

Benefits of Effective Supervision for Law Enforcement

AGENDA

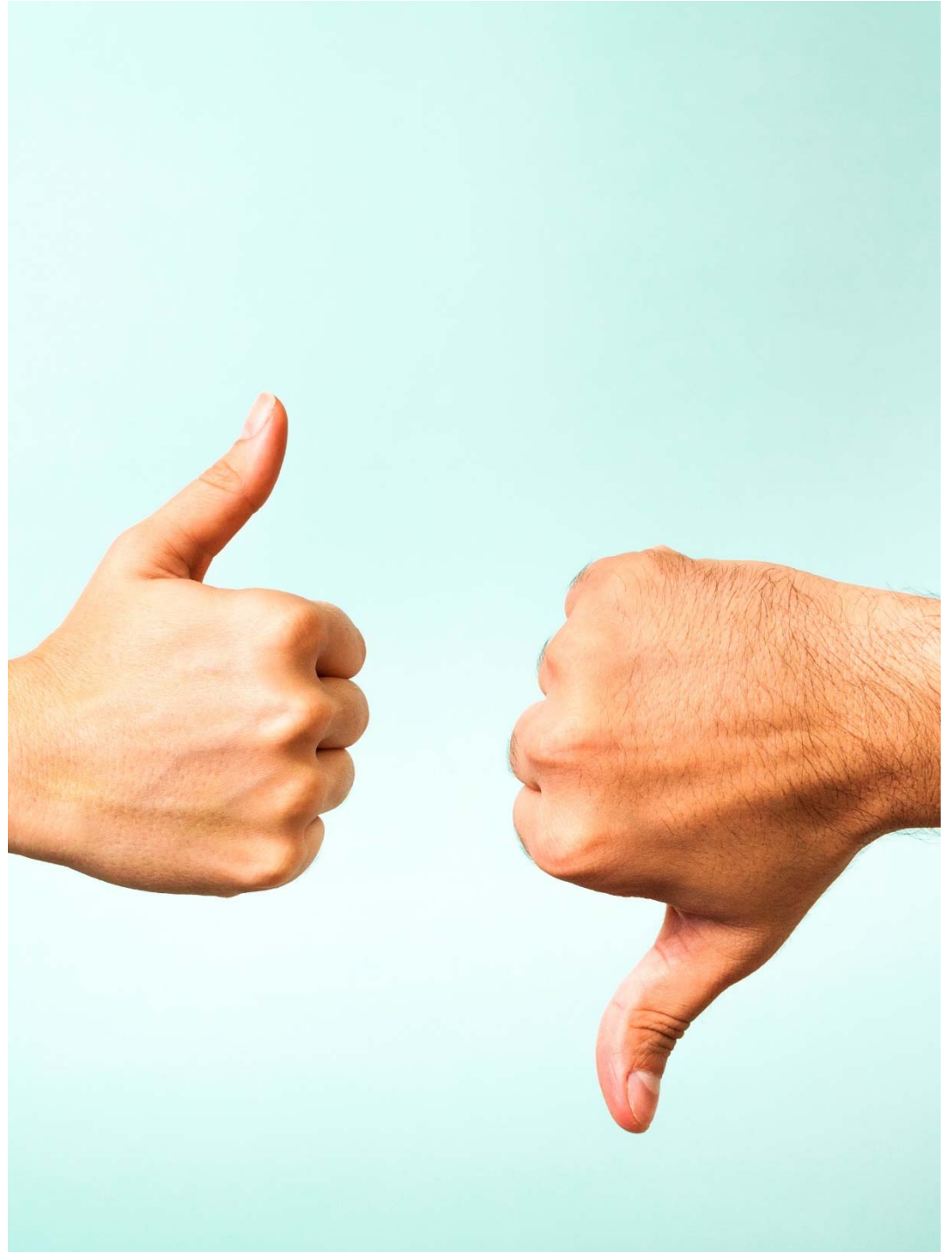
- Introduction – agency measures of success
- Agency mission statements guide our actions
- Leaders delegate and empower the department team
- Supervisor coaching techniques for engagement
- Constructive feedback tools for performance improvement



Introduction – Agency Measures of Success



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Intro - Agency Measures of Success

Is it possible to consistently achieve or improve Agency indicators without engaged employees?



