



SUPERVISORY RESPONSIBILITIES



ISSUE DATE:	01 April 2021	EFFECTIVE DATE:	01 April 2021
RESCINDS:			
INDEX CATEGORY:	DEPARTMENT ORGANIZATION		

I. PURPOSE

This directive:

- A. establishes the policy, general responsibilities, and situational duties of Department supervisors.
- B. outlines the reporting requirements for Department supervisors.
- C. introduces the Supervisor’s Management Log (CPD-11.455) for Department-wide use.
- D. is not intended to be a comprehensive list of every supervisory responsibility, but instead is intended to provide Department members with a quick reference for the general scope and nature of supervisors’ responsibilities.
- E. satisfies CALEA Law Enforcement Standards in Chapters: 1, 4, 22, 26 and 35.

II. POLICY

- A. The Chicago Police Department is committed to providing courteous and professional police services to all members of the community. In fulfilling that responsibility, it is essential that supervisors are provided with the proper guidance and training to develop into effective leaders and continually enhance their skills, knowledge, and abilities to perform the functions of their position. Continual training ensures that supervisory members perform in a manner that complies with federal, state and local laws, Department directives, the fundamentals of constitutional policing, and the structure of the consent decree.
- B. The Department continues its commitment to establish procedures consistent with the concepts of Procedural Justice and Legitimacy, with the goal of strengthening the relationship with the community and ultimately improving officer safety and efficiency.
 - 1. The concept of Procedural Justice and Legitimacy consists of the following four principles:
 - a. Giving others a voice (listening);
 - b. Fair and transparent decision making based on the facts;
 - c. Respectful treatment; and
 - d. Trustworthiness.
 - 2. When supervisors foster and encourage an environment where procedural justice principles become standard practice, the Department can create an organizational culture that promotes and strengthens a true partnership with the public and leads to safer and more prosperous communities.
 - 3. When police officers give community members a voice (listen) and are objective and respectful, police officers gain the trust of the community. This legitimacy offers the Department the ability to perform its activities in consensus with the community’s interests. The same is true for any supervisor interactions with Department members under their command and its impact on Department operations.
 - 4. Consistent with the Department’s commitment to the concepts of Procedural Justice and Legitimacy, all supervisor interactions with Department members under their command will be respectful and courteous. During each interaction, supervisors will strive to provide the Department member with a voice, maintain respectful, objective, and professional conduct

at all times, and achieve a high degree of ethical behavior and integrity.

C. To this end, Department supervisors will:

1. engage in activities and conduct that support the vision, mission and goals of the Department, including, but not limited to:
 - a. adhering to the **Rules and Regulations of the Chicago Police Department**, and
 - b. being guided by principles as delineated in the Department directive titled **"Vision, Mission Statement, and Core Values."**
2. model appropriate conduct, including, but not limited to:
 - a. abiding by the law, Department policy, and high standards of ethical behavior and integrity, and
 - b. consistently demonstrate professionalism, courtesy, and respect towards all people with whom they interact.
3. guide and direct members to support effective and ethical police practices, including detecting and addressing bias-based and other forms of discriminatory policing.
4. provide leadership, guidance, mentoring, training, and support to members under their command to develop and enhance their skills, knowledge, and abilities to perform the functions of their position and promote improved performance, including personal and professional development.
5. effectively supervise the members under their command to establish and encourage expectations, performance, and accountability, including that members under their command conduct their duties:
 - a. safely and in a manner that complies with the law and Department policy, and
 - b. consistent with the established principles of procedural justice, sanctity of life, de-escalation, impartial policing, and community policing.

D. While this directive is not a comprehensive list of every supervisory responsibility, it is intended to:

1. provide Department members with a quick reference for the general scope and nature of supervisors' responsibilities.
2. guide the efforts and objectives of Department supervisors and direct their activities to ensure they are consistent with and support the vision, mission, core values, goals, and overall philosophy of the Department.

REMINDER: Department supervisors are reminded that they remain bound by the duties and responsibilities as outlined in all Department directives, including the directives specifically referenced in this directive. Department supervisors will refer to the appropriate Department directives for the complete procedures and responsibilities for the specific incident, interaction, or activity.

III. GENERAL RESPONSIBILITIES

A. Department supervisors will:

1. act with a high degree of ethics, professionalism, integrity, and respect for Department members and members of the public and in a manner that promotes trust between the Department and its members and the communities that it serves.

2. treat all individuals, both Department members and members of the community, with courtesy and dignity.
 3. act, speak, and conduct themselves in a professional manner and maintain a respectful and courteous attitude in all contacts with both Department members and members of the community.
 4. apply Department policies, procedures, directives, and orders consistently among Department members, watches, geographic areas of the city, and all units of the Department.
 5. be knowledgeable concerning the law, Department policies, and unit-level directives which apply to their positions, duties, and responsibilities, as to be a resource for other Department members.
 6. lead by example and actively engage with the Department members under their command, including spending time interacting, mentoring, monitoring and coaching members to provide adequate opportunities to:
 - a. ensure lawful, safe, effective, and community-centered policing.
 - b. encourage, cultivate, and reward positive behavior, or
 - c. prevent, identify, and correct adverse conduct.
 7. be available to members under their command for matters of reassurance, concern, instruction, guidance and support.
 8. be familiar with Department-wide crime reduction strategies and specific methods for developing district-level crime reduction strategies that are consistent with the principles of community policing and communicate with members on how to incorporate principles of community policing in the implementation of these strategies.
- B. Supervisors of all ranks are accountable for the performance of subordinate members directly observed or under their direct command. Department supervisors will:
1. respond to inquiries by members under their command concerning any questions or interpretations regarding Department directives.

