

# WEBER COUNTY CORRECTIONAL FACILITY

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Volume

## ADMINISTRATION

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Chapter

### JB 06 - ADMINISTRATIVE RELATIONSHIPS

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JB 06/01.00 **GENERAL**

JB 06/01.01 **Purpose**

- A. The purpose of this chapter is to provide the Weber County Correctional Facility's policy, procedures, and requirements governing administrative relationships within the WCCF.
- B. The chapter includes the elements and scope of authority, command and supervision, and is provided to aid members in completing duties with a minimum of conflict, uncertainty, and difficulty.

JB 06/01.02 **Cross Reference**

WCSO Policy Manual

JB 06/01.03 **Definitions**

<b>authority</b>	the power or right to give commands, enforce obedience, take actions, or make decisions; jurisdiction
<b>custody staff</b>	WCCF staff who are Certified Peace Officers and whose primary duty is that of security and management of inmates
<b>delegate</b>	the entrusting or assigning of power or authority to a person acting for another
<b>departmental program staff</b>	pertaining to WCCF staff whose primary assignment is the delivery of program services to inmates
<b>subordinate</b>	a staff of lower rank, grade, or authority than another
<b>unit</b>	refers to a subdivision below WCCF level
<b>WCCF</b>	Weber County Correctional Facility
<b>WCS</b>	Weber County Sheriff

JB 06/02.00 **AUTHORITY**

JB 06/02.01 **Policy**

It is the policy of the WCCF that:

- A. authority to function as correctional officers is granted by the State of Utah;
- B. authority within the WCSO is delegated and/or granted by the Weber County Sheriff; and
- C. the Weber County Sheriff is the chief administrator of the WCCF. With him rests final authority and responsibility for determining WCCF policies and procedures, together with full authority and responsibility for the complete discharge of all duties imposed by law.

JB 06/02.02 **Rationale**

- A. The detailed methods of directing and controlling specific functions of the WCCF may be developed by subordinate administrative officers, but the original direction, final approval, and adoption of the guiding principles rests with the Sheriff.
- B. To ensure continuity of operation and authority within the WCCF in the absence of any superior officer, it is necessary that the order of authority be established.

JB 06/02.03 **Procedure: Established Lines of Authority**

- A. **Line and Staff Authority**
  - 1. Line authority is the exercise of authority delegated by the Sheriff to subordinates in the form of rank, down the lines of direct control, from the highest to the lowest level.
  - 2. Staff authority is the giving of orders by an agent of the Sheriff or other administrator who has no command authority in his own right, but who performs the routine tasks of command as a service for the Sheriff or other administrator, (i.e., Weber County Attorney, Administrative Assistant.)
- B. **Weber County Sheriff**
  - 1. As chief executive officer, the Sheriff shall officially sanction and authorize any changes in organization before the changes can be implemented.

2. In his capacity as Sheriff and administrative head of the Sheriff's Office, the Sheriff exercises administrative control and governs activity through major subordinates who act in an advisory capacity in matters of general policies and procedures.
3. These major subordinates are:
  - a. Chief Deputy of:
    - 1) WCSO; and
    - 2) WCCF;
  - b. Bureau Chiefs of:
    - 1) Investigations;
    - 2) Special Investigations Unit;
    - 3) Emergency Services;
    - 4) Central Services;
    - 5) Judicial Services;
    - 6) Uniform Services.

C. WCCF Division Chief

1. The WCCF Division Chief shall have full authority within, and responsibility for, the WCCF subject to the limits and requirements of the Sheriff's Office policy and procedure and direction of the Sheriff.
2. In conjunction with the Sheriff, the WCCF Division Chief exercises judgment, and makes fiscal, operational, and managerial decisions relative to the operation of the WCCF.
3. The WCCF Division Chief is responsible to enforce, review, and recommend discipline for subordinates.
4. The WCCF Division Chief shall have the responsibility for supervising all units within the WCCF through the designated chain-of-command.

D. WCCF Captain

1. The WCCF Captain shall have full authority within, and responsibility for, the WCCF subject to the limits and requirements of the Sheriff's Office policy and procedure and direction of the WCCF Division Chief.
2. The WCCF Captain level administrators are those with the

responsibility to develop and implement necessary programs, policies, and procedures in order to carry out the mission and goals of the WCCF.