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Agency Positive Indicators

- Crime prevention/apprehending offenders
- Agency responsiveness
- Community security & legitimacy of programs
- Law enforcement administration
- Conflict resolution
- Use of force and authority
- Fairness, courtesy, helpfulness, honesty



Agency Negative Indicators

- Vehicle crashes — officer/deputy fault
- Evidence room procedure issues
- Increased absenteeism/turnover
- Higher citizen complaints
- Injuries and modified duty



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Employees who are engaged

Deloitte

- Improved performance that supports Agency Mission
- More innovative and collaborative

Governing;
ADP; IPMA-
HR

- 58% engaged; 2.5 times more likely to recommend agency to others; 3x very satisfied
- 2X likely to stay with Agency

Towers
Watson

- Engaged employees reported greater impact on costs, customer service and quality of service to community



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Employees who are not engaged

- Are **62%** more likely to be injured or crash a vehicle
- Use **27%** more sick leave
- Are more involved in negative public interactions



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How do LE leaders engage?

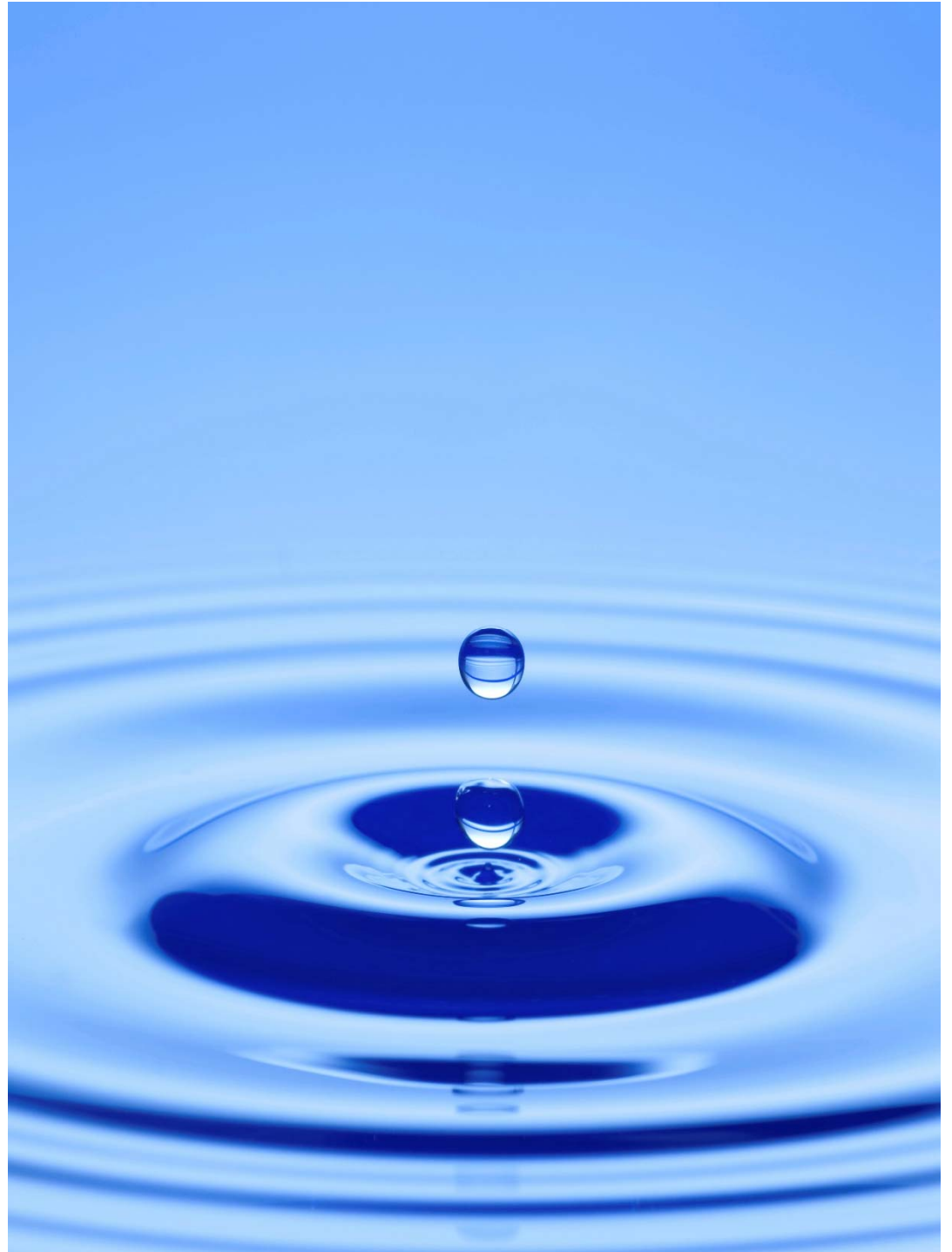
- Agency mission is the guideline
 - Delegate to command staff
 - Empower supervisors
 - Hold all staff accountable



