


Memphis Police Department Policy Manual		
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Approval Authority: Chief Cerelyn J. Davis		
Signature: CJD		Date Signed:

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1. PURPOSE

This directive outlines the organization of the Memphis Police Department.

2. POLICY

- 2.1 The Memphis Police Department personnel will use a structured chain of command for communication and direction of all department employees.
- 2.2 The Memphis Police Department has a written organizational structure available to all employees.
- 2.3 Each organizational component shown on the organizational chart shall be under the direct command of only one supervisor.
- 2.4 Each Memphis Police Department employee is accountable to only one supervisor at any given time.

3. RESPONSIBILITIES

- 3.1 The Chief of Police establishes the organizational structure of the department.
- 3.2 Employees are accountable to their immediate supervisor with the following exceptions:
 - 3.2.1 When working on a special assignment, temporary assignment to another unit, or a special incident where the employees will be accountable to the supervisor of that unit or incident.



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- 3.2.2 When employees of different units are engaged in a single incident or operation the unit with primary responsibility for that incident or operation shall be responsible for the overall supervision of all employees engaged in that operation.

4. ACTION

4.1 Regulations for the Governance of the Police Department

4.1.1 Service to the Community

1. The Memphis Police Department is responsible for providing law enforcement services within the City of Memphis. The Memphis Police Department will respond to all calls for service within the City of Memphis and will enforce all Memphis City Ordinance Codes. MPD officers will investigate and enforce all violations of Tennessee Code Annotated laws, traffic and criminal, within the City of Memphis.
2. Within the confines of the Memphis city limits, the Memphis Police Department has concurrent jurisdiction with the Shelby County Sheriff's Office, and with various state and federal law enforcement agencies. These agencies have legal authority to perform particular police functions within the City of Memphis. The origin of their offices (ie., federal, state, etc.) defines the scope of their authority. Since these organizations share the same primary objective, they may from time to time request assistance from the Memphis Police Department.
3. The Memphis Police Department serves the citizens of the City of Memphis by performing the law enforcement function in a professional manner, and it is to these citizens that it is ultimately responsible. The department protects the rights of all persons within its jurisdiction to be free from criminal attack, to be secure in their possessions and to live in peace.
4. A large urban society free from crime and disorder remains an unachieved ideal; nevertheless, consistent with the values of a free society, it is the primary objective of the Memphis Police Department to, as closely as possible, approach that ideal. In doing so, the department's role is to enforce the law in a fair and impartial manner, recognizing both the statutory and judicial limitations of police authority and the constitutional rights of all persons.
5. The Memphis Police Department recognizes that diversion programs are effective alternatives available to the criminal justice process and will support and assist intervention program administrators, courts, and solicitors through funding and/or participation in accordance with State and Federal guidelines.
6. These programs include but are not limited to the Shelby County Drug Court where the department provides funding and Shelby County Community Service Work Program where the department provides community service worksites.

4.1.2 Standards of Conduct:

1. All non-sworn, civilian personnel of the Memphis Police Department shall abide by the following Civilian Code of Ethics:



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“As an employee of the Memphis Police Department, I regard myself as a member of an important and honorable profession. As such, I will not, in the performance of my duties, work for unethical advantage or personal profit and I shall:

- *Perform my duties with efficiency to the best of my ability.*
- *Be truthful at all times. My conduct and performance of duties will be accomplished in an honest manner, and in compliance with the laws; local, county, state, and country.*
- *Adhere to the confidentiality of the law enforcement profession.*
- *Recognize at all times that I am a public safety employee, and that ultimately, I am responsible to the public.*
- *Give the most efficient and impartial service of which I am capable at all times.*
- *Be courteous in all my contacts at all times.*
- *Regard my fellow employees with equality, dignity, and respect.*
- *Be loyal to my fellow employees, my superiors and the Memphis Police Department.*
- *Accept responsibility for my actions.*
- *Strive to do only those things that will reflect honor on my fellow employees, myself, and the Memphis Police Department”*

2. All sworn members of the Memphis Police Department will abide by the standards of conduct set forth in the Law Enforcement Code of Ethics:
 - a. "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, and the peaceful against violence or disorder; and to respect the Constitutional rights of all persons to liberty, equality and justice.
 - b. 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 my 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.
 - c. I recognize the badge of my office as a symbol of public faith and accept it as a public trust to be held so long as I am true to the ethics of the police service. I will constantly



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strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession ... law enforcement."