3. In conjunction with the WCCF Division Chief, the WCCF Captain exercises judgment and makes fiscal, operational, and managerial decisions relative to the operation of the WCCF.
4. The WCCF Captain is responsible to enforce, review, and recommend discipline for subordinates.
5. The WCCF Captain is responsible to supervise units of the WCCF through the designated chain-of-command.

E. WCCF Lieutenant

1. The WCCF Lieutenant shall have authority within, and responsibility for, the WCCF subject to the limits and requirements of the Sheriff's Office policy and procedure and direction of the WCCF Division Chief.
2. In conjunction with the WCCF Captain, WCCF Lieutenants create and review proposed policy and procedure and interpret finalized policy relative to the operation of the WCCF.
3. The WCCF Lieutenant is responsible to enforce, review, and recommend discipline for subordinates.
4. The WCCF Lieutenant is responsible for supervising units within the WCCF through the designated chain-of-command.

F. WCCF Sergeant

1. The WCCF Sergeant shall have authority within, and responsibility for, the WCCF, subject to the limits and requirements of the Sheriff's Office policy and procedure and direction of the WCCF Lieutenant.
2. The WCCF Sergeant is responsible to enforce and supervise staff and inmate adherence to established WCCF policy and procedure and recommend proposed policy and procedures.
3. The WCCF Sergeant is responsible to enforce, review, and recommend discipline for subordinates.
4. WCCF Sergeant level supervisors are those responsible for supervision of units within the WCCF through the chain-of-command.

G. WCCF Lead Officer

1. The WCCF Lead Officer shall have authority within, and responsibility for, the WCCF subject to the limits and requirements of the Sheriff's Office policy and procedure and direction of the WCCF Sergeant.
2. The WCCF Lead Officer is responsible to enforce staff and inmate adherence to established WCCF policy.
3. The WCCF Lead Officer is responsible to enforce, review, and recommend discipline for subordinates.
4. WCCF Lead Officer level supervisors are those responsible for supervision of units within the WCCF through the chain-of-command.

JB 06/02.04 **Procedure: Programs Staff vs. Custody Staff**

- A. Authority for operational and security decisions shall rest with operational unit personnel.
- B. Program decisions shall be made by program personnel.
- C. If conflict arises between custody and program staff absent the immediate availability of higher authority, authority for the immediate decision shall reside with correctional staff.
  1. If the decision involves a life-threatening event (i.e., acute-suicide risk, immediate danger of violence), the event shall be brought to the attention of the person making the decision.
  2. If the warning is disregarded, the warning shall then be submitted in writing, and, if the danger is deemed serious, the staff making the warning is authorized to immediately move up the chain-of-command to attempt to override the decision.
  3. The roles of custody and program staff are by necessity separate. The WCCF highest priorities are safety and security of staff and inmates, and in the event of a conflict, this shall ordinarily dictate the decision-making process.
  4. When custody and program staff are working together, such authority as necessary shall be exercised to meet operational necessity and

efficiency, and shall not interfere unnecessarily with the program function.

JB 06/02.05 **Procedure: Delegation of Temporary Authority**

Staff who are directed by the Sheriff, Chief Deputy, Captain, or by a unit supervisor to temporarily act in a capacity above their usual rank or authority shall, for the time necessary, possess the authority of that rank or position.

JB 06/02.06 **Procedure: Resolving Questions of Seniority**

A. **Absence of Superiors**

The order of authority shall occur as specified by order of Sheriff's Office's written policy and procedure.

B. **Seniority**

1. When a question of seniority arises, it shall be settled as follows:
  - a. Staff of the same rank and grade shall rank according to the dates of their appointments to such grade;
  - b. When two or more officers are appointed to the same grade or rank on the same date, they shall rank in the order of their original appointments to WCCF.
2. The assigning of rank or other seniority privileges is of secondary importance to the efficient operation of the WCCF and its units.
3. When two or more staff members are working together on the same assignment or detail and are of equal rank, seniority shall not be exercised unless circumstances dictate such delegation of authority as a matter of operational necessity and efficiency.



JB 06/03.00 **COMMAND**

JB 06/03.01 **Policy**

It is the policy of the WCCF that:

- A. the WCCF establish and maintain a chain-of-command to identify lines of rank and authority;
- B. a WCCF organizational chart be maintained to identify the existing chain-of-command; and
- C. supervision of staff at the WCCF follows the established chain-of-command.

