


<p>RABUN COUNTY SHERIFF'S OFFICE</p>  <p>General Order Number: 1.05</p>	<p>Date of Issue</p> <p>2/23/2016</p>	<p>Effective Date</p> <p>2/23/2016</p>	<p>Revision Date</p>
<p>Subject: ORGANIZATIONAL STRUCTURE AND FUNCTION</p>	<p>Amends:</p>	<p>Rescinds:</p>	
<p>Index as: Chain of Command; Organizational Structure Organizational Function</p>	<p>State Certification Standards: 2.2, 2.3, 2.4, 2.5, 2.6</p>		
<p>Special Instructions:</p>			

PURPOSE

The purpose of this policy is to prescribe the organizational principles and structure for the Rabun County Sheriff's Office.

STATEMENT OF POLICY

The Rabun County Sheriff's Office shall be organized according to accepted organizational principles by assigning responsibilities and functions to specific groups of individuals.

I. ORGANIZATIONAL PRINCIPLES

A. Unity of Command

Refers to placing only one supervisor in command or in control of a given situation, organizational component, or employee(s).

B. Accountability

Each employee is accountable to only one supervisor at any given time within their respective chain of command. Such unity of command is essential to ensure that all employees are aware of what is expected of them, that they do not receive conflicting instructions, and that greater organizational efficiency and harmony are achieved. However, it is understood that there may be emergency situations when employees may be supervised by someone other than their immediate supervisor or by someone outside their normal chain of command.

C. Component Command

1. Each organizational component is under the direct command of only one supervisor. Effective command and control cannot be achieved and friction and conflict cannot be avoided if more than one supervisor is given responsibility for the management of a given activity.
2. When it becomes necessary for a higher ranking supervisor to relay instructions to the members of a given component within the agency, she/he should issue the necessary information to the assigned supervisor for necessary action.
3. This requirement does not negate the need for all employees to establish and maintain a high spirit of cooperation with all other employees in the agency, regardless of assignment, position, or rank. All requests for assistance or for information from any employee should be provided promptly whenever possible.

D. Span of Control

1. Refers to the number of employees a supervisor can effectively manage. This ratio of employees to an individual supervisor directly affects the supervisor's ability to properly control and direct the subordinates.
2. Under normal conditions the proper span of control will be determined by such factors as:
 - a. The complexity of the tasks to be performed by the subordinates;
 - b. The amount of time and degree of geographic separation between the supervisor and the subordinates; and
 - c. The level of the supervisor within the chain-of-command.
3. In emergency situations the span of control may be greatly increased until agency mobilization procedures can be initiated during periods when higher- ranking supervisors are off duty.

E. Delegation of Authority

Involves the assignment of tasks, duties and responsibilities to subordinates, while also permitting a certain degree of authority to exercise individual judgment and initiative in determining how to accomplish the work assigned.

F. Authority

1. In order to ensure that the agency's goals and objectives are accomplished, the Sheriff delegates authority to those who are immediately subordinate to him within the chain of command in order for them to properly perform their duties. This authority must be further delegated to all subordinates throughout the chain of command in a manner that is commensurate with the responsibilities assigned. Proper delegation consists of assigning responsibility with the necessary authority to accomplish the task.
2. It must be emphasized that some authority is statutory. For example, only certified peace officers have the authority to execute a warrant and to perform other duties associated with law enforcement and only certified GCIC/NCIC operators have the authority to enter information into the state's criminal information system. In such cases, the degree of authority is limited by law and cannot be exceeded, regardless of the rank or position of the individual.
3. Other types of authority are administrative in nature and can be regulated by agency policy and procedures. As a general rule, the higher the rank of an individual in the agency, the greater the administrative authority and discretion she/he has to determine how to accomplish their duties.

G. Accountability

Once individuals are delegated the authority for their duties and responsibilities they must be held accountable for their accomplishment. Each supervisor, regardless of rank, must hold their subordinates accountable for the proper performance of their duties.