Organizational Mission Statement



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Mission Statement

What do
you do?
For whom?
Why?



Agency, Division or
Shift



The services and
purpose

Examples

*Bend: Protecting and serving
our community with teamwork,
integrity and excellence*

*CIS: To deliver TRUST-worthy
results in trustworthy ways*



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Leaders Delegate and Empower the Department Team

Delegate

- No Authority
- Responsibility

Empower

- Authority
- Responsibility



Delegation to Command Staff



Empower Supervisors

Empower

def: Give someone the authority of power to do something. Most often used in a work or legal environment.



Supervisors as 'Coaches'



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Laws That Apply

- Protected Classes
- At-Will/Due Process
- ADA/Oregon Disability Law
- ADEA
- FMLA/OFLA
- IRCA
- OSHA/OR-OSHA
- Title VII



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Protected Classes in Oregon

FEDERAL LAW	OREGON LAW
TITLE VII OF CIVIL RIGHTS ACT OF 1964 Federal laws apply when an employer has 15 or more employees (except where noted)	OREGON REVISED STATUTES CHAPTER 659A State laws apply when an employer has 1 or more employees (except where noted)
Race Color National Origin Sex (includes pregnancy-related conditions) Religion Retaliation Association with Protected Class Genetic Information (under Genetic Information Nondiscrimination Act)	Race Color National Origin Sex (includes pregnancy-related conditions) Religion Retaliation Association with Protected Class Prohibition on Genetic Screening and Brain-wave Testing
AGE DISCRIMINATION IN EMPLOYMENT ACT OF 1967 Age (40 and older in companies with 20+ employees)	OREGON REVISED STATUTES CHAPTER 659A Age (18 and older)
Uniformed Services Employment and Reemployment Rights Act of 1994 and the Vietnam Era Veterans Readjustment Assistance Act of 1974 (all employers) Veteran Status Leave to Serve in the Military Veterans Preference in Hiring and Promotion (Public Employers)	Members of the Uniformed Services (ORS 659A.082) Taking leave to Serve in State-organized Militia (ORS 399.065) Veteran Status Leave to Serve in State-organized Militia Veterans' Preference in Hiring and Promotion (Public Employers)
AMERICANS WITH DISABILITIES ACT OF 1990 Physical or Mental Disability	OREGON REVISED STATUTES CHAPTER 659A Physical or Mental Disability (in companies with 6+ employees)
Family and Medical Leave Act of 1993 (in companies with 50+ employees) Protected leave for: <ul style="list-style-type: none"> Serious health condition of employee (including pregnancy-related conditions) Serious health condition of employee's family Member (includes spouse, parent, biological or adopted or foster child) Parental leave for birth or placement of newborn, adopted or newly-placed foster child Leave by Spouse, Son, Daughter or Parent of a Covered Military Service Member on active duty or call to active duty status for a qualifying exigency Leave by Parent, Spouse or Child of Next of Kin to care for a seriously ill or injured service member or veteran (26 weeks)	Oregon Family Leave Act (in companies with 25+ employees) Protected leave for: <ul style="list-style-type: none"> Serious health condition of employee (including pregnancy-related conditions) Serious health condition of employee's family Member (includes spouse, parent, biological or adopted or foster child, parent-in-law, grandparent, grandchild, same-sex domestic partner and parent or child of same-sex domestic partner) Bereavement due to death of covered family Member (effective January 1, 2014) Parental leave for birth or placement of newborn, adopted or newly-placed foster child Non-serious health condition of a child requiring home care Leave by Spouse or Same-sex Domestic Partner of Member of the Armed Forces prior to or during leave from deployment (in companies with 25+ employees)

