

Memorandum

Subject: Supervisor Expectations - What Is Expected Of You

Adhere strictly to the Law Enforcement Code of Ethics and our Oath of Honor. Value and appreciate each member of this Department. Care about each other's well-being on and off the job. Treat each Department member fairly and equally. Work hard to maintain a work environment where you feel both comfortable and respected. Value other thoughts and insights and appreciate open and honest communication. If you encounter issues on or off the job that impact either your well-being or your ability to perform to your usual high standards, please let me or a member of the Department know. Maintain a high level of professionalism and performance on your shift, both to carry out our mission, and to help develop hard-working individuals who will become our future leaders.

Staff should never have to guess how you think they are doing. Good work deserves recognition, and unacceptable behavior deserves early attention so that mistakes do not become permanent habits. Early intervention should not be viewed as either nitpicking or discipline. It helps improve future performance by addressing issues early for your benefit, your coworkers' benefit, and for our department's mission.

Address staff in a polite and respectful manner and expect the same from them. The workload shall be distributed evenly and in a fair fashion. Do your best to answer questions or find the answers with accuracy and integrity. No question is a foolish question, but not allowing staff to ask the questions is unacceptable. Remember that we are all in the process of learning and growing, so please have patience.

Take responsibility for your actions, and do not play the blame game. Expect the same from everyone, including me.

Be approachable and willing to pitch in and help when possible and feasible. Invite staff to discuss any conflict with you first and tell them that you want to try to resolve the conflict together. If after consulting with staff and need to go a step further is necessary, keep in mind there is a chain of command.

As a supervisor, you should call it as you see it. Request performance improvement when necessary and recognize and reward when appropriate. Prepare your annual performance evaluation for both purposes.

Expectations of Supervisors and Staff

1. Always adhere to the highest values of ethics and integrity. I expect you to be committed to continuous improvement and excellence, not perfection.
2. Treat each other with dignity and respect. I will not engage in or tolerate gossip. Also, do not make derogatory comments about coworkers who are not present to defend themselves. Treat your co-workers as you would like to be treated and as they want to be treated.
3. Be on time for work with a professional appearance, properly attired, professional attitude, and ready to begin work at the designated time. Demonstrate a strong work ethic.
4. Be professional in the workplace with your actions, appearance, uniform, demeanor, and your conversation. Represent the shift in a way that would make your parents proud.
5. Know the Department's rules of conduct and abide by them.
6. Be a team player. This means both supporting your co-workers and knowing that they will support you – to their face and behind their back. If your coworker needs help (even for routine non-emergency tasks) don't wait to be asked to give it.
7. Contribute to creating a work environment where people enjoy coming to work.
8. Be open and honest in your communication with me. I want to hear your ideas and insights. If you see a problem, own it, and fix it. If you cannot fix it, report it through the chain of command together with your ideas for fixing it!
9. Be efficient. Complete your reports and emails in a timely manner so that your supervisors have time to do our job and review your work. Don't waste time doing *sloppy* work that must be re-done. You must Spell-check your reports prior to turning them in.
10. Clean up your own mess. Keeping your work area, the kitchen, and your squad car clean is not the custodian's job or anyone else's job. It is your job. Please always keep your work area clean.
11. Always show a professional attitude and professional performance. Be proactive in keeping Evanston safe. Self-initiated activity is valued.
12. Embrace change when it comes. Change is the only way that people can improve. You will be involved in the change process whenever possible. You have an open invitation to recommend specific changes to policies, procedures, uniforms, and equipment.

In addition to the above, the following contains the minimum expectations for your shift each work day.