H. Chain of Command

1. Entails a superior-subordinate relationship throughout the agency wherein each individual is supervised by a higher-ranking individual. It establishes channels which employees use to formally communicate information and direction to other individuals throughout the agency.
2. To accomplish his statutory duties, the Sheriff has established a clearly defined hierarchy of authority in a descending order of supervision. Known as the chain-of-command, the line of authority extends from the Sheriff, through the Chief Deputy, through their assigned Division Commanders and subordinate supervisors, to each individual within the agency.
3. Whenever possible, individuals are expected to use the chain-of-command when conducting routine operations. Should it become necessary to formally communicate with a supervisor above an employees' first line supervisor, she/he should insure that the immediate supervisor is informed of the business transaction to be conducted.
4. During emergency situations when it becomes necessary to convey information rapidly, it may not be appropriate to follow the normal lines of communication. However, as soon as practicable, personnel should insure that supervisors not initially involved in the information flow, are made aware of the situation.

I. Command Accountability

1. All supervisors, regardless of rank or position, are accountable for the performance of employees under their immediate control and are directly responsible for maintaining and reinforcing their conformance with the various employment standards of the agency.
2. A supervisor is responsible for every aspect of his/her assigned area of supervision. Although authority may be delegated, responsibility cannot be transferred to another individual, except by reassignment or other personnel action.
3. Supervisors, regardless of rank or position must ensure that assigned personnel perform in compliance with agency rules, orders, and directives and, when necessary, must take immediate and appropriate remedial action necessitated by the situation.
4. Although it is recognized that while supervisors are frequently separated from direct contact with their assigned employees, it is incumbent upon them to relay appropriate instructions and to ensure that necessary procedures are in place, so employees can perform properly when the supervisor is not present.

J. Authority to Supervise

1. All supervisors, regardless of rank or assignment, are duty bound to take immediate action to stop an unsafe act, correct a potentially hazardous situation, or prevent an employee from engaging in unlawful conduct.
2. During normal day-to-day operations supervisors should exercise their authority within their respective Divisions or units of assignment. Ranking personnel should avoid giving direct instructions or commands to individuals not within their assigned area of responsibility, except when required by the exigencies of the situation. This does not mean, however, that supervisors should limit their activities strictly to their normal assigned duties. In far too many instances, it is necessary to coordinate and integrate day-to-day operations with other organizational elements. When required, such intra-agency coordination should be performed with a spirit of mutual cooperation and respect.
3. On occasion personnel from different agency functions may engage in a single operation that requires centralized leadership and control. When this occurs, a supervisor shall be designated for the duration of the event and given the necessary authority to provide appropriate supervision. Examples of such preplanned operations that necessitate the involvement of various agency personnel are scheduled safety checks, the handling of a special event, or support to a public service program.
4. If an emergency situation or an unusual occurrence arises, which requires immediate supervision, the normal chain of command shall be followed whenever possible. However, when the assigned supervisor is incapacitated, is not immediately available, or is otherwise unable to take appropriate action, another supervisor, outside the normal chain of command, has the authority to assume command and provide necessary direction and control of the situation in accordance with the procedures outlined in agency directives until she/he can be properly relieved by, or the authority for the situation is transferred to, the proper official. Additionally, a senior ranking supervisor has the authority to assume command of an emergency situation when she/he feels such intervention is appropriate. Under such circumstances the senior official must specifically inform the

subordinate supervisor that she/he has been relieved of command. The mere presence of a senior officer at the scene of an emergency occurrence or senior officers' radio inquiries about the situation does not automatically signal his/her intent to assume command. The following situations are examples when a supervisor is required to take immediate action, regardless of his/her area of responsibility:

