

<b>YORK-POQUOSON SHERIFF'S OFFICE</b>	<b>RULES AND REGULATIONS</b>
<b>SUBJECT: Organization and Authority</b>	<b>NUMBER: RR 1-3</b>
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1 **INDEX WORDS**

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- 3 Authority
- 4 Chain of command
- 5 Conflicting orders
- 6 Delegation
- 7 Organizational Structure
- 8 Position classification/description
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- 10 Task analysis
- 11 Unity of command

12

13 **POLICY**

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15 The office of “Sheriff” is established by state law under [§15.2-1609](#), Code of Virginia. The Sheriff

16 is a constitutional officer elected by the voters of the jurisdiction(s) that he represents. The Sheriff

17 shall exercise all the powers conferred and perform all the duties imposed upon Sheriffs by general

18 law. He shall enforce the law or see that it is enforced in the locality from which he is elected; and

19 assist in the judicial process as provided by general law. The Sheriff may appoint one or more

20 deputies, who may discharge any of the official duties of the Sheriff during his continuance in

21 office, unless it is some duty the performance of which by a deputy is expressly forbidden by law,

22 [§15.2-1603](#), Code of Virginia.

23

24 **PURPOSE**

25

26 The purpose of this directive is to identify the Sheriff as the agency chief executive officer (CEO),

27 describe the organization of the York-Poquoson Sheriff’s Office, outline its rank structure, designate

28 authority and responsibility, and assign functions, and duties.

29

30 **PROCEDURES**

- 31
- 32 • Organizational structure
- 33 ○ The Sheriff is responsible for the direction of all activities of the Sheriff’s Office.
- 34 ○ This direction is accomplished through written and oral orders as well as by personal
- 35 leadership.
- 36 ○ Written orders take the form of general orders, rules and regulations, and other directives
- 37 as prescribed
- 38 ○ The Sheriff’s Office consists of:

- 39                   ▪ The Sheriff,  
40                   ▪ Chief Deputy,  
41                   ▪ Division commanders,  
42                   ▪ Supervising deputies,  
43                   ▪ Deputy Sheriffs,  
44                   ▪ Other employees as are required to protect and serve the community and otherwise  
45                   support or carry out assigned agency goals and objectives.  
46
- 47           • Chain of command
    - 48           ○ The Sheriff has full authority over all agency activities.
    - 49           ○ In the absence of the Sheriff, the Chief Deputy shall assume the duties and  
50           responsibilities of the Sheriff.
    - 51           ○ The Chief Deputy shall notify the Sheriff of all major events and decisions that occurred  
52           during his absence.
    - 53           ○ In the absence of the Chief Deputy and the Sheriff, each division commander shall  
54           assume full responsibility for all operations and activities occurring within their  
55           respective divisions.
    - 56           ○ Upon the return from absence of the Sheriff and/ or the Chief Deputy, division  
57           commanders shall report all major events and decisions that occurred during the  
58           absence.
    - 59           ○ In addition, during the absence of the Sheriff and the Chief Deputy, the following  
60           command protocol shall apply:
      - 61           ▪ The highest available senior ranking officer within a division shall be in command  
62           of that division and shall assume the responsibility incurred.
      - 63           ▪ In exceptional situations, or situations involving personnel of different divisions or  
64           functions engaged in a single operation, command shall be assumed by the highest-  
65           ranking officer, and if necessary determined by seniority of rank.
    - 66
    - 67           ○ During normal day-to-day agency operations, each employee will report to his/her  
68           designated supervisor. Division commanders will report to the Chief Deputy.  
69
  - 70           • Span of control
    - 71           ○ Span of control is defined as the number of personnel that a supervisor can efficiently  
72           supervise or control.
    - 73           ○ This number is dependent upon several operational considerations such as:
      - 74           ▪ Specific duties assigned,
      - 75           ▪ Geography of the locality, and
      - 76           ▪ The use of centralized or de-centralized operations.
      - 77
    - 78           ○ During major events requiring large numbers of deputies, plans for the event will:
      - 79           ▪ Clearly delineate the command structure,
      - 80           ▪ Specific duties, and
      - 81           ▪ Outline the span of control.
      - 82

