2-02/140.00 - Directors

A Director is a manager of a major Department support service. As such, Directors, are leaders of the management team at their Units and are responsible for all their Units' functions and operations. Directors shall set the operational philosophies of their Units to ensure that the needs and goals of the Department and their staff are met to the highest degree possible.

Certain Directors have the same level of responsibility as a Captain in their capacity as a Unit Commander of a large Bureau level support operation, while others have more of an advisory or specialty responsibility with smaller staffs and less than Bureau level responsibility.

Examples of civilian classifications that are considered Directors include, but are not limited to, the following:

- Director, Medical Services, Sheriff;
- Director, Personnel Services, Sheriff;
- Director, Employee Relations/Advocacy Services, Sheriff;
- Director, Employee Support Services, Sheriff;
- Director, Facilities Administration;
- Director, Jail Programs, Sheriff; and
- Director, Special Programs, Sheriff.

The duties of this classification include the following:

- Communicating and enforcing policies and regulations of the Department and the Division/service;
- Conducting special investigations;
- Supervising and evaluating subordinates;
- Provide guidance, mentoring, and/or counseling to subordinates whose performance demonstrates a need for intervention;
- Maintaining discipline; and
- Determining and submitting their Units' proposed budget for a succeeding fiscal year.

In addition to position specific responsibilities, each Director 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; and
    - 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.

Fiscal Management

- Use of Overtime - being fully aware of his Unit's status with regard to the use of overtime, and making

prudent decisions on an independent basis when approving overtime usage;

- Purchasing, Service Contracts, and Unit Budget/Funds - knowing the overall status of his 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 staff to effectively impact the workload, community needs and the budget.

Administration of Personnel

- Knowledge - knowing the strengths, weaknesses and special skills of his immediate subordinates, and where reasonably possible, those of the other subordinates in his areas of responsibility;
- Training/Development - establishing an effective training program and ensuring that his members receive the appropriate training required and validating all training on an on-going basis. He shall offer staff development training whenever possible and require managers/supervisors to observe and accurately record the training and development of their subordinates;
- Personnel Policies - supporting and promoting the Department's affirmative action guidelines;
- Disciplinary/Reward - reviewing and evaluating all information that may lead to a disciplinary action or commendation. He shall regularly review the administrative investigation process and ensure that cases are handled in a timely manner and that all the reports are thorough and accurate. He shall establish a reward/recognition program for the Unit;
- Conduct - ensuring that his subordinates have a clear understanding of appropriate and expected conduct when dealing with the public and co-workers, by placing emphasis on: Cultural Awareness, Integrity and Ethics, Harassment and Discrimination issues, Departmental Core Values and Service Oriented Policing;
- Evaluation - ensuring that the performance of his subordinates, both positive and negative, is accurately documented and that evaluations are submitted in a timely and objective manner;
- Health and Safety - establishing an ongoing wellness program, maintaining a safe, secure and clean work place and establishing a system to manage, follow-up and assist his injured/ill members; and
- Personal Relations - treating every member of this Department, sworn and civilian, with the same dignity and respect that he would expect in return. He must also remain thoroughly familiar with applicable MOU'S, employee relations issues, and personnel rules and regulations.

Delivery of Service

- Supporting and promoting the Department's Core Values and Service Oriented Policing philosophy.

Efficient and Effective Operations

- Goals - by actions and statements, actively striving toward accomplishing Departmental and Unit goals, while encouraging subordinates to follow his example; ensuring that all subordinate staff are knowledgeable of Departmental and Unit goals;
- Reports/Notification - communicating with his supervisors and keeping them aware of problems, issues and activities concerning areas of his responsibility. He shall also ensure that reports and notifications are accurate and timely;
- Paperwork - 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; and

- Information - establishing a formal system that ensures the flow of information throughout his Units.

Role Model

- Physical Appearance - setting an example of professionalism and pride by appearing well groomed, and appropriately attired;
- Demeanor/Attitude - by actions and statements, reflect 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. His 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 Department, and maintaining a liaison with other persons or agencies which affect his 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 his Unit;
- Innovation - continually evaluating and seeking methods of improving the operation of his Unit, the well-being of his personnel and the level of service that his Unit provides;
- Ethical Conduct - by his 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

- Minimizing risk to the Department and personnel by monitoring, reviewing, documenting, disciplining and rewarding his employees' performance; and
- Utilizing safe driving techniques while driving County vehicles.