## COMPETENCY CRITIERIA BY CLASSIFICATION LEVEL – LAW ENFORCEMENT MANAGEMENT

The following seven Core Competencies shall be used when preparing a law enforcement manager's annual appraisal to evaluate how well the manager has performed his/her day-to-day responsibilities. Each job competency is assessed as follows:

- Each competency shall be evaluated separately, on its own merit. Competency in one criterion is not intended to be judged relative to competency in any other criteria.
- Under each competency is a standard definition of that competency.
- To assist in evaluating how well law enforcement managers are performing in each competency, some examples of each competency are listed by classification. (Assume that each competency is cumulative (e.g.: a Captain is expected to possess the skills listed in each competency category of a Lieutenant).

Competency Criteria	Lieutenant (Sheriff)/Commander(DA)	Captain (Sheriff) /Assistant Chief (DA)
Results (examples)  • Plans, organizes and implements projects to meet established timelines  • Accomplishes goals set by the department  • Focuses on quality customer service	<ul> <li>Achieves expected quality and quantity of results</li> <li>Maintains appropriate focus on outcomes</li> <li>Anticipates and meets customer needs</li> <li>Balances short and long term goals</li> <li>Demonstrates appropriate sense of urgency</li> <li>Identifies customer needs and monitors how well those needs are being met</li> </ul>	<ul> <li>Accomplishes strategic goals assigned to Function</li> <li>Effectively coordinates efforts between work groups to ensure goals are completed</li> <li>Obtains resources necessary to accomplish tasks</li> <li>Involved in County-wide strategic efforts</li> <li>Values and manages for outcomes</li> <li>Ensures functional areas of responsibility are accomplished with appropriate level of quality, in a timely fashion, and are tied to the organizations strategic goals</li> </ul>
Judgment/Decision Making/Problem Solving (examples)  • Uses creativity and innovation in achieving business objectives  • Confronts conflict directly and objectively with a goal of resolution for all	Assembles pertinent data and sufficient facts before making decisions     Makes decisions based on sound logic     Demonstrates skill at formulating solutions to difficult/complex issues     Encourages decision making at lowest possible level     Effectively influences key decision makers     Effectively uses department resources     Recognizes and effectively manages risk	Makes decisions consistent with department/County objectives and strategic goals     Demonstrates willingness to make tough decisions and commit to action     Effectively uses department resources     Recognizes and effectively manages risk     Demonstrates skill at formulating solutions to difficult/complex issues     Effectively influences key decision makers

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Effective Communication (examples)  • Promotes open, candid information sharing across organizational boundaries • Listens effectively to others • Presents ideas and complex material clearly, logically, and concisely	<ul> <li>Listens effectively</li> <li>Presents ideas and complex materials clearly, logically and concisely</li> <li>Shares information with appropriate parties</li> <li>Maintains open and productive dialogue with peers</li> <li>Conducts effective/efficient meetings</li> <li>Makes appropriate use of formal and informal communication modes</li> <li>Communicates effectively with both individuals and groups</li> <li>Effectively communicates and interprets organizational policies and procedures</li> </ul>	<ul> <li>Communicates clear strategic direction, orally and in writing</li> <li>Shares pertinent information across organizational lines</li> <li>Recognizes potentially sensitive information, selects appropriate audiences</li> <li>Conducts effective/efficient meetings</li> <li>Makes appropriate use of formal and informal communication modes</li> <li>Communicates effectively with both individuals and groups</li> <li>Effectively communicates and interprets organizational policies and procedures</li> </ul>
Functional Expertise (examples)  • Demonstrates technical proficiency	<ul> <li>Possesses knowledge, skill, and functional expertise needed to meet day-to-day demands of current job assignment</li> <li>Applies own expertise such that it adds value to the organization</li> <li>Applies functional skill/knowledge to solve problems and arrive at sound solutions</li> <li>Provides high quality, technically sound recommendations</li> <li>Develops innovative, creative solutions to organizational challenges</li> <li>Establishes productive relationships with professional peers</li> <li>Accurately assesses technical expertise and capabilities of staff</li> </ul>	<ul> <li>Accurately assesses technical expertise in job candidates; selects / assigns staff appropriate to organizational needs</li> <li>Clearly articulates department needs and secures adequate resources to meet needs</li> <li>Develops and implements effective strategies to use technical expertise to benefit of organization</li> <li>Develops innovative, creative solutions to organizational challenges</li> <li>Establishes productive relationships with professional peers</li> <li>Accurately assesses technical expertise and capabilities of staff</li> </ul>
Planning/Organizing (examples)  • Identifies, prioritizes and meets established deadlines	<ul> <li>Plans, prioritizes work, and manages time effectively</li> <li>Effectively manages projects</li> <li>Appropriately keeps management informed of progress</li> <li>Organizes projects well</li> <li>Clearly defines subordinates' (or project team members) jobs, tasks, roles, and responsibilities</li> <li>Accurately projects unit resource needs: staff, equipment, budget</li> <li>Develops programs/implements procedures that improve overall effectiveness of bureau</li> </ul>	<ul> <li>Anticipates approaching problems and emerging opportunities; and communicates effectively</li> <li>Effectively formulates and executes strategies supporting operational goals</li> <li>Identifies, requests, and obtains necessary resources to accomplish business mission</li> <li>Accurately projects unit resource needs: staff, equipment, budget</li> <li>Develops programs/implements procedures that improve overall effectiveness of department</li> <li>Effective project management</li> </ul>

