

KERN COUNTY SHERIFF'S OFFICE

Detentions Bureau Policies and Procedures

TITLE: TRAINING/TRAVEL POLICY **J-100**

EFFECTIVE DATE: 6-30-90

REVISED: 8-9-11

APPROVED BY: Detentions Bureau Chief Deputy

REFERENCE: United States Fair Labor Standards Act (FLSA)
DPPM Section M-400

POLICY

The Detentions Bureau recognizes the benefits quality training provides to the employee, the Detentions Bureau and the entire Sheriff's Office. The Detentions Bureau supports the training role wherever possible.

The efficient use of allocated training funds, provided through the Corrections Standards Authority, Standards and Training for Corrections (S.T.C.) Program, is of paramount importance to this training function. Division and Section Managers and supervisors assigned to the Detentions Bureau are charged with the responsibility of supporting required training as established by the S.T.C Training Unit and with minimizing the associated training costs whenever possible.

To effectively provide quality training, employees will sometimes be scheduled to attend training seminars/workshops outside the Bakersfield area. Division and Section Managers and supervisors will make every reasonable effort to schedule such necessary travel time to fall within regularly compensated work time, thereby reducing travel costs. Employees should consult Section M-0400 of the Department Policy and Procedure Manual (Travel Time Compensation) prior to submitting any Travel Claims for out of town training.

The Detentions Bureau Chief Deputy will monitor the continued use of out-of-town training to ensure that it remains cost-effective.

This policy is not intended to conflict with the Fair Labor Standards Act (FLSA) or any existing employee bargaining unit's memorandum of understanding.

KERN COUNTY SHERIFF'S OFFICE

Detentions Bureau Policies and Procedures

TITLE: IN-SERVICE TRAINING

J-200

EFFECTIVE DATE: 6-30-90

REVISED: 8-9-11

APPROVED BY: Detentions Bureau Chief Deputy

REFERENCE: Harris v. Canton, Ohio, 109 S CT. 1197 (1989)
Detentions Bureau Policy and Procedure J-500
Sheriff's DPPM Section C-600

POLICY

To promote professionalism and operational consistency, the Detentions Bureau is committed to ensuring that effective, ongoing in-service training is provided to staff. To do so, the Detentions Bureau shall have a managed in-service training program that will provide training that is:

- Relevant to existing and emerging training needs;
- Delivered in a consistent manner by trained facilitators;
- Thoroughly documented.

An in-service training coordinator, under the supervision of the S.T.C. Training Manager, shall be responsible for coordinating the development, administration, and documentation of all training provided through the in-service training program.

Definition:

In-service training is an abbreviated-format training presentation designed to be delivered at an employee's work site, during the employee's regular work shift whenever possible. In-service training curriculum may include:

- Changes in law and court rulings related to corrections;
- Changes in Department, Bureau, or Division Policy and Procedure;
- Safety and accident prevention training;
- Security equipment and procedures;
- Legal requirements for the confinement and treatment of inmates;
- Debriefings of recent events;
- Community relations.

In-service training may be delivered via a variety of instructional methodologies, including: training videos, computer-based training, scenario-based training, lecture, and demonstration.

Procedure A: In-Service Training Assessment and Delivery

The In-Service Training Coordinator will:

- Coordinate an on-going assessment of staff training needs. This includes gathering data from Detentions Bureau management, supervisory, and line staff pertaining to:
 - Staff performance issues
 - Critical incidents
 - Inspection reports
 - Self-audits
 - Job task analysis
 - Monitoring and reviewing the impact of new/revised jail standards
 - Monitoring and reviewing the impact of new/revised policies and procedures
 - Evaluation/identification of problem areas
- The in-service training needs assessment shall be accomplished through regularly scheduled meetings with representative staff members, including line staff, supervisory staff, management staff, and administrative staff.
- Any staff member may communicate at any time, in memorandum format or through departmental email, existing or emerging in-service training needs to the in-service training coordinator. Such communication shall be made in accordance with Section C-600 of the Department Policy and Procedure Manual (through the chain of command).
- The on-going training needs assessment conducted by the in-service coordinator shall be supplemental to the annual Detentions Bureau Training Needs Assessment conducted by the Detentions Bureau Training Committee (Detentions Bureau Policy and Procedure J-500 (Training Committee and Staff Responsibilities.))
- Select subject matter appropriate to in-service training delivery, and submit the selection to the Detentions Bureau Chief Deputy, Division Managers, and Section Managers for approval.