- d. Police officers are frequently required to make decisions affecting human life and liberty in difficult situations where there is little or no opportunity to seek advice and little time for reflection.
- e. Law enforcement, therefore, requires an officer to have the stamina, intelligence, moral courage and emotional stability necessary to fairly and impartially deal with human beings in the many complicated and potentially explosive situations, which he encounters.
- f. The public demands that the integrity of its law enforcement officers be above reproach, and the dishonesty of a single officer may impair public confidence and cast suspicion and disrespect upon the entire department. Succumbing to even minor temptation can be the genesis, which will ultimately destroy an individual's effectiveness and contribute to the corruption of countless others. A member must scrupulously avoid any conduct, which might compromise the integrity of themselves, their fellow members or the department.
- g. A police officer is the most conspicuous representative of government, and to the majority of the people he/she is a symbol of stability and authority upon whom they can rely. An officer's conduct is closely scrutinized, and when his/her actions are found to be excessive, unwarranted, or unjustified, he/she and the department are criticized far more severely than comparable conduct of persons in other walks of life. Since the conduct of a member, on or off duty, does reflect directly upon the department, members must at all times conduct themselves in a manner which does not bring discredit to themselves, the department, or the city.
- h. Effective law enforcement depends upon a high degree of cooperation between the department and the public it serves. The practice of courtesy in all public contacts encourages understanding and appreciation; discourtesy breeds contempt and resistance. The majority of the public are law-abiding citizens who rightfully expect fair and courteous treatment by members of the department. While the urgency of a given situation would demand firm action, discourtesy or disrespect shown toward any citizen is indefensible. The practice of courteous and respectful conduct by a member is not a manifestation of weakness; it is, on the contrary, entirely consistent with the firmness and impartiality that characterizes a professional police officer.
- i. Members of the Memphis Police Department are confronted daily with situations where firm control must be used to affect arrests and protect the public safety. Control is achieved through advice, persuasion, warnings, or the use of physical force. While the use of reasonable physical force may be necessary in situations, which cannot be otherwise controlled, force may not be resorted to unless other reasonable alternatives have been exhausted or would clearly be ineffective under the particular circumstances involved. Officers are permitted to use whatever force is reasonable and necessary to protect others or themselves from bodily harm. The use of excessive and unwarranted force or brutality will not be tolerated under any circumstances.



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- j. Recognition of individual dignity is vital in a free system of law. Just as all persons are subject to the law, all persons have a right to dignified treatment under the law, and the protection of this right is a duty, which is binding on the department and each of its members, as any other.
 - k. Every member must treat each person with respect, and he/she must be constantly mindful that the people with whom he/she is dealing are individuals with human emotions and needs. Such recognition and conduct are not an additional duty imposed to a member's primary responsibilities; it is inherent in them. A citizen's encounter with the police can be a very frightening experience, and under such circumstances, the risk of misunderstanding is great. The minimization of this risk is a challenge intrinsic in every public contact by the members of this department. Each member of the department must strive to establish a climate where they may perform their sworn duties with the acceptance, understanding, and approval of the public.
 - l. It is essential that public confidence be maintained in the ability of the department to investigate and properly dispose of complaints against its members. Additionally, the department has the responsibility to seek out and discipline those whose conduct discredits the department or impairs its effective operation. The rights of the member, as well as those of the public, must be conducted fairly, impartially and efficiently, with the truth as its primary objective."
3. All personnel shall receive training concerning ethics biennially.
- 4.1.3 Regulations Establishing the Goals of the Department:
- To implement the foregoing regulations of the Memphis Police Department, the following goals are hereby established:
1. Protection of life and property in the City of Memphis;
 2. Prevention of crime;
 3. Preservation of the public peace;
 4. Enforcement of all laws and ordinances;
 5. Arrest of law violators and assembling competent evidence of the alleged violation;
 6. Promotion of respect and cooperation of all citizens for the law and for those sworn to enforce it.
- 4.1.4 Regulations Establishing the Goals of Department Members:
1. The goals of department members that embody and implement the policy of the department are:
 - a. Maintenance of the highest standards of integrity and ethics;
 - b. Excellence in the performance of duty;



