2-02/150.00 - Assistant Directors

Assistant Directors are accountable to the appropriate Director for all the functions within their sphere of responsibility. They are specifically responsible for providing leadership and support to their subordinate civilian managers, supervisors and personnel.

An Assistant Director's leadership shall be manifested through clear and concise interpretation of 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 Statements, Core Values Statement, the Law Enforcement Code of Ethics, training requirements and other direction given by appropriate authority.

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

- Assistant Director, Fiscal Administration;
- Assistant Director, Medical Services;
- Assistant Director, Personnel Services, Sheriff;
- Crime Laboratory Assistant Director, Sheriff;
- Assistant Director, Employee Relations/Advocacy Services, Sheriff;
- Assistant Director, Psychological Services, Sheriff;
- Assistant Head, Facilities Planning, Sheriff;
- Assistant Jail Stores Manager, Sheriff.

The duties of this classification include the following:

- Acting as Director in his absence;
- Supervising and evaluating subordinates;
- Provide guidance, mentoring, and/or counseling to subordinates whose performance demonstrates a need for intervention;
- Conducting Bureau investigations and special research studies;
- Maintaining discipline;
- Preparing reports and making recommendations;
- Making recommendations for formulation of Unit policy and procedures; and
- Assisting in formulating and implementing the Unit's budget.

In addition to position specific responsibilities, each Assistant 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 aware of his Unit's status with regard to the expenditure of overtime. He shall make prudent decisions on an independent basis when approving overtime;
- Staffing - assigning subordinates in a manner that most effectively completes the Unit's mission or special operation. He shall exercise creative solutions to enhance productivity while minimizing the use of overtime; and
- Resources and Funds- using and recommending the purchase of only those resources needed to perform his operations, bearing in mind, the budget constraints faced by the Department.

Management of Personnel

- Knowledge - knowing the strengths, weaknesses and special skills of each of his civilian managers, supervisors and where reasonably possible, those of other subordinates;
- Training/Development - identifying the training needs of each of his subordinates, and developing training programs to meet those needs. He shall ensure that his civilian managers and supervisors observe and accurately record the training and development of their own subordinates;
- Discipline/Reward - gathering all information regarding incidents which may lead to discipline or reward, and accurately documenting the information and complete the report(s) in a timely manner. He shall hold his civilian managers and supervisors accountable for making both positive, and negative comments regarding his subordinates' activities and actively pursue recognition for exceptional actions by subordinates. He shall also lead Civilian Managers and Supervisors in developing programs for problem subordinates to alter inappropriate behavior through training, supervision or discipline;
- 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 and Departmental Core Values;
- Evaluation - ensuring that the performance of his subordinates, both positive and negative, is accurately documented and that evaluations are submitted in a timely manner. Rating his immediate subordinates in a timely and objective manner;
- Health and Safety - supporting and encouraging Unit-level wellness programs and keeping a safe, secure and clean work space; and
- Personal Relations - treating every member of this Department, sworn and civilian, with the same dignity and respect that he would expect in return. They should possess a good knowledge of Employee Relations/Advocacy Services 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 his subordinates to follow his example;
- Reports/Notifications - communicating with civilian managers and supervisors and keeping them aware of problems, issues and activities concerning their areas of responsibility. He shall also ensure that all

reports and notifications are accurate and timely; and

- Information - supporting and encouraging the flow of information throughout the Unit, upward and downward.

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 the public, co-workers, subordinates and superiors through understanding, empathy and tolerance. His written and oral communications shall 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;
- Self-Improvement - maintaining and enhancing his professional knowledge and skills and remaining current on events that affect the Department and his Unit. He shall maintain a liaison with other persons of equal rank on matters which affect their Units of assignment;
- Innovation - continually evaluating and seeking methods of improving the operation of his Unit, the well-being of his personnel, and the level of service his Unit provides;
- Ethical Conduct - by his actions and statements, possess 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 through monitoring, evaluating reporting and remediating his employees' performance. Utilizing safe driving techniques while driving County vehicles.