


<b>HAVERFORD TOWNSHIP POLICE DEPARTMENT OPERATIONS MANUAL</b>		
<b>Issue Date</b> June 2023	<b>Review Date</b> June 2024	<b>Directive Number</b> <b>1.4.3</b>
<b>Accreditation Index:</b> 1.4.3, 1.4.4		<b>Rescinds:</b> Directive 1.4.3 of January 2023
<b>Chapter:</b> One – Organization & Management Role		<b>Section:</b> Four - Direction
<b>Chief of Police:</b> <i>John F. Viola</i>		

**SUBJECT: WRITTEN DIRECTIVE SYSTEM**

**I. PURPOSE**

It is the purpose of this directive to define the structure and application of the Department’s written directive system and provide officers and other employees with a better understanding of its importance, use and applicability.

**II. POLICY**

A written directive system has been established in the Department 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, and to establish the basis for employee accountability and the means to fairly evaluate officer and unit performance. It is the purpose of this policy to formally document the structure and component parts of the written directive system in a manner that will increase its utility and application and provide for continuity in its development.

**III. DEFINITIONS**

**General Orders** – apply to procedures for handling a specific type of incident or procedure not currently covered by directive. General Orders are narrow in scope and encompass specific procedures or requirements. General Orders are issued separately from Directives and should be reviewed annually. This review is to see if the General Order can be added to a current directive during the directive’s review period or if a new directive should be created to permanently address the order. In rare cases the General Order may be reissued for an additional period of time.

**Memoranda** –are issued to announce or disseminate; a policy or procedure with regard to a specific circumstance or event identified within the Township; or a policy or procedure of a temporary or self cancelling nature; or personnel assignments or transfers of members from one unit to another; or a specific directive or general order needing additional attention or clarification; or information or instructions that do not warrant a formal policy. Memoranda shall be reviewed annually to see if they should be added to a current directive during the directive’s review period.

**Operations Manual** – A compiled document that includes the Department’s Mission Statement, Code of Ethics, Guiding Principles, Code of Conduct, Code of Discipline, Civil Service Rules and Regulations, Organizational Chart, Duties and Responsibilities of Personnel, Written Directives, General Orders, Memoranda, Source of the Department’s Legal Authority, and PLEAC Accreditation Standards. This document may be electronic or published as a hard copy.

**Written Directives** –are position statements by or authorized through the Chief of Police that guide or direct the actions and activities of members of the Department. Written Directives encompass means by which the Department communicates policy, procedures, instructions, orders and duty requirements to its members.

**Terms Limiting Officer Discretion** – There are three categories of terms used in written directives of the Department. Personnel responsible for development of such directives and officers who carry them out shall be aware of the limitations on officer discretion that these terms convey. These terms are classified as judgmental, discouraging, and prohibitive in nature.

1. **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 Department, and the general guidance provided in statements of Department policy.
2. **Discouraging:** The word “should” or “should not” is used to convey the Department’s desire for officer actions in given circumstances. Directives should be followed whenever reasonably possible. However, it is recognized that exceptions to desired actions can be anticipated in these circumstances that could require alternative action. Officers are therefore authorized whenever reasonable to use limited discretion to deal effectively with the situation or problem.
3. **Restrictive or Prohibitive:** The terms “shall” or “shall not” or “will” or “will not” impose absolute requirements or prohibitions on officer actions. Considering that the full set of circumstances surrounding many situations confronted by officers 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, and procedures, and general orders.

#### **IV. PROCEDURES**

##### **A. Mission Statement, Values (Code of Ethics) and Guiding Principles**

1. All members of the Haverford Township Police Department, and specifically sworn personnel, shall adhere to the Department's Mission Statement, Values and Guiding Principles.
2. The mission and values of will be posted at the department and on the department's website.
3. Mission Statement

The mission of the Haverford Township Police Department is to improve the quality of life throughout the Township by providing a secure community environment through the delivery of police services in an efficient and effective manner.

We, the Haverford Township Police Department, are dedicated to protecting all persons, and fostering a positive relationship of cooperation and understanding between the Police Department and the citizens of Haverford Township.

We shall strive to establish a climate of mutual respect and trust through positive interaction with the citizens of the community and by maintaining a community oriented policing philosophy.

4. Values (Code of Ethics)

As a law enforcement officer, my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception; the weak against oppression or intimidation; the peaceful against violence or disorder; and to respect the constitutional rights of all people to liberty, equality, and justice.

I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed, in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature

or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of duty.