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- c. Maintenance of private lives, which inspire respect and admiration and provide an example for the entire community.
 2. In order for members of the department to fulfill these goals and assist in fulfilling the department's goals, members who wish to make suggestions for improvement may communicate their suggestions in writing to the Planning, Research, and Accreditation Unit.
- 4.1.5 Use of Discretion by Department Personnel
 1. Discretion is the power of free decision making within certain legal bounds.
 2. Discretion shall be based on the totality of the circumstances and applied consistently. The use of discretion requires that an officer make responsible decisions which are predicated on good judgment and can withstand scrutiny by the department, other jurisdictional components of the criminal justice system and the community itself. Consistent and wise use of discretion will do much to preserve good relationships and retain the confidence of the public.
 3. Nothing in this directive is to be construed as permission to disregard the enforcement of any state law, ordinance or rule and regulation of the department. Each officer will be held accountable for their enforcement of all laws, ordinances, and city police department policies.
- 4.2 Organizational Functions, Command Authority, and Rank Structure**
 - 4.2.1 Organizational Functions – The Memphis Police Department utilizes the chain of command principle. Each organizational component is under the direct command of only one supervisor. The department's organizational structure is to be depicted graphically on an organizational chart, which will be reviewed and updated, as necessary, by the Chief of Police. The organizational chart shall be posted at each precinct/bureau and is available to all personnel. The Memphis Police Department is divided into seven branches of management:
 1. Office of the Chief
 2. Strategies and Special Projects
 3. Information Systems
 4. Administrative Services
 5. Investigative Services
 6. Patrol Operations
 7. Special Operations
 - 4.2.2 Office of the Chief- The Office of the Chief of the Memphis Police Department is the primary management arm of the organization and is controlled by of the Chief of Police Services and the Assistant Chiefs of Police. The Office of the Chief will handle all functions of critical importance to the department, or which have a high community concern. The following will report directly to the Chief of Police Services:
 1. Chief of Staff
 2. Inspectional Services
 - a. Internal Affairs
 - b. Security Squad
 3. Legal Liaison
 4. Marketing



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- 5. Media Relations
- 6. Photo Lab
- 7. Public Affairs

4.2.3 Strategies and Special Projects

- 1. Building Security
- 2. Capital Improvement
- 3. General Services
- 4. Planning, Research, and Accreditation Unit
- 5. Police Foundation Coordinator
- 6. Project Manager

4.2.4 Information Systems- Technical Services Section: The Police Information Technology Branch is commanded by the Deputy Chief of Police Information Technology. Information Technology plans and implements projects to introduce the use of new technology into law enforcement operating procedures. It also includes Information Systems which is responsible for providing and maintaining all communication services, police records, and reporting system and provides technical support to maintain these services.

- 1. Application Development Support
- 2. Arrest Data Entry
- 3. Crime Analysis Unit
- 4. Crime Stoppers
- 5. Homeland Security Unit/FBI/Joint Terrorism Taskforce
- 6. Information Systems
- 7. Network Manger
- 8. RMS Manager
- 9. RTCC
- 10. Video Analysts

4.2.5 Administrative Services- The Administrative Services Division consists of Support Services and is commanded by the Deputy Chief of Administrative Services. Support Services provides all employee services, interacts with the City of Memphis to coordinate hiring and employee benefits, and coordinates capital projects and purchases for the department. The following units will report to the Deputy Chief of Administrative Services:

- 1. Behavioral Science Unit
- 2. Building Maintenance
- 3. COMPSTAT/Report Center
- 4. Central Records
- 5. Central Supply
- 6. Finance
- 7. Fleet Services
- 8. Grants
- 9. Health and Safety
- 10. Human Resources
- 11. Honor/Color Guard
- 12. Law Enforcement Officer Support Division (LEOSD)
- 13. Property and Evidence



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14. Performance Enhancement Program

15. Radio Maintenance

4.2.6 Investigative Services: The Investigative Services Branch is a 24-hour operation and has the responsibility of investigating all felony crimes. It is commanded by the Deputy Chief of Investigative Services.

