

How Are We As Leaders, Managers and Supervisors?

The purpose of this in-service is to discuss and strategize the recent conduct of some of our members and how it relates to our conduct as supervisors. Our Internal Affairs complaints are classified in two categories: Job Performance or Personal Conduct. Personal Conduct is defined as something we do knowing that it is a clear-cut violation when we do it. We have to quit putting ourselves in a reactionary mode as we have done recently in the media.

The problems within law enforcement are nothing new. It just so happens that all of these involved the Highway Patrol and all were made public through the media. Governor Perdue wants to be able to avoid misconduct in the future and find a way to fix it. The first standard that all members should understand is there is a zero tolerance for such behavior.

- **Early Intervention Process** is in place. Why is it not being used?
 - Guidelines in policy and procedures – causes reluctance in using it – supervisors fear it will show “failure to supervise”.
 - Perception in the field is it will reflect negatively on the member.
 - Search for ways to improve the process.
 - Negative perception since IA houses the database – No member wants their name in Internal Affairs.
 - Need more education and emphasis on the process.
 - Are there any other factors?
- **Social Dynamics changing** - we cannot operate like we used to 25 years ago.
- **Screening Process of Applicants:**
 - The marketing of applicants has been reduced to the screening process.

- Perception in the field is the guidelines have been reduced for entry level standards – They have not been!!
- More explanation and education is needed to go down the chain of command.
- **Issues within a member's personal life** – why can't they go to their supervisor?
 - Do they fear their problem will not be kept confidential?
 - How do we restore that trust and confidence?
 - Why do you feel the field does not trust their supervisors? – Conduct of the supervisor.
 - Do you think the confidence is harmed if a supervisor takes disciplinary action against the member? There is way to do business and not harm the trust relationship that a member has with their supervisor.
 - It is the responsibility of fellow and upper level supervisors to point out supervisory issues.
 - Biggest challenge is “rumors and mistrust” – fear that if a member confides in their supervisor it will soon be public knowledge. Supervisors are not holding to the confidentiality rule.
 - Do the members understand the outcome will be better if they come forward and discuss issues with their supervisor versus trying to cover it up?
 - Sex on duty – they know it's wrong; they do it anyway, why?
 - Human nature
 - Failure to take care of issues at home – it grows out of lesser problems.

- Chaplaincy program needs to be better utilized – they all are at your disposal and willing to assist.

- **Supervision Issues:**
 - Sergeants should be in the field with the Troopers.
 - Is permanent 3rd shift cars an issue – being out all night with very little or no supervision.
 - Supervisors working shifts that are convenient for them and not what is best for the supervision of their district.
 - Supervisors need to get to know their members – struggles and their triumphs.
 - Secondary employment an issue – requires close supervision – making contacts, are we doing it enough?
 - Supervisors need to work weekends with Troopers

- **Supervisor duties** – supervisors should include the following into their oversight of their districts and personnel:
 - Sergeants should be Coaching, Mentoring and Teaching Troopers.
 - Get to know the District Attorney's, Police Chiefs and Sheriffs in their districts.
 - Go to court periodically and observe.
 - Get out into the troops and visit the district offices – spend time with the secretaries and troopers.