- a. Any high-risk activity such as a hostage or barricaded suspect situation, vehicle pursuit, bomb threat, civil disturbance, jail uprising or other unusual occurrence that may threaten the lives and safety of others; or
 - b. A natural disaster involving possible casualties and/or extensive property damage.
5. There may be occasions when personnel from more than one Division respond to the scene of an incident. The highest-ranking officer at the scene will be in charge of the incident, until properly relieved or until she/he is assured that the matter is being properly handled and she/he can depart the area. The ranking official may defer authority to a representative from another Division that normally has primary responsibility for managing the incident and direct that she/he take command at the scene. However, the highest ranking officer, even if deferring authority to a lower ranking employee, shall always be ultimately responsible and accountable for the supervision of the incident until she/he is reasonably assured that the matter is being handled properly, that all required notifications have been made, and that the ranking officers' presence is no longer required. The following situations are examples of occasions that may require a response by individuals from more than one Division:
- a. A bank alarm involving Uniform Patrol Division personnel under the supervision of a Watch Commander in the grade of sergeant and Criminal Investigation Division personnel under the supervision of a sergeant;
 - b. A serious motor vehicle accident investigated by a Patrol Deputy and back-up provided by a Investigator under the supervision of a sergeant;
 - c. A homicide investigation involving the on-call investigator and additional Uniform Patrol Division personnel under the supervision of a Watch Commander; or
6. In the event two or more agency members of the same rank, but from different Divisions or units, are present at the incident, the member having primary responsibility for the scene will be in charge of the incident.

II. ORGANIZATIONAL STRUCTURE

No organization can perform effectively without an organizational structure that assigns responsibilities and functions to specific individuals or groups of individuals. The following represents the structure of the Rabun County Sheriff's Office and the major functions of each organizational component. Divisions are the primary components within the agency assigned to achieve organizational goals and objectives; sections are a component of a division; a unit is another organizational element within the agency normally designed to perform a highly specialized function; and watches/shifts refer to an element based upon working hours.

A. Chief Executive's Office

The Sheriff is directly responsible to the citizens of Rabun County for the effective and efficient delivery of law enforcement services to the county. As such, he is responsible for establishing agency goals, policies, and objectives; for setting the highest professional and ethical standards of individual conduct and professionalism; for using public funds and resources properly and efficiently; and for maintaining total organizational effectiveness. To assist him in the performance of his duties, the following are assigned to the Chief Executive's Office:

1. Chief Deputy
2. Major (Rabun County Detention Center);
3. Captain of Patrol
4. Chief Investigator (Captain)
5. Court Services
6. Professional Standards
7. Internal Investigations
8. Administrative Assistants

B. Notification of Chief Executive Officer

It shall be each divisional commander's responsibility to notify the Sheriff or designee as to incidents that may bring into question the agency's liability or those incidents which may result in a heightened community interest.

The Chief Executive Officer shall be immediately notified of any incident involving the death of a departmental employee; any incident which resulted in severe or life threatening injury of an employee or any of the following:

- a) Need of Special Response Team
- b) Natural disaster resulting in property loss or death;
- c) Incidents which resulted in life threatening injury or death;
- d) Any crime which would cause public alarm;
- e) Death of inmate;
- f) Escapes of inmates with violent history or pending charges;
- g) Arrests of public officials; or
- h) "Mutual aid" requests from outside agencies.

C. Administrative Services

The Chief Deputy in charge of Administrative Services is responsible for the overall management of the Administrative Services Division.

1. Office of Professional Standards;
2. Property & Evidence
3. Training Unit;
4. Records Unit;
5. Auxiliary Program; and
6. Administrative Assistants.

D. Police Services Operations

The Chief Deputy is responsible for one of two major commands within the agency and directly supervises the commanders of the Uniform Patrol Division and the Criminal Investigation Division. Collectively this command represents the primary delivery system of law enforcement services to the citizens of the county.

1. Uniform Patrol Division

The Captain in charge of the Uniform Patrol Division is directly responsible for the management of all uniformed patrol personnel who provide continuous emergency response, crime prevention, traffic control, and other routine law enforcement services throughout the county as well as specialized units including K-9, SERT. The Uniform Patrol Division consists of the following components:

- a. Patrol Operations;
- b. Vehicle Maintenance
- c. School Resource Officer Program (S.R.O.); and
- d. Special Teams and Units.