1. Major Crime

- a. Child Exploitation Taskforce
- b. Commission of Missing and Exploited Children
- c. Crime Scene Investigations
- d. Domestic Violence
- e. Homicide
- f. Missing Persons
- g. Sex Offender/ Juvenile Abuse
- h. Vehicle Impound Lot
- i. Violent Crimes Unit

2. Crimes Against Property

- a. Economic Crimes and White-Collar Crimes Taskforce
- b. Felony Response
- c. Investigative Support Unit
- d. Metro Alarm Office
- e. Pawn Scrap Seizures
- f. Quality Assurance
- g. Safe Streets Taskforce
- h. US Secret Service Task Force

4.2.7 Patrol Operations: The Uniform Patrol Operations Division is a 24-hour operation and is comprised of two districts, District 1 and District 2. Uniform Patrol is the most visible representative of city government and is responsible for the delivery of all basic police services, including responding to calls for assistance.

1. City Court Officers

2. External Relations Section

3. IMPACT Team

4. Juvenile Court

5. Repeat Offender

6. Reserve Coordinator

7. District I

- a. Airways Station Patrol and GIB
- b. Mt. Moriah Station Patrol and GIB

c. Ridgeway Station Patrol and GIB

d. Tillman Station Patrol and GIB

e. Night Commander (D1)

8. District 2

a. Applying Farms Station Patrol and GIB

b. Austin Peay Station Patrol and GIB

c. Crump Station Patrol and GIB



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- d. North Main Station Patrol and GIB, Entertainment District, Regional One Unit
 - e. Raines Station Patrol and GIB
 - f. Night Commander (D2)
- 4.2.8 Special Operations: The Special Operations Branch is commanded by the Deputy Chief of Special Operations. This branch includes specialized units, which serve within the Memphis Police Department.
- 1. Special Services Section
 - a. Air Support
 - b. Bomb Squad
 - c. Canine Unit
 - d. Dignitary Protection Team
 - e. Harbor Patrol
 - f. Mounted
 - g. Special Events
 - h. TACT
 - i. Warrant Squad
 - 2. Traffic Enforcement Section
 - a. Civilian Traffic Aide (CTA)
 - b. DUI
 - c. Motors
 - d. Police Service Technicians
 - e. Special Traffic Enforcement Unit
 - f. Special Traffic Investigative Services
 - g. Wrecker Coordinator
 - 3. Community Engagement Sections
 - a. Boxing Gym
 - b. Chaplain
 - c. COP
 - d. DARE/GREAT
 - e. Neighborhood Watch
 - f. PAL
 - 4. Special Investigations Section
 - a. Organized Crime Unit
 - i. Complaint Team
 - ii. Criminal Enterprise Team
 - iii. Destruction Team
 - iv. Fugitive Unit
 - v. Narcotics Units (DEA and HORT Drug Response Team)
 - vi. Project Safe Neighborhoods
 - vii. US Marshals
 - viii. VICE
 - b. Multi-Agency Gang Unit
 - i. ATF Strike Team
 - ii. Gang Response Team
 - iii. Gun Crimes Unit
 - iv. NIBIN Team



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- 4.2.9 The department is committed to the development and perpetuation of programs designed to deter and control juvenile delinquency. The responsibility for participating in or supporting the agency's juvenile operational function is shared by all agency components and personnel. The department will encourage review and comment by other elements of the juvenile justice system in the development and implementation of new policies and procedures relating to juveniles.
- 4.2.10 MPD Acronyms and Unit Names
- No acronym or name is to be assigned to any unit or team within a bureau of the department without the permission of the Chief of Police Services. Examples of approved acronyms are – OCU, ISU, ISB and RTCC. OCU has teams with approved acronyms such as PSN and UC.
- 4.2.11 Command Authority
1. It is the goal of The Memphis Police Department to be organized in such a manner so as to ensure unity of command, to see that each member of the department is assigned responsibility, which is equal to his or her authority, and to make certain that each member is held accountable for the use of the authority that he or she has been assigned.
 2. The Chief of Police Services shall have general care of the peace of the city and shall see that all subordinates do their duty in preserving the safety of the citizens of Memphis. The Chief shall have control over the entire police force and shall exercise and discharge all powers and functions necessary to create and maintain public safety in the City of Memphis. The Chief will have command authority of all members and employees of the department. Various units that handle functions of critical importance to the department, or have a high community concern, will report directly to the Chief of Police Services. In order to ensure that accountable leadership is available when the Chief is incapacitated, or in exceptional situations which render the Chief unable to act, the following order of command precedence is designated, unless instructed otherwise by the Chief:
 - a. Assistant Chief of Administrative Services
 - b. Assistant Chief of Patrol Operations
 - c. Deputy Chief of Administrative Services
 - d. Deputy Chief of Uniform Patrol Operations
 - e. Deputy Chief of Investigative Services
 - f. Deputy Chief of Special Operations
 - g. Deputy Chief of Strategies and Special Projects
 - h. Deputy Chief of Police Information Technology
 - i. Colonels
 3. The Assistant Chiefs are accountable to the Chief of Police Services and will assist the Chief in the day-to-day operations of the Memphis Police Department. The Assistant Chiefs shall see that