- 83
- 84 • Unity of command
  - 85 ○ Unity of command is the “one boss” principle. It states that one employee should
  - 86 only report to one “boss”.
  - 87 ○ As such, an employee is responsible to only one supervisor at any given time.
  - 88 ○ Additionally, each organizational division or component is under the direct command
  - 89 of only one supervisor at any one time. Reporting to more than one supervisor can
  - 90 have the following negative consequences:
  - 91     ▪ Employees play one supervisor against the other; or
  - 92     ▪ The supervisor that demands the most or “yells” the loudest receives the
  - 93     employee’s productivity and the other supervisor receives nothing; or
  - 94     ▪ The employee gets frustrated attempting to please different supervisors who may
  - 95     have different demands or requests of the employee’s time.
  - 96
  - 97 • Authority and responsibility
  - 98 ○ At each level of rank within the Sheriff’s Office, personnel are given the authority
  - 99 commensurate to make necessary decisions for the effective performance of their
  - 100 duties and responsibilities.
  - 101 ○ The Sheriff’s Office is committed to fostering an organizational climate that rewards
  - 102 employees for initiative, innovation, citizen involvement, and problem solving.
  - 103 ○ All employees shall report any gross or improper use of authority, or failure to accept
  - 104 authority through the chain of command immediately.
  - 105
  - 106 • Supervision
  - 107 ○ Supervisors shall pro-actively initiate and complete the required details and assignments
  - 108 necessary to carry out the operations and activities of the Sheriff’s Office.
  - 109 ○ Supervisors shall make decisions in the assignment of personnel by the number of
  - 110 deputies available for duty, the necessity to assign them where they will be most useful,
  - 111 and according to minimum manning requirements.
  - 112 ○ Supervisors are held strictly accountable for the performance, condition and
  - 113 preparedness of all employees assigned under their control.
  - 114 ○ Supervisors are responsible for the good order and cleanliness of agency offices,
  - 115 vehicles, and equipment.
  - 116 ○ Supervisors are responsible for the efficiency, discipline, and morale of employees
  - 117 under their direction.
  - 118 ○ Supervisors shall investigate or cause to be investigated all complaints by citizens and
  - 119 allegations of employee misconduct.
  - 120 ○ Supervisors shall ensure that employees have reviewed all appropriate written orders
  - 121 and shall instruct them thoroughly on all oral and written orders.
  - 122 ○ Supervisors shall regularly review and instruct subordinates in pertinent laws,
  - 123 ordinances, and necessary skills.
  - 124 ○ Supervisors shall closely observe the performance and behavior of all probationary
  - 125 employees assigned to them. As appropriate, supervisors shall submit detailed,
  - 126 written reports which describe probationary deputy’s appearance, intelligence,
  - 127 discipline, efficiency, initiative, and general adaptability to law enforcement work,
  - 128 and shall offer a recommendation about offering the employee permanent
  - employment.

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- Direction, obedience to orders
  - Employees shall obey all lawful orders, written or oral, issued to them by competent authority. The term "employees" includes both sworn and non-sworn personnel.
  
- Delegated authority
  - Authority may be delegated to a member not necessarily restricted to rank structure.
  - In all cases of delegated authority, the individual responsible for completion of an assignment shall have commensurate authority to complete the task.
  - Each employee shall be held accountable for the use of, or failure to use, delegated authority.
  
- Conflict of orders
  - Employees shall promptly obey any lawful order of a supervisor, including any order relayed on behalf of a supervisor by an employee of the same or lesser rank.
  - If an employee receives two apparently lawful but different orders that conflict, the last order given shall normally be followed.
  - If an employee receives conflicting orders, the employee shall inform the person giving the last order of the conflict. The person giving the conflicting order shall then resolve the conflict by either:
    - Retracting,
    - Modifying, or
    - Requesting the employee to comply with the latest order.
  - If the conflicting order is required to be followed, the employee shall not be held responsible for disobedience of the first order.
  
- Orders in violation of law or directives
  - Supervisors shall not knowingly or willfully issue any order in violation of any law, ordinance, or order of the Sheriff's Office.
  
- Obedience to orders
  - No employee of the Sheriff's Office shall be required to obey any order which is contrary to the laws of the United States, Commonwealth of Virginia, or ordinances of the County of York or City of Poquoson;
    - However, a refusal to obey an order is the responsibility of the employee and he or she shall be required to justify the action. Employees must immediately make supervisors aware of their belief that an order is unlawful.

**ORGANIZATIONAL CHART AND FUNCTIONS**

- Organizational chart
  - The formal organizational structure of the York-Poquoson Sheriff's Office is depicted in the [organizational chart](#) found in the forms folder in Power DMS. The organization chart will be reviewed periodically to ensure it is compatible with agency operations.

