

# Leadership Teams

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## **Policy Statement**

Leadership teams are intended to enlist the talent and experience of Sheriff's Office members in the decision-making process of the organization and to promote communication and accountability at all levels. Leadership teams are based on the concept of shared leadership in which employees at all levels work collaboratively in areas such as policy development, process improvement, safety, problem solving and strategic planning.

## **Persons Affected**

All Sheriff's Office employees.

## **Establishment**

Each Sheriff's Office bureau will have a leadership team. Leadership teams operate independently of the chain-of-command and with the authority of the sheriff; however, general operational issues should be handled and resolved via each employee's normal chain of command.

## **Organizational Function**

The sole function of a leadership team is to take a problem, issue or task referred to it by the sheriff and return back to the sheriff with input or a proposed resolution. Proposed resolutions could include new or changes to agency strategic initiatives, directives, practices, training, or equipment.

Leadership teams will not be assigned personnel matters, nor will they be assigned mandatory subjects of bargaining absent an agreement between the applicable bargaining unit and the sheriff.

## **Employee Requests**

Any Sheriff's Office employee may submit an issue to the sheriff for possible assignment to a leadership team. [REDACTED] The sheriff may refer an issue back to the submitting employee if the issue would be better addressed in another way (e.g., by the employee's supervisor).

## **Structure**

### **Size**

The size of a leadership team will depend on the bureau it represents, with the goal of having representation of the various ranks and units that make up the bureau it represents.

### **Members**

The sheriff will appoint the chief of each bureau to chair a team, as well as a lieutenant or manager from within that bureau to serve on the team.

If not represented as a result of the selection process, each bargaining unit with members assigned to a particular bureau may appoint a board member or equivalent to serve on the team.

The special assignment process will be used to select the remaining members of each leadership team. Members interested in being assigned to a leadership team may submit a memorandum to the team chairperson explaining their qualifications and interest in serving on the team. Supervisors within the applicable bureau will rank potential candidates and forward their recommendations to the sheriff.

The team chairperson may assign ad hoc members to a team to help the team address specific issues.

Members are expected to contribute to the team in a meaningful, collaborative and positive manner. If a member fails to meet these expectations, he or she may be removed from the team.

### **Roles**

- The sheriff is responsible for establishing meeting agendas.
- The bureau chief will serve as the facilitator, ensuring that all members participate and that the group stays on task.
- Team members will use their expertise and talents to solve problems, improve processes and make strategic recommendations to the sheriff. Team members are expected to communicate during meetings and then report back to their peers.
- Ad hoc members will be assigned as needed to assist the team as a subject matter specialist.
- An ad hoc committee, consisting of several members from each bureau team, can be formed to address issues that affect the whole organization.

### **Meetings**

- The leadership team will meet once a month to review and discuss the assigned agenda. The leadership team agenda will be made available to all members prior to the monthly meeting.
- The team chair will set meeting times and discussion format. All members will be encouraged to actively participate and reach a group consensus before making a recommendation to the sheriff.

## Policy

- Prior to a leadership team meeting, the chair will submit issues to team members and solicit their written input.
- Leadership team members should actively seek input and feedback from bureau members on issues being considered by the team and accurately represent that input to the team.
- Meeting minutes will be maintained by the team chair. However, specific discussions will not be documented in order to facilitate open and candid discussion.