff's duties are regulated and defined by state statute.