- 175 • Organizational functions
- 176 ○ The Sheriff's Office consists of five divisions:
- 177     ▪ Administrative Services,
- 178     ▪ Civil/Court Security,
- 179     ▪ Community Services,
- 180     ▪ Investigations,
- 181     ▪ Uniform Patrol.
- 182
- 183 ○ The Administrative Services Division is commanded by a Captain who is responsible
- 184 for the following functions:
- 185     ▪ Computer network administration and records;
- 186     ▪ Property and evidence control;
- 187     ▪ Firearms range and training facility;
- 188     ▪ Fiscal management;
- 189     ▪ Law enforcement accreditation;
- 190     ▪ Mobile command post;
- 191     ▪ Purchasing and supply;
- 192     ▪ R.O.V.E.R team;
- 193     ▪ Training.
- 194
- 195 ○ The Civil/Court Security Division is commanded by a Captain who is responsible for
- 196 the following functions:
- 197     ▪ Providing general security to the courthouse and specific courtrooms;
- 198     ▪ Supervising prisoners in a court holding area;
- 199     ▪ Transporting prisoners to individual courtrooms;
- 200     ▪ Delivering a wide spectrum of court papers and other legal process.
- 201
- 202 ○ The Community services Division is commanded by a Captain who is responsible for
- 203 the following functions:
- 204     ▪ Crime prevention activities;
- 205     ▪ DARE program and activities;
- 206     ▪ Liaison between the Sheriff's Office and York County School Division;
- 207     ▪ School resource officers (SRO's);
- 208     ▪ Traffic enforcement unit;
- 209     ▪ Special event planning;
- 210
- 211 ○ The Investigations Division is commanded by a Captain who is responsible for the
- 212 following functions:
- 213     ▪ Conducting major crime investigations;
- 214     ▪ Performing crime scene searches and evidence collection;
- 215     ▪ Processing of evidence;
- 216     ▪ Maintaining investigative records;
- 217     ▪ Overall agency case management and final case reviews;
- 218     ▪ Narcotic and drug task force operations;
- 219     ▪ Coordination of State and federal asset forfeiture programs;
- 220     ▪ Crime Line.

- 221
- 222 ○ The Uniform Patrol Division is commanded by a Captain who is responsible for the
- 223 following functions:
- 224     ▪ Responding to citizen calls for service;
- 225     ▪ Providing pro-active law enforcement patrols;
- 226     ▪ Providing traffic enforcement, services and investigation;
- 227     ▪ Investigation of crimes as assigned;
- 228     ▪ Assists with community and crime prevention programs;
- 229     ▪ Major event planning;
- 230     ▪ Emergency Response Team;
- 231     ▪ Bicycle Patrol;
- 232     ▪ Honor Guard;
- 233     ▪ Crisis Negotiation Team.
- 234

## 235 **JOB CLASSIFICATIONS**

- 236
- 237 ● Task Analysis
- 238 ○ A task analysis is conducted for each sworn job classification within the agency.
- 239 ○ Each job is classified by rank or position.
- 240 ○ Knowledge, skills, and abilities needed to perform the job are detailed.
- 241 ○ The Sheriff's Office assists the York County Human Resources Manager in developing
- 242 a current job description for each position within the agency.
- 243 ○ These job description are maintained by Human Resources and include:
- 244 ○ General statement of job.
- 245 ○ Job title and reporting relationships.
- 246 ○ Essential job functions (elements).
- 247 ○ Additional job functions.
- 248 ○ Entry level knowledge, skills, and abilities.
- 249 ○ Education and experience.
- 250 ○ Job locations/working conditions.
- 251 ○ Special requirements.
- 252 ○ Physical and mental standards required to perform essential job functions
- 253
- 254 ● Sheriff
- 255 ○ The Sheriff is a constitutional officer, and as such, no specific county job exists. The
- 256 following is an agency description of the responsibilities of the Sheriff and specific
- 257 knowledge, skills, and abilities.
- 258 ○ The Sheriff is the chief executive officer of the agency and the final authority in all
- 259 matters of policy, operations, and discipline. He exercises all lawful powers of the
- 260 office and issues lawful orders as necessary for the effective performance of the
- 261 Sheriff's Office.
- 262 ○ The Sheriff issues written policy and has general charge of the office and all property of
- 263 the Sheriff's Office.
- 264 ○ The Sheriff is responsible for enforcing all laws within the legal jurisdiction and is
- 265 responsible for planning, directing, coordinating, controlling, and staffing all functions

