2-02/060.00 - Captains

A captain is the commanding officer of a bureau, facility or station. As such, captains are the leaders of the management teams at their units and are responsible for all of their functions and operations. Captains shall set the operational philosophies of the units to ensure that the needs and goals of the community, the Department, and their staffs are met to the highest degree possible.

A captain's leadership shall be manifested through clear and concise interpretation of existing laws (both statutory and case law) MOU's, the Department's Manual of Policy and Procedures, all division directives in support of the Manual, the Los Angeles County Fiscal Manual, the Los Angeles County Purchasing Policy Manual, and our Mission statement, Core Values statement and the Law Enforcement Code of Ethics, training requirements, and any other direction given by appropriate authority.

The duties of this classification include the following:

- Enforcing policies and regulations of the Department and the division;
- Conducting special investigations;
- Supervising subordinate personnel;
- Documenting the performance of subordinate personnel; Maintaining discipline; Making reports and recommendations;
- Acting as liaison with cities served by the station;
- Completing the Departmental Change of Command (form SH-AD-601) when assuming a new or change of command (refer to the Policy and Ethics Chapter), determining and submitting their units' proposed budget for the succeeding fiscal year;
- Ensuring compliance with established laws and operational standards at their units of assignment and correcting deficiencies in a timely manner; and
- Providing guidance, mentoring, and/or counseling to subordinates whose performance demonstrates a need for intervention.

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

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

Fiscal Management

- Use of Overtime - Being fully aware of their unit's status with regard to the use of overtime, and make prudent decisions on an independent basis when approving overtime usage;
- Purchasing, Service Contracts, and Unit Budget/Funds - Knowing the overall status of their unit's various

accounts, purchase orders and services contracts, ensuring that over-expenditures do not occur, making efficient use of the unit's funds, and being in compliance with the fiscal policies established in this Manual, the Los Angeles County Fiscal Manual, and the Los Angeles County Purchasing Policy Manual; and

- Staffing - Assigning the necessary staff to effectively manage their unit's workloads, and local community needs within budget constraints.

Administration of Personnel

- Knowledge - Knowing the strengths, weaknesses, and special skills of their immediate subordinates, and where reasonably possible, those of other subordinates;
- Training/Development - Establishing an effective training program and ensuring that all personnel receive the appropriate training required and validate all training on an on-going basis. They shall offer staff development training whenever possible and require managers/supervisors to observe and accurately record the training and development of personnel. They shall ensure that new policies/procedures are made known to their members and remedial training is given to individuals who demonstrate a need. They shall hold their subordinates accountable for information and direction received through training;
- Discipline/Reward - Reviewing and evaluating all information that may lead to a disciplinary action or commendation. They shall regularly review the administrative investigation process and ensure cases are handled in a timely manner and that all the reports are thorough and accurate. They shall establish a reward/recognition program for the unit;
- Conduct - Ensuring that their personnel have a clear understanding of appropriate and expected conduct when dealing with the community, prisoners, and co-workers, by placing emphasis on: cultural awareness, integrity and ethics, harassment and discrimination issues, Departmental Core Values and service oriented policing;
- Use of Force - Striving to eliminate excessive and unnecessary use of force through an established system of supervision, training, incident evaluation, and application of remediation as appropriate. Holding lieutenants and sergeants accountable for appropriately detailed force review and documentation, as well as for disseminating training of value from incident analysis among subordinates. Maximizing reverence for human life by ensuring that lieutenants and sergeants understand and communicate to subordinates how the value relates to use of force;
- Evaluation - Ensuring that the performance of their personnel, both positive and negative, is accurately documented and that evaluations are submitted in a timely manner. Rating their immediate subordinates in a timely and objective manner, and developing and implementing ongoing strategies to enhance their professional performance;
- Health and Safety - Establishing an ongoing wellness program, and follow-up and assisting their injured/ill personnel;
- Personal Relations - Treating every member of this Department, sworn and civilian, with the same dignity and respect that they would expect in return. They must also remain thoroughly familiar with applicable MOU'S, employee relations issues, and personnel rules and regulations;
- Personnel Policies - Supporting and promoting the Department's affirmative action guidelines;
- Administrative Investigations – Ensuring that letters of intent to impose discipline and letters of imposition are personally served on subjects in a timely manner. Scrutinizing all requests for time off made by a subject of an administrative investigation. Ensuring that subordinate personnel (or the subject's current unit commander if the subject has transferred to another unit) do not grant the subject

time off in any manner that may prevent timely personal service of a letter of intent to impose discipline;

- Discharged Employee Returned to Duty – Ensuring that when an employee is returned to duty after being discharged, the employee's PRMS profile is run and (1) any cases inactivated due to the discharge are re-activated and completed in a timely manner; and (2) any letters of intent or imposition which were not served upon the employee due to the previous discharge are timely and promptly served; and.
- Injured on Duty Employees Returned to Duty – Ensuring that when an employee is returned to full duty after being injured, the employee is currently qualified with their duty weapon prior to being deployed in the field. The unit commander shall consult with the Weapons Training Unit to ensure employee is properly qualified.

Delivery of Service

- Supporting and promoting the Department's Core Values and service oriented policing philosophy, as well as community partnerships.

Efficient and Effective Operations

- Goals - By actions and statements they shall actively strive toward accomplishing the Departmental and unit goals, while encouraging subordinates to follow their example and ensuring that all subordinate staff are knowledgeable of Departmental and unit goals;
- Reports/Notifications - Communicating with their supervisors and keeping them aware of problems, issues, and activities concerning their areas of responsibility. They shall also ensure that all reports and notifications are accurate and timely; and
- Information - Establishing a formal system that ensures the flow of information throughout their unit.

Role Model

- Physical Appearance - Setting an example of professionalism and pride by appearing well groomed and appropriately attired;
- Demeanor/Attitude - By actions and statements reflecting maturity, objectivity, enthusiasm, and a commitment to excellence in accomplishing the mission, goals, and programs of the Department;
- Communicative/Interpersonal Skills - Encouraging and promoting open and constructive relationships with citizens, co-workers, subordinates, and superiors through understanding, empathy, and tolerance. Their written and oral communication should be clear and concise;
- Social Skills - Demonstrating actions and decisions that reflect consideration of social, cultural, and political factors which are important to the community and Department; maintaining a liaison with other persons or agencies which affect their command; regularly attending Departmentally supported functions and encouraging their unit's participation when appropriate;
- Self-improvement - Maintaining and enhancing their professional knowledge and skills, and remaining current on events that affect the Department and their unit;
- Innovation - Continually evaluating and seeking methods of improving the operation of their unit, the well-being of their personnel, and the level of service that their unit provides;
- Ethical Conduct - By their actions and statements, possessing the highest standards of moral and ethical conduct; and
- Core Values - Demonstrating clear expectations of acceptable conduct, including the tenets of the Department's established Core Values.

Risk Management

- Preparing a Risk Management plan;
- Minimizing risk to the Department and personnel by monitoring, reviewing, documenting, disciplining, and rewarding their employees' performance; and
- Utilizing safe driving techniques while driving county vehicles.