



Legislation Text

File #: 18-511, **Version:** 1

Receive a presentation from the Sheriff's Office on the department specific values, mission and goals which are intended to augment the Board's adopted vision and values

Published Notice Required? Yes ☐ No ☒

Public Hearing Required? Yes ☐ No ☒

DEPARTMENTAL RECOMMENDATION:

The Sheriff's Office recommends that the Board of Supervisors receive a presentation from the Sheriff's Office on the work completed to update the Sheriff's values, mission and goals which are intended to augment the Board's adopted vision and values.

SUMMARY/DISCUSSION:

Over the past couple of years, the Sheriff's Office has completed various internal organizational assessments that resulted in the desire to enhance the leadership skills of the management team. Our office contracted the services of Todd Dischinger, who has leadership development training experience. Mr. Dischinger created a series of classes that would meet the direction of the sheriff's leadership model that emphasized the functions and responsibilities of each of the mid-level, senior, and executive manager positions within the Sheriff's Office. The scope of the training was to review and support the shared meanings in our organizational culture. Studied traits included openness, trust, internal and external communication, initiative, risk taking, and skills such as adaptability, creativity, and critical thinking. The assessments were sensitive to embedded attitudes, beliefs, and the behaviors that drive culture.

This led to a team building workshop in October 2016. The purpose was to:

- Better bind the management team to transcend to a higher-level sense of team
- Cause an alignment of shared purpose, goals, and objectives
- Fortify a positive team culture
- Sustain organizational norms of behaviors
- Substantiate the roles of our leaders
- Create organizational action plans

On the last day of the team building workshop, six action plans were created. These action plans were a sequence of events to be performed as a strategy to support and sustain our organizational culture in the direction identified in the team building. They are as follows:

1. Values, Mission, and Goals
2. Operational Staffing Needs Assessment
3. Performance Evaluation Process
4. Employee Wellness Program (enhancement)
5. Employee Recognition Program
6. Mentoring and Coaching Program

Over the course of the next few months after the team building, the Sheriff's management team, working in subgroups through a series of collaborative exercises, created approximately 20 model versions of our values, mission, and goals. A design committee of six people, composed of line-level staff and management, distilled these 20 models into the five most effective models as prototypes to consider. The Sheriff reduced these five models to one and the design committee applied the final touches for final approval.

The values of the Sheriff's Office consist of the following:

- **Professionalism:** Performing to the highest standards with integrity, ethical behavior, and accountability
- **Trust:** Confidence in the character and ability to meet expectations
- **Courage:** To persevere with mental and moral strength in the face of difficulty
- **Innovation:** Embrace and inspire creativity to apply better solutions that accomplish goals and outcomes
- **Teamwork:** Unified collaboration to accomplish common goals without regard to personal agendas
- **Service:** Providing professional assistance in support of the community's best interests and well-being
- **Respect:** To value and embrace individuality with special regard to differences

The Mission of the Sheriff's Office is dedicated to the protection and well-being of every person in Solano County by providing excellent community service.

The Goals of the Sheriff's Office:

- Provide effective public safety services
- Provide safe, humane and secure jails, courts, and other County facilities
- Maintain a healthy, professional, productive, and diverse workforce
- Embrace community partnership

The culmination of work accomplished at the team building and subsequent focus groups, resulted in revising the aforementioned department values, mission, and goals. However, more will be done. The Sheriff wanted to put a face on the revised values, mission, and goals of the organization, so a video was orchestrated as a visual interpretation to bring life and action to words on paper, and showcase the staff that serves the community.

The video has been presented to various forums and is available on the department's website. It reflects a unique department perspective while remaining consistent with the Solano County values, mission, and goals.

FINANCIAL IMPACT:

There is no financial impact associated with receiving the presentation. The costs associated with preparing the agenda item are nominal and absorbed by the department's FY2018/19 Adopted Budget.

ALTERNATIVES:

The Board of Supervisors could choose not to receive the presentation; however, this is not recommended as it was developed with staff involvement and is an opportunity to acknowledge their efforts toward increasing engagement and improving morale.

OTHER AGENCY INVOLVEMENT:

The department has consulted with the County Administrator's Office, resulting in recommendation of this presentation.

CAO RECOMMENDATION:

APPROVE DEPARTMENTAL RECOMMENDATION