- Develop a training program by:
 - Identifying employee experience, skill level and needs;
 - Defining learning objectives;
 - Identifying resources;
 - Preparing instructional materials, including lesson plans, course rosters, testing instruments, and supporting materials such as videos, handouts, etc.;
 - Reviewing and revising the instructional materials as needed to ensure the materials adequately meet training needs within the time frame designated for instructional delivery.
- Submit the lesson plan(s), along with supporting instructional materials, to the S.T.C. Training Manager for evaluation and approval. Once approved by the S.T.C. Training Manager, the training coordinator shall enter the course outline into the electronic S.T.C. Certification process for approval and issuance of a S.T.C. Certificate number by the S.T.C. Field Representative;
- Coordinate the presentation of in-service training by:
 - Identifying staff members to facilitate the in-service training;
 - Provide or facilitate training for in-service training providers;
 - Provide in-service trainers with instructional materials needed to accomplish designated training;
 - Assisting in-service trainers in scheduling training delivery.
- Ensure that attendance at all in-service training is recorded on the appropriate course roster;
- Evaluate the training by:
 - Testing when appropriate;
 - Ensuring that course evaluations are completed for all in-service training, as required by S.T.C. regulations;
 - Monitoring courses periodically to ensure appropriate training delivery.
- Maintain course files for all training courses delivered via in-service training. Course files will contain, at a minimum: lesson plans, handouts, testing instrument (if applicable), course rosters, and course evaluations;
- Ensure that in-service training is documented in the attending employee's training file.

Detentions Bureau Managers will:

- Communicate existing and emerging in-service training needs to the S.T.C. Training Manager and the in-service training coordinator;
- Ensure that staff under their command attend in-service training;
- Provide feedback to the in-service training coordinator regarding course content and delivery;
- Provide training materials developed for facility-specific in-service training, developed as a supplement to regular in-service training, to the in-service training coordinator. Materials will be reviewed by the in-service training coordinator to ensure proposed curriculum is consistent with other training provided to staff.

Shift Supervisors will:

- Communicate existing and emerging in-service training needs to the in-service training coordinator;
- Assist the in-service training coordinator in the selection of in-service training facilitators by:
 - Recommending staff members under his/her supervision with the appropriate experience and/or aptitude to facilitate such training;
- Assist the in-service training coordinator (or training facilitator) in scheduling in-service training for staff under his/her supervision;
- Ensure that staff members under his/her supervision attend in-service training;
- Ensure that instructional staff under his/her supervision attend training updates as needed.

ASSIGNMENT OF DETENTION DEPUTY TRAINEES

Upon employment, all Detention Deputy trainees will be assigned to the Training Division, S.T.C. Unit and will remain in this status until the completion of all phases of entry-level training. Entry-level training includes, but is not limited to:

- Correctional Academy
- PC 832 Training (laws of arrest, search and seizure)
- Defensive Tactics
- Detentions Training and Evaluation Program

Upon completion of all formal classroom training, the S.T.C. Sergeant will assign the trainee to an available Detentions Training Officer (DTO) in one of the jail facilities. An effort shall be made to ensure Detention Deputy trainees are trained in the facility they will ultimately be assigned to upon appointment as a probationary Detention Deputy. Detention Deputy trainees being assigned to satellite jails within the Law Enforcement Bureau may be assigned to any jail facility for training. In such cases, care shall be taken to ensure the knowledge and skill areas needed in the satellite jails are addressed.

Detentions Bureau staff shall not cause or permit Detention Deputy trainees, or Detention Training Officers actively engaged in teaching and evaluating a trainee, to be diverted from their responsibility of successfully completing the Detentions Training and Evaluation Program. To temporarily assign a trainee to a solo assignment requires:

- Approval of the S.T.C. Training Sergeant or;
- The existence of an emergency of such magnitude that the deployment of all available personnel is required. For the purposes of this section, “an emergency” does not include staffing shortages;
- If an emergency occurs that requires assignment of a trainee to a solo post, the shift supervisor shall document the assignment and notify the Section Manager as soon as possible.

- Possess a demonstrated ability to handle stressful situations in a calm and professional manner;
- Posses maturity, sound judgment, and strong interpersonal skills;
- Have a thorough understanding of the law and departmental policy governing jail operations;

Selection Process

When the Detentions Bureau Chief Deputy deems it is necessary to select additional Detention Training Officers, the S.T.C. Training Unit Sergeant will announce recruitment and coordinate the application/assessment process. The assessment process will consist of:

- An oral assessment;
- A review of past employee performance;
- A review of supervisory recommendations.

