

## 2-02/040.00 - Division Chiefs

A Division Chief is a senior executive of the Department who commands and is accountable for the activities of a Division in accordance with the policies prescribed by the Sheriff, Undersheriff, and Assistant Sheriff(s). In managing a Division, a Chief is responsible for anticipating the problems, needs, trends and resources of the Division and its personnel, and for providing the appropriate leadership to accomplish goals which complement the mission of the Department.

The standards by which each Chief shall judge the performance of Divisional personnel are embodied in law (both statutory and case law), MOU's, the Department's Manual of Policy and Procedures, all Division Directives in support of the Manual, our Mission Statement, Core Values Statement and the Law Enforcement Code of Ethics.

Division Chiefs, in their role as executive staff to the Sheriff, and as members of the Executive Planning Council, must consider the impact of their decisions on the interests of the Department, their Divisions, the members of our Department, and the citizens we serve. It is incumbent upon the members of the Executive Planning Council to work in good faith and cooperation to best serve these interests.

The duties of this classification include the following:

- Administering a Division of the Department;
- Advising and assisting the Sheriff, Undersheriff, and Assistant Sheriff(s) in administrative and policy matters;
- Participating in strategic planning as directed by the Sheriff, providing direction, guidance and assistance to Commanders and Captains while holding them accountable for goal development and proper management of their Units consistent with Division goals;
- Planning for the expansion or reorganization of Division operations to meet growing or changing law enforcement, custodial, or service needs;
- Directly supervising Commanders and indirectly the remaining elements in the chain of command;
- Communicating and enforcing Department policy and procedures;
- Recommending disciplinary action affecting Division personnel;
- Preparation and management of the Division budget;
- Conducting inspections of Division Units to ensure compliance with established laws and operational standards; and
- Representing the Department in appearances before civic groups or organizations.

In addition to position specific responsibilities, each Chief is accountable for:

- His personal acts and omissions, and when reasonable and appropriate, the acts and omissions of his subordinates. In connection therewith, his supervisory and managerial responsibilities shall include, among others:
  - A responsibility to take appropriate corrective measures consistent with his rank and authority when he is, or reasonably should be, aware that such measures are called for;
  - A responsibility to use the information and management tools available to him, including, but not limited to, manual and automated personnel information, to attempt to anticipate and address, through corrective measures consistent with his authority, reasonably identifiable Departmental

risks or potential employee misconduct; and

- Maximizing the reverence for human life by critical oversight of the Department's system for reporting, reviewing and training the use of force;
- Supporting and promoting the Department's Core Values, Service Oriented Policing philosophy, affirmative action guidelines and the Law Enforcement Code of Ethics by both actions and statements;
- Reinforcing, through actions and statements, the Department's position on discrimination, sexual harassment and cultural diversity;
- Keeping the public trust by demanding a high degree of personal integrity from all command personnel and, in turn, requiring that they do the same with their subordinates;
- Demanding nothing less than lawful behavior from subordinate command personnel and, in turn, requiring that they do the same with their subordinates;
- Promoting community partnerships by mentoring subordinate command personnel;
- Ensuring that subordinate personnel have a clear understanding of appropriate and expected conduct when dealing with both co-workers and the community we serve;
- Keeping his immediate supervisor apprised of any problems, issues or significant activities within his area of responsibility;
- Managing Human Resources - knowing the strengths, weaknesses and special skills of his immediate subordinates and, where reasonably possible, those of the other subordinates in his area of responsibility. Ensuring that professional competence and skillful enforcement of the law remain at the highest levels by instilling such values in subordinate command personnel by word, action, example and inspection. Effectively and efficiently managing and retaining subordinates in a manner that inspires and supports harmonious working relationships among all Department members, other agencies, and the community. Rating subordinates in a timely and objective manner;
- Managing Financial and Material Resources - the productive planning and use of material resources. Identifying and monitoring available budget resources; while at the same time addressing short and long term planning needs that affect his command;
- Managing Work (Systems and Operations) - the development and implementation of realistic short and long term plans that emphasize productivity and provide for evaluations of effectiveness designed to ensure that Bureau and Divisional goals are achieved in a timely manner. The quality, timeliness and accuracy of his paperwork, as well as the quality, timeliness and, when appropriate, the accuracy of paperwork prepared at his direction by a subordinate;
- Managing Information - processing information thoroughly and promptly for relevance and significance. Productively using information to communicate constructively with Department members, other agencies and the community;
- Managing as a Member of the Team - promoting a positive public relations image and fostering productive relationships with peers, other Departments, and agencies, using management and leadership skills to strengthen and promote a healthy organizational loyalty;
- Managing Change - handling emergencies and responding to internal and external influences. Being resourceful and adaptive, while planning and anticipating for the future;
- Self-Management Practices - demonstrating decisiveness, independence, consistency, reliability and accepting responsibility. Exhibiting ethical, personal and organizational courage, while providing ethical guidance to staff members. Maintaining, and where possible, enhancing his professional knowledge and skills, and keeping current on events that affect the Department and his area of responsibility. Being well groomed and appropriately attired;

- Managing Loss/Liability Prevention - actively monitoring potential areas of risk and liability to the Division. Ensuring appropriate preventive and remedial actions are taken by Division managers with regard to unauthorized force, discrimination and other areas of risk. Determining that appropriate training and program needs are met to promote personnel competence and safety; and
  - Utilizing safe driving techniques while driving County vehicles.
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