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- the goals and objectives set forth by the Chief are carried out. The Assistant Chief will have command authority over the Deputy Chiefs and their subordinates.
- 4 The six Deputy Chiefs are responsible for their respective divisions and functions:
 - a. Administrative Services
 - b. Uniform Patrol Operations
 - c. Investigative Services
 - d. Special Operations
 - e. Strategies and Special Projects
 - f. Police Information Technology
 5. The Deputy Chiefs will have command authority over the rank of Colonel and their subordinates.
 6. The Colonel is the executive manager over the organizational component(s) to which they are assigned. The Colonels will determine the operational needs and goals of their assigned components. The Colonels will have command authority over the Lieutenant Colonel of their respective organizational component and their subordinates.
 7. The rank of Lieutenant Colonel will act as the immediate executive supervisor over the organizational component to which they are assigned. Lieutenant Colonels will make operational decisions for their assigned components. Night duty Lieutenant Colonels will make operational decisions after regular operating hours and on weekends. Lieutenant Colonels have command authority over the major of the respective organizational component and their subordinates.
 8. Majors, Lieutenants, Sergeants, and patrol officers will be staffed accordingly within each unit/precinct/bureau, and all personnel will be accountable to only one supervisor at any given time. Majors have command authority over Lieutenants; Lieutenants have command authority over Sergeants, patrol officers, police recruits, police service technicians, and other civilians.

4.2.12 Command/Rank Structure:

1. The command/rank structure for sworn personnel is as follows:
 - a. Chief of Police
 - b. Assistant Chief
 - c. Deputy Chief
 - d. Colonel
 - e. Lieutenant Colonel
 - f. Major



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- g. Lieutenant
 - h. Sergeant
 - i. Patrol Officer
 - j. Patrol Officer/Probationary
 - k. Police Recruit
 - l. Police Service Technician
2. The command structure for civilian personnel is as follows :
- a. Chief of Police
 - b. Assistant Chief
 - c. Deputy Chief
 - d. Colonel
 - e. Lieutenant Colonel
 - f. Major
 - g. Manager
 - h. Supervisor
 - i. All other employees
3. Members shall utilize, recognize, and respect the chain of command in all official actions as designated in the rank structure. Each member shall be responsible or accountable to the member's regular immediate supervisor, except when working on a special assignment, incident, or temporarily assigned to another unit. In such cases, the member shall be accountable to the supervisor in charge of the assignment or incident. In exceptional situations, the highest-ranking officer shall assume command of the scene. Subsequently, a supervising officer may be required to give a lawful order to a member or component that is outside of his normal chain of command. In such cases, rank will be respected, and the order shall be obeyed.
4. Members receiving conflicting orders shall advise the person issuing the conflicting order of the previous instructions. The responsibility for countermanding the first order rests with the person issuing the second order. If a conflict remains, the last order given shall be the one obeyed.
5. No member shall be required to obey an unlawful order. The responsibility to refuse to obey an unlawful order rests with the individual member and shall require justification. Members receiving an unlawful or unjust order shall report this fact in writing to the next higher level or authority through the chain of command as soon as possible.
6. When specialty unit investigators are requested, they shall assume control of the investigation or scene until their services are no longer required.
7. When two or more components within the department are engaged in a joint operation, the commander of the unit initiating the operation will clearly identify the person in charge of the operation to all participants at the beginning of the operation.