NOTE: When discretionary time permits, supervisors may direct questions regarding Department directives to the Research and Development Division for explanation or further clarification.
 2. be held accountable for identifying and responding to violations of Department directives by members under their direct command, consistent with established procedures and as outlined in the Department directive titled "**Complaint and Disciplinary Procedures**."
- C. Immediate supervisors of all ranks are responsible for supervising, managing, and overseeing, as appropriate, the day-to-day work activities of members under their direct command. For members under their direct command, immediate supervisors will:
1. monitor, manage, and coordinate duty assignments and, when appropriate, incident response,
 2. manage and confirm the quality, correctness, sufficiency, and completeness of work products and written reports submitted for review and approval, and
 3. advise members under their direct command of available training, professional development opportunities, and employee assistance resources.
- D. During their tour of duty, immediate supervisors in District Law Enforcement, Bureau of Patrol, will spend time interacting with, observing, and overseeing the members under their direct command, including time in the field, consistent with their duty assignment.

IV. SPECIFIC DUTIES

In addition to the responsibilities outlined above, Department supervisors will continue to perform the functions and duties as prescribed in all current Department directives. While not an exhaustive list of responsibilities, Department supervisors will be mindful of the following expectations:

A. **Field Operations.** Department supervisors will:

1. provide command and supervisory response to incidents and, when necessary, review and investigate incidents and member conduct, including uses of force, consistent with the established Department directives.
2. continue to follow the procedures outlined in the Department directive titled "**District Operations**" when responding to incidents in the field.

B. **Impartial Policing.** Department supervisors will ensure:

1. when an incident is observed or reported that Department members have engaged in misconduct, including discrimination, profiling, or other bias-based policing, a complete and comprehensive investigation is initiated in accordance with current complaint and disciplinary procedures.
2. when observing or reviewing incidents where members under their direct command make routine or spontaneous law enforcement decisions, ensure the decisions are not based on race, ethnicity, color, national origin, ancestry, religion, disability, gender, gender identity, sexual orientation, immigration status, homeless status, marital status, parental status, military discharge status, financial status, or lawful source of income, except when such information is part of a specific subject description.

NOTE: In addition, Department supervisors are reminded that substitutes or stereotypes for the demographic categories listed above, such as manner of dress, mode of transportation, or language ability, is prohibited when making routine or spontaneous law enforcement decisions, except when such information is part of a specific subject description.

C. **Accountability.**

1. Department supervisors are responsible for holding Department members under their command accountable for their actions and have a duty to report allegations of misconduct. As such, Department supervisors will:
 - a. identify any adverse behavior or misconduct and ensure that it is adequately addressed through employee assistance resources, corrective action, timely and appropriate training, or referral for discipline.
 - b. respond appropriately to each complaint or allegation of misconduct received in accordance with the Department directive titled "**Complaint and Disciplinary Procedures**," including:
 - (1) observing, reporting, initiating, or investigating a complaint or allegation of misconduct against a Department member.
 - (2) interacting with members of the community during a misconduct investigation.
 - (3) compliance with the prohibitions on retaliation, intimidation, or coercion; refusing to accept a complaint or discouraging reporting a complaint; and interfering with or undermining any investigation into allegations of misconduct.

- c. consistent with the Department directive titled "**Initiation and Assignment of Investigations into Allegations of Misconduct**," accept, document, and report to the Department and COPA any complaint or allegation of misconduct, including initiating a comprehensive intake investigation, when:
 - (1) an allegation of misconduct is received, observed, or known to have occurred, or
 - (2) becoming aware that a member of the public wants to submit a complaint or report an allegation of misconduct.
 2. Consistent with the Rules and Regulations of the Chicago Police Department and existing Department policies on discipline, where circumstances warrant, Department supervisors:
 - a. are permitted and urged to use their judgment in determining the appropriate disciplinary process and level of discipline to achieve the goal of correcting adverse behavior.
 - b. retain the flexibility, authority, and discretion to issue reprimands to offending Department members for infractions.
 3. Department supervisors will routinely review the actions of members under their command for exceptional performance and acts of high integrity, including Department members who voluntarily come forward and provide information or assistance in administrative investigations. Supervisors will take the appropriate actions to encourage and recognize this behavior.
- D. **Use of Force Incidents.** Department supervisors will:
1. ensure that Department members use force in accordance with the law and the Department directive titled "**De-escalation, Response to Resistance, and Use of Force**," including:
 - a. the appropriate application of de-escalation techniques to prevent or reduce the need for force;
 - b. when using force, only using force that is objectively reasonable, necessary, and proportional under the totality of the circumstances; and
 - c. promptly identifying any use of unreasonable or unnecessary force and responding appropriately.
 2. monitor and conduct use of force incident reviews and investigations appropriate to their rank, including:
 - a. effectively directing officers in de-escalation and force mitigation principles and acting to intervene on the subject's behalf when any use of force is observed that is excessive or otherwise in violation of policy.
 - b. supporting officers who report objectively unreasonable or unreported force, or who are retaliated against for attempting or acting to intervene on the subject's behalf.
 3. continue to follow the procedures outlined in the Department directive titled "**De-escalation, Response to Resistance, and Use of Force**" and all the corresponding addenda when:
 - a. using force or responding to use of force incidents of members under their command.
 - b. observing, reporting, or investigating use of force incidents.

