





POLICIES AND PROCEDURES MANUAL

	DIRECTION	
	POLICY NUMBER: 12-1	ISSUING AUTHORITY 
	EFFECTIVE DATE: January 1, 2025	Christine A. Elow Police Commissioner

I. GENERAL CONSIDERATIONS AND GUIDELINES

The accreditation standards in Chapter 12 relate to direction and supervision. They address authority of the Police Commissioner, chain of command, supervisory accountability, obeying orders, a written directive system, and communication as a means to encourage cooperation.

The written directives included in the Policies and Procedures manual provide to members of the department clear and rapid access to information essential for effective day-to-day operations. The directives have evolved from the agency's legal authority, core values, and mission; and they provide guidance on the limits of discretionary powers as the department works to gain the legitimate authority and trust of all community members.

II. POLICY

It is the policy of the Cambridge Police Department to:

- A. establish core values and mission statements based on the principles of procedural justice including transparency, fairness, impartiality, and voice;
- B. apply these principles in the development and maintenance of the Policies and Procedures manual; and in particular, give voice to members of the department by engaging staff at all levels in the process;
- C. commit to the requirement that accredited agencies must have a formal written directive system; and
- D. provide all personnel extensive training beyond minimum requirements to ensure a clear understanding of the directives, their application to the job, and the limits of discretionary authority.

III. DEFINITIONS

- A. *Plan*: The strategy developed to meet the challenges anticipated of a future event.
- B. *Policy*: A broad statement that summarizes the department's position on a specific matter. Policies are designed to provide general direction and guidance for all members of the department over a broad spectrum of responsibilities. A broad declaration of department values, goal, or mission; also, a statement regarding the intent of the law.
- C. *Procedure*: The step-by-step application or requirement for enacting the policy. Detailed instructions on means and methods for carrying out policy. Procedures generally draw the boundaries of permissible discretion in performing specific tasks.
- D. *Rules and Regulations*: The former separate document referencing standards of behavior that is now included in the policy titled Code of Conduct.
- E. *Written Directive*: A general term encompassing the various sections of the Policies and Procedures manual that stay in place until amended or rescinded. A written directive is a position statement by or authorized through the Police Commissioner that guides or directs the actions and activities of the members of the department. Written directives are one of the primary means by which the department communicates instructions and duty requirements to its members. Other temporary documents such as assignments or special orders shall be referred to by their specific function and shall expire on a specified date or at the end of the assignment. Memos and announcements shall serve their useful function of providing timely information to staff.

IV. PROCEDURES

- A. 12.1.1 (M) CEO Authority and Responsibility
 - 1. According to City of Cambridge Code of Ordinances 2.52.010 - Police Commissioner—Authority:

The Police Department shall be under the charge of a Police Commissioner who shall be the head of the Department and who shall, from time to time, make suitable regulations governing the Department and the officers thereof, subject to the approval of the City Manager. The Police Commissioner shall be in immediate control of all City property used by the Department, and of the police officers, who shall be assigned to their respective duties by the Police Commissioner, whose orders they shall obey.
- B. 12.1.2 (M) Command Protocol
 - 1. The command protocol for various situations include the following.
 - a. In the absence of the Police Commissioner, the next ranking officer is the Senior Superintendent who will assume command of the police department.

- b. In exceptional situations, such as when the Police Commissioner is incapacitated or otherwise unable to command, an Acting Commissioner shall be designated by the Commissioner or City Manager.
- c. In situations involving personnel of different functions engaged in a single operation, the incident commander or ranking officer shall delegate authority and responsibility as necessary.
- d. In normal day-to-day department operations, the regular chain of command protocol will be in effect.

C. 12.1.3 (M) Obey Lawful Orders

- 1. Employees are required to obey any lawful order of a superior, including any order relayed from a superior to an employee of the same or lesser rank.
 - a. No member of the department shall willfully disobey the lawful command or order of a superior officer or person authorized to give such order by the Commissioner. However, obedience to an unlawful order is never a defense for an unlawful action. Therefore, no member of the department shall issue such an order and no member of the department is required to obey an order that is in violation of any State or Federal law.
 - b. In a case when a supervisor issues an order that is in conflict with policy or contract, the officer receiving the order is obligated to obey but may advise the issuing supervisor of the conflict. If the supervisor does not change the order, the officer is obligated to obey the order but may grieve it afterwards.
 - c. When an officer receives conflicting orders, the officer is obligated to advise the supervisor of the conflict and if the order is not rescinded based on this information, the officer shall be obligated by the latest order.

D. 12.1.4 (O) Functional Communication/Cooperation

- 1. Procedures for communication, coordination, and cooperation among all department functions and personnel include the following.
 - a. The department, in its commitment to procedural justice, and in particular voice and transparency, encourages all personnel to use every means possible to communicate information and coordinate activities across department functions. Means of communication, coordination, and cooperation include but is not limited to the following.
 - (1) Supervisors will use roll call briefings to relay information and to foster an atmosphere of open communication.
 - (2) Command staff meetings reinforce the vision and mission of the department as they impact operational plans.
 - (3) Intelligence briefings by the Crime Analysis Unit will provide important investigative information.

(4) Electronic methods of communication include video conferencing, email, the intranet, and voicemail.

E. 12.2.1 (M) The Written Directive System (See policy 12-2 Written Directive System.)