



MADISON POLICE DEPARTMENT

JOHNNY L. GANDY, CHIEF OF POLICE

100 Hughes Road, Madison, Alabama 35758

DATE: August 12, 2021

TO: Madison PD Lieutenants

FROM: Chief Johnny L. Gandy

RE: Expectations

The starting point for any successful working relationship, especially when one assumes a supervisory role, is to provide expectations to those for whom you are responsible. The main objectives for providing written expectations is to set performance standards that ensures fairness and that clearly defines how you will be observed and evaluated; in other words, how you are expected to do your job within the role you have been given. I strongly encourage each of you to develop your own expectations for those whom you supervise for these same reasons.

Before I provide my list of expectations for you, I want you to know what you can expect from me:

- I am proud to work for such an outstanding organization and I am proud to work with each you. You have earned your positions and as such deserve to be treated with value and with the utmost respect. You can expect that:
- I will be fair in my approach and in my working relationship with each of you.
- I will do everything in my power to help you achieve your goals and aspirations.
- I will also do my best to help achieve the goals and objectives of this organization and to help move this organization forward; however, I recognize that I can only do so with you and the officers of this Department.
- I will work tirelessly to try to get you the resources you need to effectively and efficiently do your jobs.
- I will listen to you, even on issues in which we do not agree, and I will respect your views (as long as they are legal and ethical).
- I will be honest and ethical.
- I will hold you accountable for your actions as I expect you to do the same with me.
- I want an honest relationship in which we can speak freely about matters. I will neither lead through fear or intimidation, nor will I micromanage your daily actions. I want you to be free to tell me where and when you think I am wrong or when I could do or handle something better.
- I will be quick to provide recognition for your hard work and/or for your excellent efforts.
- I will use my experience to coach, mentor and develop you as supervisors, but I recognize that I will also learn from each of you as well.

To Protect and Serve



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- I will work with you in a collaborative effort to meet the department's mission statement and to ensure we do everything possible to make this Department the best in the state.

From you, I expect:

- You to be a leader rather than a manager. Be a positive leader.
- You to take care of your people, as I will take care of you.
- You to lead with character and with competence.
- You to set and lead by example.
- You be lieutenant: that is, you are the shift supervisor/commander/unit commander. It is your job to supervise sergeants in their operational capacity, to provide on-scene command at major incidents, and to handle the administrative duties assigned to you by your command.
- You to make decisions, whether it is at a scene, it involves a personnel matter, or you are asked questions on how to handle an incident or issue by your subordinates.
- You to handle most administrative matters on your shifts so your sergeants can concentrate on their roles of direct supervisors – especially those assigned to the Patrol Division.
- You to share the work load with your fellow lieutenants and work together as a team.
- You to handle a situation or issue that needs to be handled. This is especially true when you observe something involving your sergeants and/or officers, even if the employee is not assigned to you.
- You to remember that yours is both operational and administrative role. Please know that I, the Assistant Chief, and your captains are here to answer your questions and/or handle bigger situations that are actually, or you feel are, beyond your ability to handle. I will do my best not to interfere with your role as a supervisor, but please know that I am here as a resource for you. You will be in charge until you are relieved by another supervisor based on their rank and/or expertise.
- You to be on time for work, to training, to court, and to all work-related appointments.
- You to ensure that all your paperwork, and the paperwork you review, is clear, accurate, well written, and complete. If you recognize that an employee has difficulty writing, please let me know so when can try to get him or her into a writing or other appropriate class if need be.
- You to be aware of and to heed deadlines: Please ensure that you and your sergeants and officers turn in all reports on time, that they are well written and contain all appropriate information. Some examples of important paperwork that have deadlines are (but not limited to): Use of Force Reports, Investigative Reports, IBRs, Crash Reports, Time Sheets, prosecution files, Planned Patrols and AARs, workmen's compensation/injury reports, and your findings at the conclusion of an administrative investigations.
- You to share information across all units and divisions within the Police Department. Encourage those from other divisions to visit your musters and provide updates on trends or issues on which they may be working.

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- You to approach all administrative investigations in a fair, objective, and critical manner. If someone must be held accountable, please do so regardless of your relationship or opinion of that person. I will strongly value your input and suggestions at the conclusion of any administrative investigation but only if it is within reason.
- You to regularly check and utilize Guardian Tracking. This is a great resource to help you gather information for personnel evaluations and to keep track of the productivity of your subordinates. This will assist you in giving employees meaningful and timely feedback of their performance. However, Guardian Tracking works best when you are cognizant of utilizing its functions to document performance both good and bad.
- You to provide recognition for your personnel when they deserve it. Please remember to praise in public and to criticize in private.
- You and your sergeants to write fair, objective, and **individualized** performance evaluations. Do not simply cut and paste from one evaluation to another and simply change names. Not only is this inherently unfair to the employee and their potential career aspirations, but it is the ultimate abdication of your responsibility as a supervisor.
- You to be knowledgeable of the policies and procedures of the agency and the city. If you are unsure of something, please know how to access the proper resource (policy manual) for the answers you seek.
- You to be honest, fair, and consistent with your personnel.
- You to uphold Unity of Command. Command decisions should be presented in a united front. When giving an order, suggestion, or directive to your personnel, present it as though it was your idea, even if it wasn't. Do not present something as "The lieutenant wants..." "The captain said...the chief said" etc. If you have reservations or concerns with something presented to you by the command staff, bring those concerns up the chain, do not complain or express your reservations in front of your subordinates.
- You to know the department's goals and objectives and its strategic plan and strive to find the best way to carry them out in a collaborative effort with your officers.
- You to coach, mentor, assist, and develop your sergeants and officers. Draw on your experiences to help to your sergeants and officers act as genuine problem solvers and thinkers rather than just be report takers. Challenge them to find their own ideas and solutions, through your guidance.
- You to scrutinize the inter-watch reports to look for crime trends and patterns and use this data to help determine your patrol strategies and deployment of resources. Again, use this as an opportunity to work in a collaborative effort with your officers to figure ways to solve problems. Value the opinions of your sergeants and officers, encourage them, and look for ways to help your personnel pursue excellence. Make sure your personnel have a plan every time they leave the precinct for their tour of duty.
- You to know yourself and your limitations and that of your people. If you or your people are having problems, personal or otherwise, let me or someone else know as soon as possible so that we can get you or your personnel the help needed before these problems become insurmountable and/or become performance issues.

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- You to be aware of your manpower minimums and do your best not to go below them. If you suspect your manpower will dip below the set minimum let your assigned shift commander know as soon as possible.
- You to notify your supervisors of any situation that is relevant to the mission of the command or is critical in nature. This includes personnel issues that may lead to disciplinary or other action.
- You to let your supervisors know who will cover for you when you request leave.

I strongly encourage you to:

- Continue with higher education if you haven't done so
- Seek out varied assignments and opportunities
- Attend at least two Command Staff meetings per year
- Seek out relevant training in addition to that required to maintain your certification
- Be innovative and forward thinking
- Volunteer for committees and workgroups designed to improve internal and external processes and be involved in departmental activities
- Give your best everyday

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