2. Criminal Investigation Division

The Captain in charge of the Criminal Investigations Division is directly responsible for the conduct of all criminal investigations and for the documentation of facts on reported incidents of crime in order to identify, apprehend, and prosecute criminal offenders and to locate and return stolen property to their rightful owners. Criminal Investigations personnel may be assigned to one of the following components:

- a. Crimes Against Persons;
- b. Crimes Against Property;

- c. Victim Services Program

E. Detention Center Operations

The Major in charge of the Detention Center Operations is responsible for the second major command within the agency and directly supervises the commanders of the Detention Center. This command provides traditional sheriff services to citizens and confinement for adults placed in custody.

1. Rabun County Detention Center

The Major in charge of the Jail Division is directly responsible for providing continuous security and care of adult prisoners who are charged with criminal violations as well as budget functions. Detention Center personnel are assigned to one of the following components:

- a. Detention Center Operations;
- b. Inmate work details

2. Court Services Division

The Sergeant in charge of the Court Services Division is directly responsible for the service of civil process documents, courtroom security and courthouse security as well as the Court Services personnel may be assigned to one of the following components;

- a. Civil Process
- b. Subpoenas
- c. Court Security
- d. Courthouse Security

III. ORGANIZATIONAL CHART (01-15-16)

The department organizational chart shows the Span of Control and delineates the Chain of Command within the department. If changes in personnel assignments or functional responsibilities occur, this organizational chart will be updated to adhere to those changes. Employees may request a copy of the Organizational Chart through the Office of Professional Standards.

IV. COMMAND PROTOCOL

- A. In the absence of the Sheriff or in the event of his incapacitation to otherwise perform his duties, the powers and authority vested in this position are delegated to the Chief Deputy. Prior to his absence for extended periods, the Sheriff will, at his discretion, issue a Special Order directing the Chief Deputy to serve as the "Acting Sheriff" and authorizing him to assume full authority and responsibility over the Sheriff's Office.
- B. In the absence of the Sheriff and Chief Deputy, the line of succession to execute the duties for the position of sheriff are delegated to the Captain, Uniform Patrol Division, Captain, Criminal Investigations Division; Major, Rabun County Detention Center, in that order.

- C. In the absence of a Major or Captain, or in the event of incapacitation to otherwise perform his/her duties, the next ranking officer in the chain of command shall assume the authority of the incumbent officer. Prior to an extended period of absence, the incumbent shall designate the next ranking officer to assume his/her duties and the incumbent shall so inform his/her immediate supervisor before his/her departure.

V. DEPARTMENTAL COMMUNICATIONS AND COOPERATION

- A. All Divisions of the Rabun County Sheriff's Office are expected to work closely together in order to advance the goals of the department.
- B. To this end, several methods can be used to convey information within the department. These include, but are not limited to the following:
 - 1. Regularly scheduled Command and Staff meetings;
 - 2. Information passed by way of departmental memorandum;
 - 3. Scheduled shift briefings and classes;
 - 4. Departmental emails; and
 - 5. Divisional information bulletins.

C Information that is of a sensitive nature such as part of an ongoing investigation will be restricted on a "need-to-know" basis in order not to compromise the investigation.



By Order of the Sheriff: **Chad K. Nichols**
Sheriff, Rabun County



RABUN COUNTY SHERIFF'S OFFICE

ORGANIZATIONAL STRUCTURE

SHERIFF

INTERNAL AFFAIRS

CHIEF DEPUTY

PROFESSIONAL STANDARDS

TRAINING

COURT SECURITY

PATROL DIVISION

CRIMINAL INVESTIGATIONS

RECORDS AND ADMINISTRATION

PROPERTY AND EVIDENCE

SCHOOL RESOURCE

PATROL

