2-02/080.00 - Sergeants

Sergeants are the most visible and critical element of sworn supervision within the Department. Sergeants are first-line supervisors with primary responsibility for ensuring compliance with the professional and ethical standards of the Department by all subordinate Deputy Sheriffs and civilian employees. Sergeants shall know the duties and responsibilities of a first-line supervisor with regard to the Peace Officer's Bill of Rights, Civil Service Rules, applicable MOU'S, FLSA, the disciplinary and employee grievance processes and administrative investigation procedures. Sergeants shall strive to be positive role models and to provide leadership in delivering Service Oriented Policing and in assisting the community in solving problems and maintaining the peace.

The duties of this classification include the following:

- Acting as Traffic Sergeant, supervising the activities of traffic units and crossing guards,
- Acting as Field Sergeant, supervising the activities of patrol cars,
- Acting as a Custody Sergeant on a given shift,
- Acting as Personnel Sergeant for a major Unit of the Department,
- Acting as shift Watch Commander at a small Station,
- Acting as Operations Sergeant in specialized Units,
- Acting as a staff assistant to the head of a major Unit,
- Performing specialized duties such as range operation, legal research, or manual or order writing,
- Inspecting and briefing assigned personnel,
- Conducting in-service training,
- Handling minor disciplinary and personnel problems,
- Evaluating and documenting the job performance of assigned personnel,
- Provide guidance, mentoring, and/or counseling to subordinates whose performance demonstrates a need for intervention,
- Preparing records and reports,
- Performing specialized investigations requiring specialized techniques and skills in such areas as homicide, burglary, robbery, forgery and fraud,
- Gathering evidence and preparing detailed reports of the results of investigations,
- Assisting in the preparation of legal documents such as search warrants,
- Coordinating the activities of subordinate personnel in planning and conducting major or large-scale investigations,
- Interviewing witnesses and complainants,
- Apprehending and interrogating suspects,
- Acting as Unit Reserve coordinator, directly supervising Reserve activity,
- Acting as unit vehicle fleet supervisor, directing vehicle maintenance needs and functionally supervising services assistants or sworn personnel.

In addition to position specific responsibilities, each Sergeant 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.

Role Identification

- Possessing a clear understanding of their role as first-line supervisors who are accountable for the safety, development and actions of subordinates. This basic supervisory requirement is reinforced in the Core Value of being fully accountable for their own actions or failures and when appropriate, for the actions or failures of their subordinates.

Transition

- Demonstrating leadership abilities by recognizing the difference between doing the work and getting it done through others. Constantly maintaining their supervisory integrity by knowing the limits of their authority and following through on promised actions.

Fiscal Management

- Use of Overtime - Monitoring those assignments requiring the use of overtime and ensuring that they are handled in a manner consistent with established overtime guidelines. They shall be aware of applicable guidelines, such as MOU provisions and FLSA requirements and make prudent decisions when approving the use of overtime,
- Staffing - Continually monitoring their personnel resources and re-assigning them as needs change, for maximum efficiency.

Critical Incident Management

- Demonstrating a thorough understanding of emergency procedures and management of officer involved incidents. The effective direction of on-the-scene emergency activities of subordinates is mandatory.

Training

- Meeting their responsibilities as trainers. They must be capable of planning, coordinating, and conducting meaningful roll call and in-service training. They shall identify the training needs of each subordinate and develop training programs to meet those needs and ensure, through observation and recordation, that all subordinates are developing at an acceptable rate. They shall conduct post-incident training debriefings and critiques to maximize subordinates' ability to learn from experience. Additionally, they must actively participate in the career development and guidance of their subordinates.

Supervision of Personnel

- Knowledge - Knowing the strengths and weaknesses and special skills of each of their subordinates,
- Counseling/Documentation - Being timely and accurate in documenting and counseling both positive

and negative subordinate conduct and performance, utilizing the Department's Unit Performance Log Entry form, when appropriate,

- Conduct - Ensuring that subordinates 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 - Directly supervising the use of force by being present when possible and directing and controlling subordinate activities as appropriate. Accepting notifications about use of force and initiating the force review process by notifying the supervising Lieutenant and accomplishing appropriate documentation tasks. Critically evaluating the tactics leading to use of force and maximizing subordinates' ability to learn from experience. Maximizing subordinates' embracing of the Core Value "reverence for life" by supporting the value in discussions and training about force, both before and after its use,
- Evaluation - Rating subordinates in and objective and timely manner,
- Health and Safety - Supporting and encouraging Unit-level wellness programs, and keeping a safe, secure and clean work place,
- Personal Relations - Treating every member of this Department, sworn and civilian, with the same dignity and respect that they would expect in return.

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 actively striving toward accomplishing Departmental and Unit goals, while encouraging subordinates to follow their example,
- Reports/Notifications - Communicating with supervisors and keeping them aware of problems, issues and activities concerning their areas of responsibility. Ensuring that all reports and notifications are accurate and submitted in a timely manner,
- Information - Functioning as an agent of information exchange between management and subordinate personnel.

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 communications 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 the Department,
- Self-improvement - Maintaining and enhancing their professional knowledge and skills, remaining current on events that affect the Department and their Units of assignment,

- Innovation - Continually evaluating and seeking methods of improving the operation of their Units,
- Ethical Conduct - By their actions and statements, possessing the highest standards of moral and ethical conduct,
- Core Values - Demonstrating clear expectations of acceptable conduct, including the tenets of the Department's established Core Values.

Risk Management

- Striving to minimize risk to the Department and personnel through monitoring, inspecting, reporting and improving their employees' performance,
- Utilizing safe driving techniques while driving County vehicles,
- Monitoring their work location for safety and safety-related hazards and taking immediate remedial action, if appropriate.