2-02/160.00 - Civilian Managers

Civilian managers manage the overall operations of a given Unit(s), activity or specialized detail, and/or provide staff assistance to a civilian administrator or Director. They are responsible for providing leadership and guidance to their subordinate civilian supervisors and personnel.

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

- Accounting Officer III;
- Communication Projects Manager, Sheriff;
- Data Systems Coordinator;
- Facilities Project Manager I;
- Facilities Project Manager II;
- Head Departmental Personnel Technician;
- Manager, Custody Records Systems, Sheriff;
- Manager, EDP Systems Maintenance and Operations, Sheriff;
- Manager, Evidence and Property Operations, Sheriff;
- Manager, Food Services, Sheriff;
- Manager, Records Information Systems, Sheriff;
- Manager I, Craft Operations;
- Manager II, Craft Operations;
- Supervising Administrative Assistant II;
- Supervising Administrative Assistant III; and
- Supervising Sheriff's Station Clerk.

The duties of this classification include the following:

- Supervising and evaluating subordinates;
- Provide guidance, mentoring, and/or counseling to subordinates whose performance demonstrates a need for intervention;
- Scheduling work assignments;
- Handling minor disciplinary and personnel problems;
- Providing staff assistance to the administrator or a Director;
- Making recommendations for formulation of Unit policy and procedures;
- Assisting in formulating and implementing their Unit's budget; and
- Briefing civilian supervisors and subordinates regarding Departmental and Unit goals and objectives.

In addition to position specific responsibilities, each civilian manager 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 individual section's and Unit's status with regard to the expenditure of overtime. He shall make prudent decisions on an independent basis when approving the use of overtime;
- S & S Account - using and recommending the purchase of only those items necessary to accomplish the job, being mindful of the overall balance of his S & S funds; and
- Staffing - assigning his subordinates in a manner which best accomplishes the needs and objectives of his Unit/Section; he shall exercise creative solutions to effectively staff and deploy his personnel to meet his workload needs, while remaining cognizant of the fact that the use of overtime must be minimized.

Management of Personnel

- Knowledge - knowing the strengths, weaknesses and special skills of each of his civilian supervisors and, where reasonably possible, those of 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 supervisors observe and accurately record the training development of their own subordinates;
- Discipline/Reward - gathering all information regarding incidents which may lead to discipline or reward, accurately documenting the information and completing the report(s) in a timely manner. Holding civilian supervisors accountable for making both positive and negative comments regarding their subordinates' activities. He shall actively pursue recognition for exceptional actions by subordinates and lead civilian 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 accurate, objective, and 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. He should possess a good working 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 subordinates to follow his example;
- Reports/Notifications - communicating with his civilian supervisors and subordinates and keeping them aware of problems, issues and activities concerning areas of his responsibility. He shall ensure that all reports and notifications are accurate and timely; and
- Information - supporting and encouraging the flow of information throughout his Unit upward and downward.

Role Model

- Demeanor/Attitude - by actions and statements, reflecting maturity, objectively, 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 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;
- Self-Improvement - maintaining and enhancing his professional knowledge and skills and remaining current on events that affect the Department and his Units. He should maintain a liaison with other persons of equal rank on matters which affect his Unit 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 provided by his Unit;
- Ethical Conduct - by his actions and statements, shall 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

- Striving to minimize risk to the Department and personnel through monitoring, reviewing, reporting and remediating his employees' performance; and
- Utilizing safe driving techniques while driving County vehicles.