



To: Grand Prairie Police Supervisory Candidates

From: Grand Prairie Police Executive Staff

Re: Leadership Expectations and Pledge

As a Grand Prairie Police Supervisor, it is critical to understand leadership expectations and foster a new generation of leaders to assume command in the future. Leadership and management are not synonymous. Leaders lead people while managers manage tasks. Grand Prairie Police Supervisors should be leaders first who manage second. Below is list of leadership principles and expectations for all Grand Prairie Police Department Supervisors with a goal of fostering leadership. It is important that you review these principles to ensure they are expectations you feel you can support and uphold. While this list is not all inclusive, it offers a sound framework from which all Grand Prairie Police leaders should operate and from which performance should be measured. Along with your daily job-specific duties, adhering to these principles will be a key to being successful.

1. **Understand the GPPD Mission and Values:** **The Grand Prairie Police Department is dedicated to service and partnering with our community to maintain a safe environment with a high quality of life.** Our values include **Commitment** to service through community partnerships, innovation and a holistic approach to policing. **Pride** in our appearance, in our professionalism, and in safeguarding our community. **Respect** for our profession and for those we serve. It is through the lens of this mission and values that Grand Prairie Police leaders should view all assignments.
2. **Leadership by example:** Formal leaders within the Grand Prairie Police Department should understand that respect is earned and never demanded. Earned respect is a reward for demonstrating sound, fair, and consistent decision making and good moral judgment. Grand Prairie leaders would never ask a subordinate to perform a task that they would not be willing to complete themselves.

Grand Prairie leaders must be present to lead and do not abuse sick time. They also monitor and address excessive absenteeism and abuse of sick time of their subordinates within city policy.

Grand Prairie leaders are adaptable. Conditions often require an adjustment in direction. Leaders need to be able to understand the impact of their decisions both long and short term. As a result, Grand Prairie Police leaders may be required to create, advocate, and embrace change should it be necessary for the betterment of our citizens and the police department.



3. **Humility**: Remaining humble is a cornerstone of leadership. Formal leaders in the Grand Prairie Police Department will maintain a modest view of their own importance and always remain mindful that successful police work requires a team approach.
4. **Look Inward**: Leaders constantly look inward, making honest assessments of their shortcomings and developing strategies to improve. No leader is perfect; however the strongest leaders are constantly striving for excellence by seeking self-improvement.
5. **Law Enforcement Competency**: Leaders should strive to understand the requirements of their assignment, the assignment of their subordinates, and the assignment of their direct supervisor. A leader cannot fairly gauge the performance of a subordinate if they do not understand their subordinate's assignment. Additionally, leaders may be unexpectedly required to assume the duties of their direct supervisor. The time to learn those responsibilities is not when called upon to assume them. Additionally, because law enforcement is constantly changing, Grand Prairie Police leaders should constantly seek self-development, keep informed on emerging trends in law enforcement, and apply positive change when appropriate.
6. **Take Care of your Team**: Leaders are expected to care for those under their charge. That includes ensuring, when possible, personal issues are not impacting their performance. Strong leaders are mindful that police work requires a strong support system and fostering that support will foster strong morale. Successful leaders care for their subordinates, personally and professionally, and desire to help in both areas.

Encourage the development of subordinates and remove meaningless “road blocks” that create work and developmental difficulties. Creating this pathway is not only important for the development of subordinates but also the advancement of the police department long term.

7. **Keep your Subordinates Informed**: Keeping your subordinates informed demonstrates their importance to the organization. Informed subordinates perform better and are able to adapt to changing conditions that may arise since they are empowered with a clear understanding of your intent.
8. **“Inspect what you Expect”**. Subordinates need to have a clear understanding of what is expected from them. You must communicate clearly and effectively to ensure that delegated tasks are properly understood. Subordinates should then be supervised to ensure the tasks are completed properly and in a timely manner. Avoid over-supervision as it can negatively impact initiative. Allow subordinates to use their own leadership styles and techniques, and then periodically check their progress. Grand Prairie Police leaders must understand, however, that authority can be delegated but responsibility cannot.



9. **“Make the call”**: Avoid stagnation by over analyzing a given issue. After careful consideration of the surrounding factors, make a decision and put a plan in action. Consider the counsel of your subordinates when appropriate and plan for potential consequences of any given course of action.

10. **Take Charge and be Accountable**: In the absence of guidance, Grand Prairie Police leaders take charge. They seek responsibility and constantly strive to make a difference in the community. If they error, they own their mistake including to their subordinates. They do not offer excuses or deflect blame but, most importantly, they learn from their mistakes and take proactive steps not to repeat them.

11. **Foster Positive Morale and Project Positivity**: Leaders project a positive attitude and combat negativity in the organization. A strong leader does not complain to subordinates and confronts gossip by offering facts as they know them. Grand Prairie Police leaders understand the damage caused by negativity to an organization. Leaders drive a positive message and use their position and influence to create a positive work environment.

12. **Have the Courage to Communicate**: One of the most challenging leadership tasks is to have difficult conversations with subordinates and supervisors. Grand Prairie Police leaders understand that often having these difficult conversations is a critical component to carrying out the Grand Prairie Police Department mission. Some examples include: employees with poor physical conditioning, excessive absenteeism, not meeting performance expectations, failing to meet deadlines, etc. Additionally, Grand Prairie Police leaders should challenge subordinates to set goals for themselves, and help them to achieve them.

Grand Prairie Police Department leaders have a high degree of authority. That authority comes with a great level of responsibility. By signing this pledge, you agree to model these principles to the best of your ability and foster these same principles in your subordinate leaders. This commitment will not only make Grand Prairie Police Department better, but it will create an outstanding leadership environment for generations to come.

Signature

Printed Name

Date