ADDITIONAL CLASSES PROTECTED BY OREGON LAW
OREGON REVISED STATUTES CHAPTER 659A (Except where noted, laws apply when an employer has 1 or more employees)
Access to Employer-owned Housing Credit Records or Credit History Expunged Juvenile Record Injured Workers (in companies with 6+ employees) Lawful Use of Tobacco Products on off-duty hours Leave to Donate Bone Marrow Leave to perform fire-fighting services (ORS 476.574) Leave to Serve on Jury (ORS 10.090) Leave to Serve in the State Legislature (ORS 171.120-125) Limits on Breathalyzer and Blood Alcohol Testing Marital Status Medical Release as a Condition of Continued Employment Opposition to Health or Safety Conditions (ORS 654.062(5)(a)) Prohibition on Employer Requiring Medical Release unless Employer Pays Out-of-Pocket Costs (ORS 659A.306) Prohibition on Polygraph Exams Family Relationship Right to File a Lawsuit, Testify in Criminal or Civil Proceedings or Report Criminal Activities Right to Report Health Care Violations Right to Testify at Employment Division Hearings Right to Testify Before the State Legislature Sexual Orientation and Gender Identity Under a child support withholding order (ORS 25.424) Victims of Domestic Violence, Harassment, Sexual Assault or Stalking, including Leave Provisions

Source: Oregon Bureau of Labor and Industries
Updated 4/2014



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Effective Supervisors Know:

- Oregon Employment Law
 - Tamara Jones, CIS Pre-Loss
 - Kurt Chapman, CIS HR Consultant
- Their CBA
 - Get to know the contract from a management perspective
 - When in doubt, call



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Why Do I Need to Know These?

You supervise more effectively when your speech/actions comply with the law

You = Special Agent

- Stand in the shoes of your organization
- You know = Organization knows
- Organization knows = Can be sued
- Strict Liability may apply



Supervisor Coaching Techniques for Engagement



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Effective Coaching...

...Is a disciplined conversation using concrete performance data between a supervisor and employee, resulting in a path to continuous performance improvement.



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Great Coaches' Characteristics

Consistent

Have open mind

Give Credit

Provide encouragement

Fair

Honest

Objective

Have integrity

Problem solve

Share Info

Knowledgeable

Dependable



Great Coaches Characteristics

- Set good examples through actions/practices
- Follow through on commitments
- Give timely feedback; good and bad
- Help see the 'Big Picture'



Supervisor as Coach

Puts the employee first

- Team development is a priority
- Agency mission comes first

Develops integrity, character and skills

- Good and bad feedback are used
- Loyal to the team members (employees)
- Demonstrates personal integrity



Supervisor as Coach

Encourages internal motivation

- Asks for info and listens to employees
- Self-motivated; sets example

Coaches for mastery

- Focuses on effort and improvement
- Recognizes errors can be valuable learning tools (so long as not repeated!)



Supervisor as Coach

Does not use fear, shame, intimidation

- Establishes order, discipline positively
- Always treats employees with respect