JB 06/03.02 **Rationale**

- A. Lines of authority among the various units are drawn to make known to all personnel the function and limitation of each. The purpose of drawing the lines of authority is to avoid duplication or neglect of duties for want of singular control and responsibility.
- B. Lines of control permitting the delegation of authority, coordination of effort, supervision of operation and establishing responsibility should be outlined in Organization for Command.

JB 06/03.03 **Procedure: Chain-of-Command**

A. **Chain-of-Command**

- 1. The chain-of-command is divided into levels of control.
  - a. Communication, whether moving upward or downward, shall follow designated channels.
  - b. Each person shall be directly responsible to his immediate supervisor.
  - c. Communication for purposes of this subsection shall include orders and other legitimate commands.
- 2. Any communication that circumvents the next highest level of supervision, or moves through any other administrative unit, is a violation of the chain-of-command unless otherwise allowed by the policies and procedures of WCCF or by approved working agreements between the WCCF or operational units.

3. Communication shall ordinarily pass through each echelon to the next highest level.
4. The supervisor may render judgment on the communication if he chooses, but he shall not halt the communication without the approval of the originating staff.

B. Unity of Command

1. Unity of command is the principle of singular control and responsibility. Each individual, organizational unit and situation shall be under the control of one, and only one, person.
2. Singleness of purpose is lost when more than one superior officer assumes independent command of a situation, or when a subordinate receives direct orders and direction from more than one supervisor.
3. Violation of the principle of unity of command may result in conflict in orders, confusion, and reduced efficiency.

C. Authority of Rank

1. The concepts of chain-of-command and unity of command are not intended to prohibit staff or superior authority from exercising command over subordinates not assigned to their direct control when that authority is necessary.
2. The authority delegated or granted to staff is not confined to their respective functional assignment, but shall include supervision over any subordinate staff of the WCCF when necessary for efficient administration or when the conduct of subordinate staff is contrary to WCCF policy and procedures. This authority shall be exercised with utmost discretion.
3. Staff having rank shall avoid giving direct commands to personnel not assigned to their control except when required to do so in an emergency or for the good of the WCCF. When such action is required, the respective administrator or supervisor shall, when appropriate, be informed in a timely manner.

D. Exercise of Command

1. Staff shall exercise the authority of their position under all conditions which require the use of such authority for the best interests of the WCCF.

2. Staff shall not unnecessarily countermand any orders of staff above their own rank, nor needlessly interfere with the specific duties of any subordinate staff.

JB 06/03.04 **Procedure: Conflict of Orders**

- A. In the event of conflict of orders, the staff member receiving the order shall respectfully inform the staff giving the last order of such conflict.
- B. Should the latter not change the order, it shall be obeyed unless the order would clearly result in a serious violation of the rights of an inmate (e.g., assaulting a prisoner). The staff member shall not be held responsible for disobedience to any former order or any violation of the rules in obeying the last order.
- C. Such circumstances should be documented for the protection of involved parties and communicated via the chain-of-command to the appropriate supervisor.

JB 06/03.05 **Procedure: Interaction with Subordinates**

A. **Manner of Command**

Command shall be exercised with firmness and impartiality, and under no circumstances permitting personal prejudice to influence decisions.

B. **Support of Subordinate**

Persons of superior rank shall support and sustain subordinates who are:

1. acting within their rights;
2. acting in accordance with policy; or
3. acting under specific orders from another staff of superior rank, even though the behavior appears to be contrary to written policy, if the staff advised the superior of the conflict as required under JB 06/03.04.

JB 06/03.06 **Procedure: Established Rank Structure**

- A. Levels of responsibility and authority are designated and distinguished by rank.
- B. Under ordinary circumstances, the officer in charge shall be the staff member with the highest rank who is on duty.

- C. When the highest rank is shared by two or more officers and no other policy, procedure, directive or instruction applies, the staff having seniority in rank shall be in command.
- D. The descending order of rank of the WCCF is as follows:
  - 1. Sheriff;
  - 2. Corrections Chief Deputy;
  - 3. WCCF Captain;
  - 4. WCCF Unit Lieutenant;
  - 5. WCCF Unit Supervisor.

JB 06/04.00 **SUPERVISION**

JB 06/04.01 **Policy**

It is the policy of the WCCF that WCCF supervisors are accountable for the proper execution of every order and shall supervise such execution by:

- A. personal supervision;
- B. establishing rules, regulations and operational procedures;
- C. special operation instructions, memorandums and directives; and
- D. delegation of authority.