I will never act officiously or permit personal feelings, prejudices, animosities, or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice, or ill will, never employing unnecessary force or violence, and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it, as a public trust to be held so long as I am true to the ethics of police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession.... law enforcement.

The agency mission and values statement are available to the public in the police station lobby and on the department website.

**(PLEAC 1.4.3 a)**

## 5. Guiding Principals

**Integrity** – We hold ourselves to the highest moral and ethical standards. Honesty, fairness and sincerity shall guide us in our actions with the community and each other.

**Service** – We have received a calling to help others and we will strive to honor this calling in a consistent, fair, timely and accurate manner to all members of our community.

**Professionalism** – We are a disciplined and highly trained organization that is focused on continuous improvement, while providing the highest quality of service to our community. As professionals we are accountable to ourselves, to each other and to those we serve.

**(PLEAC 1.4.3 a)**

## B. Development, Approval and Issuance of Written Policy and Procedures

1. The Chief of Police shall have exclusive authority and responsibility to develop, modify, issue, and approve all agency policy and procedures, including but not limited to, Written Directives, General Orders and Memoranda. The Chief of Police may designate specific Commanders or Units authority to issue

memoranda or maintain the written directive system, and the process to acknowledge receipt and review of directives distributed to affected personnel to include training deemed necessary by the agency.

**(PLEAC 1.4.3 b, c) (PLEAC 1.4.4 c)**

2. The Deputy Chief or Division Commanders may, with the approval of the Chief of Police, issue memoranda that have bearing only on the specific functions or operations of their area(s) of responsibility. Such memoranda shall be consistent with established Department policy and procedures.

- a) The Chief of Police may designate any officer he deems appropriate the authority to issue memoranda for specific purposes.

**(PLEAC 1.4.3 c)**

3. It is the concurrent responsibility of Division Commanders to ensure that policies, procedures and other directives affecting their area(s) of responsibility reflect the best practices for accomplishment of organizational and division activities, duties and responsibilities. To this end, Division Commanders and their designees are responsible for ensuring that:

- a) Required development, updates, and refinements of all Department policies and procedures affecting their area(s) of responsibility are forwarded in a timely manner to the Detective Division Commander.

4. Development and refinement of Department policy and procedures shall be coordinated by the Accreditation Manager and the Accreditation Team. These entities shall forward drafts of such documents for review and comment to the Chief of Police.

**(PLEAC 1.4.3 e)**

5. Final drafts of policy and procedure statements shall be forwarded to the Chief of Police or his designee for approval or other action.

6. No Written Directive or General Order shall be issued without approval from the Chief of Police.

7. Written Directives shall be assigned a number that corresponds to the related standard from the Pennsylvania Law Enforcement Accreditation Commission (PLEAC).

- a) If there is not a corresponding PLEAC standard the Directive will be numbered starting with Chapter six (6) and a Section number from the closest Chapter in the PLEAC standards.

8. General Orders and Memoranda shall both be numbered starting with the Year of Issuance and then a consecutive number.  
(Example: General Order 2013-1 or Memorandum 2013-7)

C. Maintenance of Policies and Procedures

1. Maintenance of the Operations Manual and its components, including drafting and modifying directives, is assigned to the Accreditation Manager and the Accreditation Team as designated by the Chief of Police.
  - a) The Accreditation Manager and the Accreditation Team in coordination with affected Divisions and Units shall be responsible for indexing, reviewing, revising, updating, and purging of the Department Operations Manual and all its components on a continuous basis.
  - b) Each policy will be reviewed annually by the Accreditation Team under the direction of the Accreditation Manager. A key portion of this review is to ensure compliance with the standards set forth by the Pennsylvania Law Enforcement Accreditation Program. This review is to determine if the policy:
    - (1) Should be rescinded; or
    - (2) Should be incorporated into another policy; or
    - (3) Should be revised / updated; or
    - (4) Should be reissued in present form.
  - c) The Accreditation Manager and the Accreditation Team will ensure the Operations Manual is up to date with the currently approved policies from the Chief of Police. The rescinded policies shall be placed in an electronic file on the network for storage in compliance with relevant record keeping requirements.
  - d) Generally the Command Staff, including sergeants, will be solicited for their input on draft policies. Other personnel, such as those with specific expertise or knowledge may also be solicited for input. There may be instances, however, where policies are issued without such input.

(PLEAC 1.4.3 d, e)

D. Distribution and Training

1. New members of the Department shall be issued an electronic version of the Department's Operations Manual for initial review.