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4.3 Regulations Establishing the Duties of Members:

- 4.3.1 To attain the department's goals, the members' goals and to implement the regulation of the department, the following duties are established for the Chief of Police, supervisory members, sworn, and civilian members of the department.
- 4.3.2 The Chief of Police will plan, organize, staff, direct, and control the personnel and resources of the department to attain the goals and implement the regulations set forth herein.
- 4.3.3 Supervisory Members
1. Supervisory members will be responsible for adherence to the department's policies, regulations, orders, and procedures. They are responsible and accountable for the maintenance of discipline and will provide leadership, supervision, training, and ensure the efficiency of unit operations. They are to influence subordinate members and to motivate them to perform at a high level of efficiency. Supervisors are to take actions to maximize the performance of all subordinates. Supervisors have the ability to delegate authority and the completion of specific functions; however, the supervisor remains responsible for the completion of all required tasks.
 2. They remain answerable and accountable for failures or inadequacies on the part of their subordinates. Shift assignments for all supervisory and management personnel will be determined by the Chief of Police Services
 3. Supervisory members are members who are at the rank of Lieutenant and above. Pursuant to Article 4, Bargaining Unit, of the Memorandum of Understanding (MOU), the MOU applies to "all commissioned officers below the rank of Lieutenant."
 4. The ranks of first Lieutenant and second Lieutenant and the ranks above are not covered by the MOU between the MPA and the city of Memphis. Therefore, the members of MPD management are prohibited from holding a MPA elected office. Only a Sergeant-detective or patrolman may hold office as a MPA elected representative.
 5. Supervisory members will:
 - a. Lead, direct, train, supervise, and evaluate members in their assigned duties.
 - b. Provide leadership and guidance in developing loyalty and dedication to the police profession.
 - c. Perform specific duties and functions as assigned by the Chief of Police or a superior officer.
 - d. Uphold a member who is properly performing his duty, deal fairly and equitably with all members and, when necessary, correct a subordinate in a dignified manner.
 - e. Cooperate with other units of the department, other city agencies, and other police agencies.
 - f. Recommend remedial or disciplinary action for inefficient, incompetent, or unsuitable members.
 - g. Ensure that all policies, rules, regulations, orders, and directives of the department are enforced and implemented by their subordinates.



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- h. Remain accountable for the failure, misconduct, or omission by their subordinates.

4.3.4 Sworn Members

1. Sworn members will devote themselves fully to the attainment of the letter and spirit of the departmental policy and goals and will conduct themselves at all times in such a manner as will reflect credit upon the department with emphasis on personal integrity and professional devotion to law enforcement.
2. Sworn members will:
 - a. Render the highest order of police service to all citizens at all times.
 - b. Obey all laws and promptly execute all lawful orders.
 - c. Know and conform to the department's policies, rules, regulations, orders, procedures, and directives.
 - d. Receive, record, and service immediately all complaints and requests for service in accordance with department orders.
 - e. Provide security and care for all persons and property coming into their custody.
 - f. Maintain a courteous and respectful attitude toward all persons.

4.3.5 Civilian Members

1. Civilian members will perform their assigned duties promptly and efficiently.
2. They will:
 - a. Obey all laws and execute all lawful orders.
 - b. Be bound by the policies, rules, regulations, orders, procedures, and directives of the department.

4.4 Equal Employment Opportunity Policy Statement

- 4.4.1 Our purpose is to create and maintain public safety in the City of Memphis. All Police Services personnel – commissioned and civilian – shall be treated with respect, dignity, and compassion.
- 4.4.2 The Police Division prohibits any form of discrimination that violates laws or policy in any action affecting our personnel, those seeking employment, and those benefiting from our services.
- 4.4.3 We shall aggressively pursue the best-qualified applicants for police officers, civilian employment and the reserve; and ensure that all people are given fair and equal treatment in personnel divisions;
- 4.4.4 We shall evaluate based on their job performance and provide advancement and retention opportunities based on demonstrated performance and regulatory requirements;



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4.4.5 We shall take prompt, appropriate, and effective measures to enforce this policy and ensure personal accountability.

4.4.6 All police management must be personally committed to and responsible for fair and equal treatment of all police services personnel and the citizens who are being served.

5. **DEFINITIONS**

6. **CANCELLATIONS**

This document is to be reviewed every three years.

7. **REFERENCES**

8. **SIGNIFICANT CHANGES**

9. **APPENDIX**