During the interview phase of this assessment, candidates should expect to discuss issues relevant to the operations of jail facilities (e.g. policy/procedure, correctional law, etc.)

Upon completion of the assessment process, the S.T.C. Training Detentions Lieutenant will make recommendations to the Detentions Bureau Chief Deputy. The Detentions Bureau Chief Deputy will make the final selection of Detention Training Officers.

Training and Supervision of Detention Training Officers

The Department's S.T.C. Training Unit Sergeant is responsible for evaluating and monitoring the performance of individual Detention Training Officers as they perform in their roles as trainers. The S.T.C. Training Unit Sergeant will consult with Facility Managers and other personnel as necessary in this regard.

When appointments of Detention Training Officers have been made, the S.T.C. Training Unit Sergeant will:

- Schedule new Detention Training Officers for training.

- Maintain a file on the Detention Training Officer that will contain, at a minimum, the following:
 - A. A list of all Detention Deputy Trainees assigned to him or her for training.
 - B. A history of ratings given to trainees.

Compensation

Detention Training Officers will be compensated in accordance with the Memorandum of Understanding between the County of Kern and the Kern County Detention Officer's Association. Detention Training Officers will receive premium pay, if authorized by the M.O.U., as long as the DTO retains the departmentally approved Detention Training Officer designation.

Involuntary Removal from Assignment as a Detention Training Officer

Unsatisfactory performance as a trainer may result in the loss of Detention Training Officer status. The removal of Detention Training Officer status will be made in accordance with applicable state law and/or county regulations.

Duration of Assignment as a Detention Training Officer

Personnel selected as Detention Training Officers are expected to serve in that capacity for a minimum of two years. Exceptions to this general rule may be made on a case-by-case basis as determined by the Detentions Bureau Chief Deputy.

**KERN COUNTY SHERIFF'S OFFICE
Detention Bureau
Policies and Procedures**

TITLE: TRAINING COMMITTEE & STAFF RESPONSIBILITIES **J-500**

EFFECTIVE DATE: 06-30-90

REVISED: 3/24/98

APPROVED BY: Detention Bureau Assistant Sheriff

REFERENCE:

POLICY

We believe job performance and employee safety are enhanced when we:

- X consistently provide personnel with training that focuses on the knowledge and skills needed to properly perform within our detentions environment;
- X clearly define roles and responsibilities within the training process.

DETENTION BUREAU TRAINING COMMITTEE

In furtherance of this policy a Detention Bureau Training Committee has been established and will be utilized as defined in this document. The Committee consists of the following personnel:

- Assistant Sheriff in charge of the Detention Bureau;
- Facility Commanders;
- Administrative Sergeants from each facility;
- STC Sergeant;
- one line-staff officer from each facility.

An annual meeting of the Detention Bureau Training Committee will be facilitated by the STC Sergeant for the purpose of:

- X conducting an annual analysis of behavior and performance trends in the Detention Bureau and identifying the areas that may be responsive to training;
- X identifying training topics that will address issues of concern to the bureau or increase the efficiency, effectiveness or confidence of staff;

- X formulating an annual training plan taking into account long-term goals and objectives.

DUTIES OF DIVISION COMMANDERS

In addition to serving on the Detention Bureau Training Committee, Division Commanders are responsible for:

- X ensuring that an environment conducive to training and orientation is provided in the facility;
- X ensuring that training records, other than those connected with the Detentions Training and Evaluation Program, are forwarded to the STC Training Sergeant for record maintenance.

DUTIES OF THE STC SERGEANT

The STC Training Sergeant is:

- X responsible for day-to-day management and supervision of the Detentions Training and Evaluation Program and the Detention Officer Trainees;
- X responsible for ensuring that a training file is maintained for each trainee;
- X receive, from the Detention Bureau Training Committee, requests for special training and will attempt to find a resource that meets this need;
- X serve as a training resource by maintaining training materials and being familiar with training providers.

DUTIES OF THE SHIFT SUPERVISORS

Shift supervisors are responsible for:

- X assisting in identifying areas requiring additional training or direction by monitoring employee performance, behavior, or attitudes;
- X cooperating with the Detentions Training and Evaluation Program even when staffing shortages occur;

- X keeping informed of the progress of each trainee by reviewing and signing each daily observation report and interacting with the DTO;
- X communicating training concerns or comments to the STC Sergeant, in writing, whenever possible;
- X ensuring that all subordinate personnel assigned to his or her work unit are adequately briefed on the policy manual.