Creates a partnership with employees

- Recognizes importance of communication
- Resists role of authoritarian



Construction Feedback Tools for Performance Improvement



Supervisor Constructive Feedback

Hold frequent,
ongoing
performance
discussions

Provide
specific
performance
pointers

Follow up on
coaching
sessions

Give ongoing
guidance and
support

Establish
recognition,
rewards,
consequences

Private and
positive



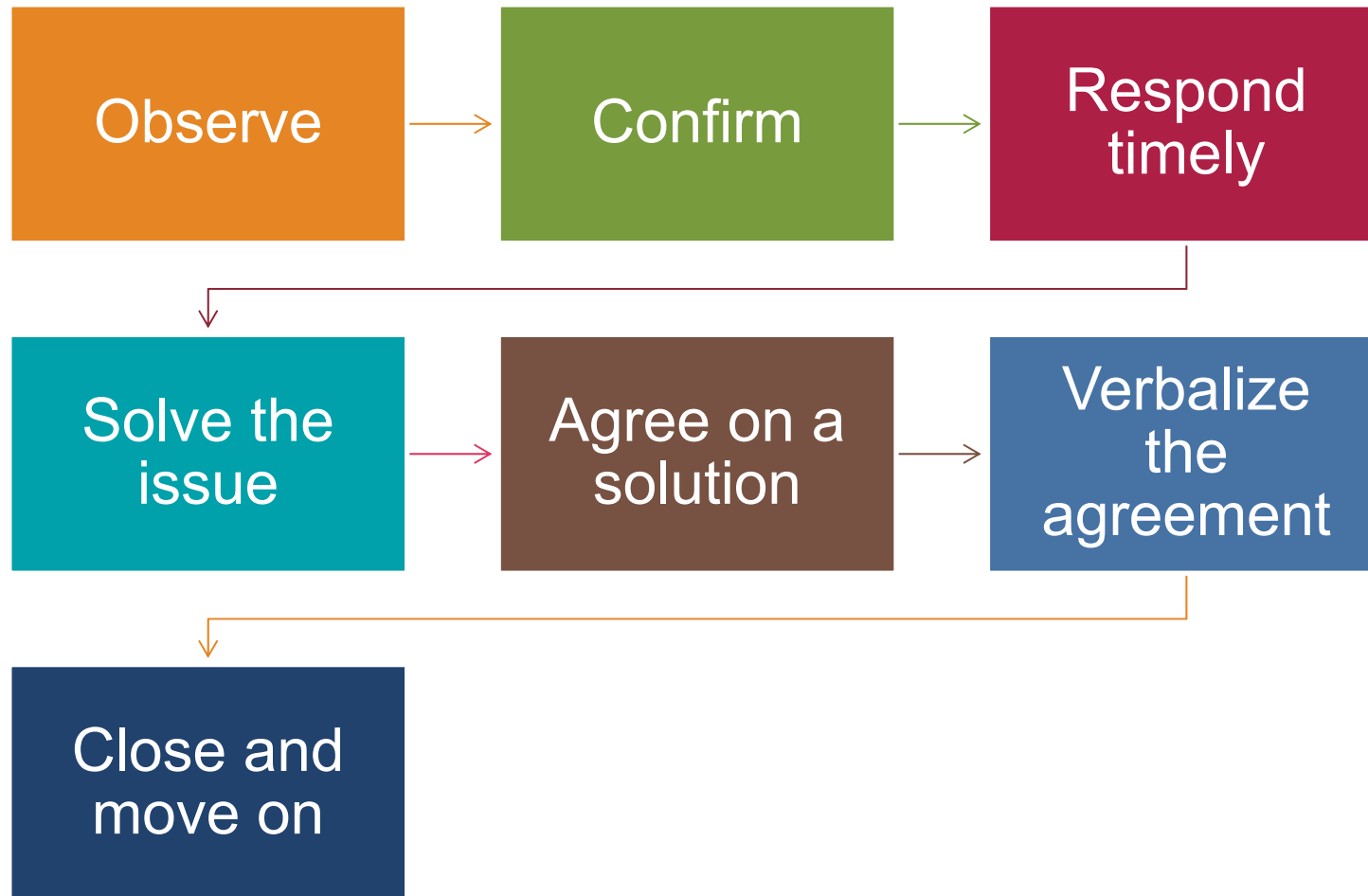
Confronting Repeated Issues

The Two Minute Challenge

1. State what you observed; remind of goal
2. Wait for response
3. Ask for specific solution
4. Agree, together
5. Move forward but review as needed



Coaching Reminders



I am the Decisive Element

If we treat people as they are, we make them worse. If we treat people as they ought to be, we help them become what they are capable of becoming.

- Goethe



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Did you know?

CIS has content-specific training materials for supervisors & managers meeting DPSST requirements

- Go to: learn.cisoregon.org to login to the CIS Learning Center



Questions?

I never learn anything talking.

I only learn things when I ask questions.

~ Lou Holtz



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Thank You!

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