2-02/170.00 - Civilian Supervisors

Civilian supervisors provide the first level of supervision of civilian employees at Departmental Units. They are primarily responsible for the day-to-day operations of a Unit within a larger Unit. Additionally, their responsibilities include ensuring compliance with the professional and ethical standards of the Department by all subordinate civilian employees. Civilian supervisors shall strive to be positive role models and provide leadership to their subordinates.

Civilian supervisory classifications are those designated as such in the current supervisory Memorandum of Understanding (MOU).

Duties of this position include the following:

- Supervising and evaluating subordinates;
- Provide guidance, mentoring, and/or counseling to subordinates whose performance demonstrates a need for intervention;
- Coordinating the activities and scheduling the work assignments of their subordinates;
- Handling minor disciplinary and personnel problems;
- Evaluating the job performance of their assigned subordinates;
- Providing staff assistance to the civilian manager; and
- Briefing subordinates regarding the goals and objectives of their Unit and this Department.

In addition to position specific responsibilities, each civilian supervisor 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 - monitoring those assignments requiring the use of overtime and ensuring that they are handled in a manner consistent with established overtime guidelines;
- S & S Account - using and requesting 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 personnel according to the Unit/Section's workload needs while remaining cognizant of the fact that the use of overtime must be minimized.

Supervision of Personnel

- Knowledge - knowing the strengths, weaknesses and special skills of each of his subordinates;
- Training/Development - identifying the training needs of each of his subordinates and developing training programs to meet those needs. He shall observe and accurately record their subordinate's training and development;
- Discipline/Reward - knowing the duties and responsibilities of a first-line supervisor with regard to Civil Service, disciplinary process, employee grievance and administrative investigation procedures. He shall be timely and accurate in documenting the commendable examples of subordinate performance, as well as counseling of subordinates;
- 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 evaluations are accurate, objective and submitted in a timely manner;
- Health and Safety - supporting and encouraging Unit-level wellness programs, and keep 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.

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 his subordinates to keep them aware of problems, issues and activities concerning their areas of responsibility. He shall ensure that all reports and notifications are accurate and timely,
- Information - supporting and encouraging the flow of information throughout his 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 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 Unit;

- Innovation - continually evaluating and seeking methods of improving the operation of 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 by monitoring, reviewing, reporting and improving his employees' performance; and
- Utilizing safe driving techniques while driving County vehicles.