DUTIES OF THE DETENTION TRAINING OFFICER

The duties of the Detention Training Officer are addressed in detail in the Detentions Training Manual. DTOs are expected to:

- X obey the direction given by the STC Sergeant concerning the Detentions Training and Evaluation Program and remain subordinate to their shift supervisor;
- X follow the administrative and instruction requirements of the Detentions Training and Evaluation Program at all times;
- X evaluate trainee performance fairly and objectively;
- X remain committed to the challenge of creating a qualified Detention Officer from an unqualified Detention Officer Trainee.

DUTIES OF THE DETENTION OFFICER TRAINEE

In addition to the requirements found in Section J-300 by reference, the trainee are expected to:

- X take an active role in his or her orientation;
- X ask questions and clarify any areas of misunderstanding with the training officer;
- X respond to the instructions of his or her DTO;
- X recognize the requirement to do certain tasks is not to take a work load off of the DTO, but to accelerate his or her progress in the program;
- X be prepared to correctly answer questions when asked by his DTO or Supervisor;

- X comply with the Department's policy with regard to rules of conduct, dress code, report writing, and other sections as they apply;

- X comply with the rules regarding chain of command. If he or she has a question about the program or his or her progress in it, an effort is to be made to resolve the question or misunderstanding with his or her DTO. If they are unable to reach a solution, the trainee is to communicate with the STC Sergeant.

TITLE :	MINIMUM PERFORMANCE STANDARDS FOR PERSONNEL ASSIGNED TO THE DETENTION BUREAU	J-600
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- ! An abuse of sick leave privileges (i.e., utilizing sick leave when unjustified or unnecessary).
- ! Absence from work without prior permission.
- ! The failure to give the on-duty Shift Supervisor at least two (2) hours of prior notice before not reporting to work.
- ! Excessive unexcused tardiness.

3. PHYSICAL FITNESS

Minimum Standard:

An employee is expected to maintain a personal level of physical fitness which will allow the employee to adequately and safely perform the assigned job duties.

Examples of Unacceptable Conduct:

- ! The continued existence of an overweight condition that prevents an employee from safely performing the job.
- ! The refusal of an employee to use those corrective lenses or other prothesis that are necessary in order for the employee to continue to perform at employment standards.

4. SAFETY PRACTICES

Minimum Standard:

An employee is expected to consistently follow established facility safety practices when dealing with inmates and other employees. An employee is expected to perform

assigned work tasks, without unnecessarily injuring themselves or others, or exposing themselves or others, to unnecessary risks or dangers.

Examples of Unacceptable Conduct:

- ! Allowing the introduction of weapons or contraband into the facility by failing to properly conduct a thorough inmate search.
- ! Failing to obtain adequate back-up assistance prior to entering a cell to investigate a disturbance.
- ! Failing to use the appropriate degree of force necessary to control a combative or resistive inmate.
- ! Causing injury to an inmate or co-worker through the negligent operation of facility equipment (i.e., closing a door on an inmate's body).

- ! Failing to provide for adequate inmate supervision during inmate movement periods.
- ! Failing to summon the medical staff to evaluate the condition of an obviously injured inmate.
- ! Failing to make the required and necessary cell checks.
- ! Improper key control.
- ! Allowing an inmate to leave the facility without appropriate restraints being in place and properly secured.
- ! Failure to make "inmate head" counts at designated time intervals.

5. PERSONAL NEATNESS

Minimum Standard:

An employee is expected to maintain a level of personal grooming and dress on the jobsite which is in compliance with departmental standards (as outlined in the Sheriff's Procedures Manual).

Examples of Unacceptable Conduct:

- ! Failure to cut the hair or mustache in compliance with departmental grooming standards.
- ! The wearing of a uniform which is not neat or is in need of repair.

6. COMPLIANCE WITH RULES AND REGULATIONS

Minimum Standard:

An employee is expected to carry out all reasonable and lawful orders of a ranking officer of the Sheriff's Department, or any other officer placed in a supervisor role (whether the orders be in written or oral form). An employee is also expected to follow all lawful policies and procedures established by ranking members of the Sheriff's Department or any other officer placed in a supervisory role (whether the policies and procedures be in written or oral form).