E. **Performance Monitoring and Evaluation.** Department supervisors will:

1. conduct timely, correct, and complete annual performance evaluations consistent with the Department directive titled "**Performance Evaluations Of All Sworn Department Members Below The Rank Of Superintendent.**"
2. meet with members under their direct command on an ongoing basis, as necessary, to provide guidance, mentoring, direction, and support to the members regarding their performance and to identify potential areas for improvement.
3. review the information and document the performance of their supervisory duties as outlined in the Department directive titled "**Performance Recognition System.**"
4. evaluate and support members' activity, performance, and conduct through assessments of, among other things, constitutional policing, community policing, problem-solving, and the effective use of de-escalation or specialized training.
5. when appropriate, recognize and encourage exceptional job performance and members who demonstrate a commitment to procedural justice, de-escalation, impartial policing, and/or community policing.

NOTE: This recognition can be formal recognition in the form of Department awards consistent with the Department directive titled "**Department Awards**" or informal such as unit/public recognition, recommendation for assignments, or enrollment in specialized training.

F. **Officer Wellness And Support**

1. The Department has an obligation to help Department members cope with the consequences that come from their service to the public, including providing adequate support systems to treat members experiencing mental health, substance abuse, and other emotional challenges. Department supervisors play an integral role in the health and wellness of the members under their command.
2. Department supervisors will actively engage with members under their command and use the existing support structures, including the Professional Counseling Division (PCD), Employee Assistance Program (EAP), Traumatic Incident Stress Management Program, and the Officer Support System (OSS), to proactively:
 - a. provide information to Department members on the Department's existing support structures, including employee assistance resources any training and professional development opportunities.
 - b. assist in identifying members who may need support.
 - c. have meaningful conversations with members who may need support, including a discussion of the various types of support or services that are available and might best help support the affected member.
 - d. connect the member with the support or services identified that best serve the needs of the member (e.g., training, Chaplains Unit, Peer Support).

V. **REPORTING REQUIREMENTS**

- A. Consistent with the requirements of this directive, immediate supervisors will document their activities and interactions taken with members under their direct command, including, but not limited to:
1. non-disciplinary or corrective actions,
 2. disciplinary referrals,
 3. response to incident scenes,

4. observations of member performance or conduct, and
 5. the review and, when necessary, investigation of incidents and conduct, including uses of force.
- B. Supervisors will document the appropriate activities and interactions with members under their direct command on the appropriate Department form, automated application, or other report consistent with the existing Department directives governing the specific actions taken. Additionally:
1. in District Law Enforcement, all lieutenants and sergeants assigned to field operations will complete and submit a Supervisor's Management Log (CPD-11.455) for each tour of duty.
 2. in units outside of District Law Enforcement, supervisors assigned to field operations will complete and submit a Supervisor's Management Log (CPD-11.455) or other form as designated by their exempt-rank unit commanding officer for each tour of duty.
- C. When completing a Supervisor's Management Log (CPD-11.455), the log will:
1. contain, at minimum:
 - a. the supervisor's name, star number, watch, daily assignment, vehicle number, and date.
 - b. the Department members under the supervisor's direct supervision, including their name, star number, radio identification number, assignment, and vehicle number and other equipment information.
 - c. a documented supervisory activity or interaction every forty-five minutes.
 - d. a confirmation of equipped video technology and the current condition (e.g., functioning, Help Desk Ticket created).
 - e. all visual and verbal contacts with field units, including time and location.
 - f. the time, location, and units involved for any:
 - (1) dispatched assignment, including the actions taken.
 - (2) foot patrol or community engagements and interactions.
 - (3) park, school, library, mass transit, or other public, critical, or sensitive building/facility checks.
 - (4) priority problems, directed missions, or responses to "Radio Assignments Pending."
 - g. any officer support activities conducted or corrective and disciplinary actions taken.

NOTE: Any other information not specifically identified by a field on the Supervisor's Management Log can be recorded in the "Narrative/Comments" section of the report.
 2. be approved and submitted to the completing supervisor's exempt rank unit commanding officer, through the unit's chain of command, at the completion of the supervisor's tour of duty.
 3. be reviewed and approved by the exempt rank unit commanding officer, who will ensure that the logs are retained consistent with the Department's Forms Retention Schedule.

David O. Brown
Superintendent of Police

21-022 MWK