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Collaboration/Teamwork (examples)  Builds internal/external interaction as a means to meet project/team goals  Ensures that individual/team goals are not met at the expense of others	<ul> <li>Freely shares specialized knowledge with others</li> <li>Establishes and maintains productive working relationships</li> <li>Involves appropriate people in plans and decisions</li> <li>Addresses difficult issues, while creating a minimum of antagonism or divisiveness within work unit</li> <li>Recognizes and respects value of diversity and differing opinions</li> <li>Consistently works in support of larger organizational agenda (beyond own unit/division)</li> <li>Understands human dynamics inherent in teams and applies this knowledge to foster teamwork</li> <li>Encourages open and productive communication on controversial issues</li> <li>Demonstrates perceptive awareness of subtle nuances; adjusts responses as needed to achieve desired outcomes</li> </ul>	<ul> <li>Demonstrates ability to understand and respect multiple perspectives</li> <li>Willingly shares resources in support of larger organizational goals</li> <li>Forms and maintains helpful, appropriate coalitions within the organization</li> <li>Models behavior that supports teamwork and collaboration; and rewards that behavior in others</li> <li>Consistently works in support of larger organizational agenda (beyond own unit/division)</li> <li>Understands human dynamics inherent in teams and applies this knowledge to foster teamwork</li> <li>Encourages open and productive communication on controversial issues</li> </ul>
Supervision		
and/or Leadership	<ul> <li>Positively accepts staff initiated recommendations for improved productivity, better service or work process cost reduction</li> </ul>	Provides challenging assignments, delegates authority matching responsibility     Accurately anticipates and provides sufficient resources and support
Supervision/Leadership (examples)	Regularly provides clear work guidelines, monitors staff progress, redirects tasks, and sets	adequate for tasks  Consistently encourages staff to suggest opportunities for improved
<ul> <li>Motivates employees to reach their highest performance potential</li> <li>Accomplishes work through delegation</li> </ul>	limits as needed  Demonstrates the ability to adapt his/her management style as required to accomplish task or achieve goals  Accurately identifies sources of conflict and constructively mitigates causes of conflict to	productivity and better service or work process cost reduction
<ul> <li>Provides honest, timely feedback about</li> </ul>	minimize impact to staff	
day-to-day projects and employee performance	<ul> <li>Takes responsibility for own actions regardless of outcome</li> <li>Consistently applies high ethical standards of behavior to work assignments, decision-making and associations</li> <li>Consistently demonstrates support for a work environment that rewards high integrity</li> <li>Demonstrates the ability to discern when enough data is available to make a decision; balances calculated risk against recklessness</li> <li>Strives to fully understand outcome of decisions/actions and acts appropriately</li> </ul>	<ul> <li>Consistently demonstrates effective conservation and application of public resources</li> <li>Consistently projects an image of expertise, presence and authority; demonstrates comfort with taking a leadership role</li> <li>Models behavior demonstrating high standards of honesty and personal integrity</li> <li>Regularly demonstrates objectivity and the ability to evaluate complex situations from a global perspective; avoids parochialism</li> </ul>