Examples of Unacceptable Conduct:

- ! The refusal of an employee to promptly carry out all reasonable and lawful orders of a ranking officer, or other supervisor.
- ! Failure to perform an assigned task in compliance with established policy or procedure.

7. COOPERATION

Minimum Standard:

An employee is expected to interact with co-workers in a manner that allows for the prompt accomplishment of the assigned duties.

Examples of Unacceptable Conduct:

- ! Failure to provide a fellow employee with a reasonable amount of courtesy or respect by unnecessarily arguing or gossiping.
- ! Failure to properly brief a relieving co-worker regarding critical "condition of the watch" information.

8. ACCEPTANCE OF NEW IDEAS AND PROCEDURES

9. PERFORMANCE IN NEW WORK SITUATIONS

Minimum Standard:

An employee is expected to accept the constructive criticism of a ranking officer (or other supervisor) in a positive manner, and to apply such suggestions towards improving performance. An employee is also expected to demonstrate the ability to adapt within a reasonable amount of time, to changing situations and to learn and implement new skills as required by the assignment.

Examples of Unacceptable Conduct:

- ! An employee who rationalizes mistakes.
- ! Denies committing an error.
- ! Is argumentative when counseled by the supervisor.
- ! Refuses to, or does not attempt to make corrections in behavior.
- ! An employee who cannot demonstrate competence within various areas of facility functions (i.e., receiving, booking, station control, etc.).

10. APPLICATION OF EFFORT

11. INTEREST IN JOB

Minimum Standard:

An employee is expected to perform the assigned duties diligently and to complete the tasks within an appropriate amount of time, given the complexity of the task and other related circumstances.

Examples of Unacceptable Conduct:

- ! Failing to complete waiting work and thereby forcing others to take care of it.
- ! Failure to complete a duty within a reasonable period of time, relative to a period of time a fully competent employee would require to complete the same tasks under the same circumstances.
- ! Failing to pay attention during training sessions, whether they are in-service or formal training classes.
- ! Failing to report for assigned training or being late for training classes.

12. ACCURACY OF WORK

Minimum Standard:

An employee is expected to perform the assigned duties with reasonable accuracy and thoroughness.

Examples of Unacceptable Conduct:

- ! Incomplete or inaccurate inmate bookings.
- ! Releasing inmates in error.
- ! Inaccurate or incomplete citations.
- ! Accepting an incomplete or improperly filled out arrest data form from the arresting officer.
- ! Conducting inaccurate inmate counts.
- ! Inaccurate inventory of prisoner's property.
- ! Failure to locate contraband during an inmate search.

13. QUALITY OF JUDGMENT

Minimum Standard:

An employee is expected to demonstrate the ability to reason through a problem and to arrive at an acceptable conclusion based on information available to the employee at the time. An employee is also expected to take the appropriate action when required.

Examples of Unacceptable Conduct:

- ! The use of excessive force in controlling a combative or resistive inmate.
- ! The failure to have an obviously injured inmate evaluated by the facility medical staff.
- ! The failure to have the medical staff, or psychological technicians evaluate an inmate who shows obvious signs of mental instability.
- ! The failure to complete incident reports as required by procedures.
- ! The failure to notify the Shift Supervisor of any extraordinary circumstances occurring within the facility.

14. PUBLIC RELATIONS

Minimum Standard:

An employee is expected to treat the public and inmates with that degree of civility and courtesy that is warranted by a particular situation or is dictated by the attitude or response of the person with whom the employee is in contact.

Examples of Unacceptable Conduct:

- ! Criticizes co-workers in front of inmates or members of the public.
- ! Makes unnecessary derogatory remarks about other officers of this or allied agencies.

15. WRITTEN EXPRESSION

Minimum Standard:

An employee's report-writing skills are expected to reflect an ability to:

- ! Accurately reflect a situation and present relevant information in an organized manner that complies with the Sheriff's Procedure Manual.
- ! Reflect the proper usage of the English language, correct spelling and neat writing.
- ! Satisfactorily complete the report, in an appropriate time.

Examples of Unacceptable Conduct:

- ! The writer is unable to organize the information and reduce it to writing. Pertinent details are omitted from the report.
- ! Reports are not legible due to sloppy handwriting.

TITLE :	MINIMUM PERFORMANCE STANDARDS FOR PERSONNEL ASSIGNED TO THE DETENTION BUREAU	J-600
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- ! Reports contain an excessive number of misspelled words.
- ! Reports contain improper sentence structure, or the word usage is improper or incomplete.
- ! Reports require an excessive amount of time for the writer to satisfactorily complete, as compared to similar reports prepared by fully competent employees under similar circumstances.