- 266 of the Sheriff's Office. He is also responsible for its efficient operation and for the  
 267 agency's relations with local citizens, governmental, and other related agencies.
- 268 ○ The Sheriff is responsible for the training of all agency employees.
  - 269 ○ The Sheriff, all supervisory personnel, and employees shall strive to achieve the  
 270 following goals:
    - 271 ▪ Develop partnerships with citizens, other governmental agencies, including law  
 272 enforcement agencies.
    - 273 ▪ Enhance the quality of life in the community through the use of problem-solving  
 274 approaches to reduce crime and the fear of crime.
    - 275 ▪ Foster mutual accountability for resources and strategies among citizens, county  
 276 government, and Sheriff's Office employees.
    - 277 ▪ Develop a public-service focus in performing all law enforcement tasks.
- 278
- 279 ● Specific duties and responsibilities
    - 280 ○ As necessary, recommends the adoption of new county ordinances or the amendment of  
 281 existing ones.
    - 282 ○ Develops administrative guidance and promulgates it both orally and in writing. Creates  
 283 and maintains a manual of policies including rules and regulations and general orders.  
 284 See [RR 1-1, Manual Organization](#) and [RR 1-1A, Directives Development](#) for definitions  
 285 of these terms.
    - 286 ○ Supervises the maintenance and good order of vehicles and equipment.
    - 287 ○ Prepares periodic and special reports for administrative and operational purposes and  
 288 ensures that adequate records are maintained of all agency activities. In particular,  
 289 ensures that reports are properly stored or archived consistent with state regulations.
    - 290 ○ Controls the expenditure of Sheriff's Office appropriations and prepares an annual  
 291 budget.
    - 292 ○ Plans, coordinates, or administers training of employees in policies, rules and  
 293 regulations, and general orders, in the performance of their duties thereby, and in the  
 294 proper use of equipment.
    - 295 ○ Cooperates with other law enforcement agencies in the investigation of crimes and the  
 296 apprehension and detention of wanted persons.
    - 297 ○ Accepts complaints or inquiries about police service and conducts internal investigations  
 298 as appropriate. Investigates all cases of alleged or apparent misconduct by employees.
    - 299 ○ Attends government, school, and community meetings to explain the activities and  
 300 functions of the Sheriff's Office, and to establish partnerships, and devise solutions for  
 301 community problems.
    - 302 ○ Ensures compliance with all laws that the Sheriff's Office has the authority to enforce.
    - 303 ○ Manages, organizes, directs, and controls all resources of the Sheriff's Office to preserve  
 304 the peace, protect persons and property, and enforce the Code of Virginia and  
 305 ordinances of the County of York and the City of Poquoson.
    - 306 ○ Establishes a routine of shifts and daily duties to be performed by employees.
    - 307 ○ Designates a chain of command.
    - 308 ○ Assigns, details, or transfers employees to or from any assignment whenever necessary  
 309 for the efficiency and discipline of the Sheriff's Office.
    - 310 ○ Supervises the safekeeping of all evidence and any property recovered, found, or  
 311 confiscated. Announces and holds sheriff's sales as prescribed by law.

- 312 ○ Maintains personnel records to include performance evaluations, background
- 313 investigation results, complaints, awards, and leave balances, hiring and promotion
- 314 records.
- 315 ○ Actively promotes crime-prevention strategies and methods.
- 316 ○ Knowledgeably advises citizens and businesses on crime prevention.
- 317 ○ Serves on governmental boards and committees, including the Virginia Peninsula
- 318 Regional Jail Board and the Hampton Roads Regional Criminal Justice Academy Board
- 319 of Directors.
- 320 ○ Responsible for the security operations of the York County/City of Poquoson
- 321 Courthouse and the temporary holding of prisoners at that facility.
- 322 ○ Responsible of the service of all civil process within the County of York and the City of
- 323 Poquoson.
- 324
- 325 ● Skills, Knowledge, and Abilities
- 326 ○ Comprehensive knowledge of law enforcement principles and techniques to include
- 327 patrol operations, criminal investigations, crime prevention, civil process, and court
- 328 security operations.
- 329 ○ Comprehensive knowledge of state laws and county ordinances.
- 330 ○ Comprehensive knowledge of the current literature and trends dealing with law
- 331 enforcement, criminal investigation, court administration, crime prevention and
- 332 community programs, and related concerns.
- 333 ○ Comprehensive knowledge of modern management and supervisory principles and
- 334 practices.
- 335 ○ Comprehensive knowledge of budget and modern fiscal practices.
- 336 ○ Thorough knowledge of the operating characteristics and service requirements of
- 337 vehicles and law enforcement equipment.
- 338 ○ Comprehensive knowledge of computer and network principles.
- 339 ○ Excellent oral and written communication skills.
- 340 ○ Must be a resident and qualified voter of the County of York or City of Poquoson.
- 341
- 342 ● Sheriff's Office employee job descriptions
- 343 ○ Job descriptions for Sheriff's Office employees are not individually included in this
- 344 policy.
- 345 ○ These job descriptions are maintained in the following locations:
- 346 ■ Accreditation manager's office.
- 347 ■ York County Human Resources office.
- 348 ❖ Employees may view any of these job descriptions at the locations identified
- 349 above.
- 350