JB 06/04.02 **Rationale**

- A. Supervision is necessary to ensure staff compliance with operational rules and regulations.
- B. Proper supervision should enhance staff efficiency, morale and productivity through good communication and positive and negative discipline.

JB 06/04.03 **Procedure: Supervisory Responsibilities**

A. **General**

- 1. All WCCF staff have an immediate supervisor. That supervisor shall be the person in the next higher position in the chain-of-command.
- 2. It shall be the duty of all supervisors to know who they are responsible for supervising at all times.
- 3. It shall be the duty of all staff members to know their immediate supervisors.

B. **Supervisors**

- 1. Each supervisor shall be required to take all reasonable steps to determine that each staff member being supervised understands assigned duties, performs them completely and promptly, and complies with Sheriff's Office rules.
- 2. Each supervisor shall assume the responsibility for the supervision of all staff subordinate to him in the chain-of-command and shall not divert from this responsibility.

3. Each supervisor shall strive to create and maintain high morale among staff, constantly evaluating the quality and quantity of supervision exercised by other subordinate ranking staff.
4. Each supervisor shall make suitable and clear-cut delegations of authority toward the end that maximum efficiency may be achieved.
5. Each supervisor shall make every effort to promote the understanding of, and compliance with, all policies and procedures essential to effective control within the organization and convey the intent and spirit of orders and directives to subordinates.
6. Each supervisor shall develop sound and resourceful techniques on the basis of personal experience and that of others, to the end that these techniques may be transferred from experienced staff to new staff.
7. Supervisors shall promote the contribution of new ideas by subordinates, including suggestions for improving the policies, procedure, practices, and operational techniques used by the WCCF.
8. Supervisory staff shall strive to match capabilities of subordinates accurately with the requirements of assignments.

**JB 06/04.04    Procedure: Supervisor/Subordinate Relationships**

**A.    General**

1. Each supervisor shall have knowledge of the progress of subordinates and assist them by counsel, advice, and direction.
2. Supervisors shall be expected and required to suggest and recommend solutions to subordinates' problems which arise during each tour of duty of assigned subordinates.
3. Each supervisory staff member shall strive to develop and maintain a high level of morale and respect through friendly, but firm, supervision of subordinates.
4. Supervisors should lead and teach by example.
5. Each supervisor shall investigate any report of the violation of WCCF policy or rules on the part of subordinates.
  - a. After gathering the facts and findings, with whatever recommendations are appropriate, such information shall be submitted in writing, to the Sheriff via the chain-of-command.

- b. Refer to WCSO policy and procedures manual for proper handling of disciplinary actions.

B. Evaluating Staff Performance

1. Each supervisor shall be fair, impartial, and timely in evaluating the work of subordinate staff. Such evaluation shall depend upon objective evaluation criteria as set forth in the performance plan.
2. Each supervisor shall be responsible for monitoring and documenting performance and behavior of subordinates.
3. Supervisors shall observe subordinates' attitudes toward, and conduct with, the public and offenders, and take actions to ensure a positive attitude is developed and maintained.
4. Supervisors shall assist subordinates, when needed, to recognize and correct on-the-job and off-the-job problems which affect job performance.
5. Supervisors should be cognizant of behavior which reflects dissatisfaction with the job, difficulty in adjusting to the contained-occupancy environment or an inability to develop an appropriate working relationship with offenders or other staff.
6. In order to assist in determining the nature of the difficulty, supervisors shall discuss with subordinates their performance or other problems noted.
7. The supervisor shall implement actions to correct the problems using appropriate corrective action which might include referral to the Sheriff's Office for the purpose of seeking assistance from county professional programs.

JB 06/04.05 **Procedure: Insubordination**

- A. Insubordination to a supervisor's legitimate commands shall be dealt with immediately.
- B. Insubordinate staff shall be suspended with pay and formal disciplinary proceedings initiated.

JB 06/05.00 **LEARNING OBJECTIVES**

JB 06/05.01 **Authority**

Staff shall demonstrate an understanding of the following:

- A. Who has final authority in determining WCCF policy and procedure;
- B. Lines of authority.

JB 06/05.02 **Command**

Staff shall demonstrate an understanding of the following:

- A. What is the meaning of unity of command;
- B. What steps should be taken in the event of a conflict of orders;
- C. The chain of command in the WCCF, WCSO.

JB 06/05.03 **Supervision**

Staff shall demonstrate an understanding of the following:

- A. Which WCCF staff members have supervisors;
- B. What are the duties of supervisors.