16. ORAL EXPRESSION

Minimum Standard:

An employee is expected to possess the ability to gain and maintain control of a situation, when possible, through the use of oral commands and instruction.

Employees are expected to speak with authority, in a calm, clear voice, demonstrating an ability to properly select words and a knowledge of when and how to use them. An employee is also expected to have the ability to convey information in a manner that will minimize the need for the listener to ask for clarification.

Examples of Unacceptable Conduct:

- ! An employee who often speaks too softly, too loudly, confuses or unnecessarily angers the listener by what is said and how it is said.

17. EQUIPMENT OPERATION

Minimum Standard:

An employee is expected to demonstrate an ability to operate the various types of facility equipment effectively, properly and in a safe manner.

Examples of Unacceptable Conduct:

- ! Unable to effectively operate the computer terminal in order to perform the various computer-assisted procedures.
- ! Unable to safely apply inmate restraints such as handcuffs, leg irons or waist chains.
- ! Unable to correctly operate control panels.
- ! Unable to properly use the self contained breathing apparatus or fire extinguisher.

18. PERFORMANCE WITH MINIMUM SUPERVISION

19. PROMPTNESS IN COMPLETING WORK

20. VOLUME OF WORK PRODUCED

Minimum Standard:

An employee is expected to complete an assigned duty in a timely fashion and in an acceptable manner, without prodding by a Supervisor or fellow employee. An employee is also expected to consistently accomplish a day's work for a day's pay, and to perform a fair share of the work load. The employee shall not rely on a co-worker to perform tasks they themselves should have taken care of.

Examples of Unacceptable Conduct:

- ! A failure to complete a fair share of inmate bookings.**
- ! A failure to submit a completed incident report before going off duty.**
- ! Unnecessary delay before performing inmate reception, booking and releases.**
- ! Failure to investigate a disturbance within a cell.**
- ! Failure to conduct the required amount of deck checks when possible.**
- ! Failure to house processed inmates when time permits.**
- ! Failure to provide inmates with showers or phone calls when time permits.**
- ! Failure to complete any required task when time permits, and instead requires the next shift to perform the duty.**

Procedure B. Rating Categories for Employees who Supervise

1. COORDINATING WORK WITH OTHERS

Minimum Standard:

Whenever possible, supervisors should plan ahead and consult with other supervisors and/or commanders, prior to taking any action on issues which will have an effect on other shifts, facilities, divisions or the bureau.

However, when time does not permit preplanning, supervisors, prior to implementation, should consider the effect their decisions will have on their shifts, the facility, division and bureau, and inform the appropriate personnel.

Examples of Unacceptable Conduct:

- ! Failure to hold personnel over to work in other assignments, such as hospital guard, transportation, or to maintain minimum staffing levels on**

other shifts.

- ! Unnecessarily allowing work done by your shift to go uncompleted and spilling over to the next shift.
- ! Failure to inform other supervisors about incidents which will have an affect on them.
- ! Failure to make appropriate arrangements and take appropriate precautions, when prior knowledge exists about unusual occurrences such as utilities being turned off.

2. ACCEPTANCE OF RESPONSIBILITIES

Minimum Standard:

Supervisors are expected to be willing to undertake all assignments given to them; not to blame co-workers or subordinates for tasks under their control, which are not done completely or done properly. In addition, Supervisors are expected to accept responsibility for everything their units do, or fail to do.

Examples of Unacceptable Conduct:

- ! Making excuses rather than holding people accountable for not completing tasks in time or correctly.
- ! Failing to consult with ranking officers for further direction, clarification or information when you are unsure of what is expected of you.
- ! Failure to meet deadlines on assigned staff work.
- ! Failure to take appropriate disciplinary action, or make appropriate recommendations regarding discipline when situations warrant it.

3. ESTABLISHMENT OF WORK STANDARDS

Minimum Standard:

Supervisors are expected to clearly define acceptable performance levels for subordinates; monitor the quality and quantity of work being performed, and give assignments to staff in terms of results which are desired.

Examples of Unacceptable Conduct:

- ! Failure to immediately correct subordinates when they are observed making errors or behaving inappropriately.
- ! Failure to make out oral counseling forms when it is appropriate.
- ! Failure to justify ratings on the Employee Performance Report Form.