(PLEAC 1.4.4 b)

2. All approved new or revised Directives, General Orders or Memoranda shall be distributed to Department personnel by electronic posting of the policy on Power DMS. An e-mail (return receipt requested) through the departmental e-mail system shall be issued to all personnel by the Detective Division Commander or the Accreditation Team notifying all personnel of any new, revised or rescinded Directives and General Orders. Memoranda shall be issued with the same distribution process. The distribution of Memoranda will be completed by the Command Officer or authorized personnel issuing the Memoranda.
  - a) This e-mail shall advise all supervisors to review any new or revised policy with their personnel and have them sign off on Department Policy in Power DMS.
  - b) Any personnel with questions regarding the issued policy should contact their immediate supervisor for assistance.

**(PLEAC 1.4.4 a, c)**

3. The Operations Manual shall have all current policies and procedures of the police department and will be available on the Department network to all personnel 24 hours a day. A printed copy of the Operations Manual shall be maintained in the Detective Division with the Accreditation Team.

**(PLEAC 1.4.4 b)**

4. All Department personnel who are affected by a new or revised policy, and specifically new or revised accreditation standards, will receive training on that policy by personnel designated by the Chief of Police.

**(PLEAC 1.4.3 f)**

#### **E. Operations Manual Components**

1. The Department's Operations Manual shall include the following primary components:
  - a) Table of Contents – Sequential and Alphabetical listing of topics covered in the manual.
  - b) Mission Statement  
**(PLEAC 1.4.3 a)**
  - c) Code of Ethics  
**(PLEAC 1.4.3 a)**
  - d) Guiding Principles
  - e) Code of Conduct
  - f) Code of Discipline
  - g) Civil Service Rules & Regulations
  - h) Organizational Chart

- i) Duties & Responsibilities of Sworn Personnel
- j) Written Directives
- k) General Orders
- l) Memoranda
- m) Department's Source of Legal Authority - The statutory authority granting police powers to the Department from municipal and state government.
- n) PLEAC Accreditation Standards
- o) Index to Accreditation Standards & Directives

F. Organization of Policy and Procedure Statements

1. Each policy and procedure statement will contain the following information:
  - a) Name of the Department - Directives will identify the Department on each page of the document.
  - b) Subject of the Policy - Policies, procedures, and rules will be identified by the topic or issue under consideration.
  - c) Directive Number - The number identifying the sequential placement of the policy in the manual. This number will consist of a three or four digit number with a decimal between each of the first three digits. The first digit corresponds to the Chapter of the manual where the policy is located. The second digit corresponds to the Section of the Chapter of the manual where the policy is located, and the third (fourth) digit is the number issued to that specific policy statement.
  - d) Section and Chapter - Indicates the Section and section Chapter of the manual where a policy can be located. These Sections and Chapters correspond to the Sections and Chapters of the Pennsylvania Law Enforcement Accreditation Standards.
  - e) Issue Date - All policies will become effective on the first day of the month. Example: January 2003 issue date becomes effective January 1, 2003.
  - f) Review Date - The date the policy is recommended to undergo formal review, though modifications may be made at any time as required.
  - g) Accreditation Index - Reference to the relevant standard(s) defined by the Pennsylvania Law Enforcement Accreditation Commission that deals with this policy topic or issue.



- h) Rescinds - Indicates a former policy issued under the same or similar title that has been deleted or modified by the present policy.
- i) Approval - Typed name of the Chief of Police
- j) Each Directive shall conform to the following format and provide the indicated type of information:
  - (1) Purpose  
The policy will be introduced by a succinct statement concerning the reason for the policy;
  - (2) Policy  
The policy statement identifies a problem, need or issue and provides guiding principles for exercising judgment. Rather than providing officers 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) Definitions  
New or unfamiliar terms or words will be defined. This includes new, uncommon, or unusual terms, expressions, phrases, to include words or phrases used in law or not generally used in the police profession. Not all Directives will have definitions;
  - (4) Procedures or Other Descriptive Title  
Procedures or Other Descriptive Titles will be included in each policy statement to the degree necessary to provide officers with sufficient guidance to carry out the policy in accordance with Department requirements and desires. Procedures provide a method for performing an operation or means for proceeding on a course of action
  - (5) By Order Of The Chief Of Police  
Located on the last page of the policy statement to indicate the end of the approved policy statement.  
**(PLEAC 1.4.3 b)**

**BY ORDER OF THE CHIEF OF POLICE**