

POLICE ADMINISTRATOR TASK LIST

(CLASS CODE 9196)

Strategic Planning

1. Identifies the need for change, either to make improvements or to solve a problem, by formulating a clear statement of the problem or desirable change, and differentiating between causes of a problem and symptoms of the problem.
2. Researches the problem by collecting data using means such as interviewing knowledgeable people; searching available literature; examining records such as financial records, reports of activities, or audits; reviewing best practices from other agencies; and/or making site visits or inspections.
3. Develops alternative solutions to the problem taking into consideration other various factors.
4. Compares advantages and disadvantages of alternative solutions taking into account considerations such as cost/benefit ratios, acceptability to end users, length of time before effects of changes will be evident, and response of City officials and/or City residents.
5. Recommends alternative solutions based on thorough analysis, by giving reasons to support the recommendation by clearly outlining the advantages, disadvantages and impact of the recommendation.
6. Develops schedule(s) to implement the recommended solution, taking into account factors such as availability of resources, other workload of staff, training needed, morale, and coordination with schedules of others affected by the project.
7. Circulates recommendations to other managers affected, requesting their evaluation of the plan and support or reasons for opposing it.

Managing Resources

8. Gives direction(s) to division heads including information about schedules, changes in staff assignments, available resources, and other necessary information.
9. Sets measurable standards for evaluation of progress, and implements systems and controls to ensure measurable standards are met within a timeframe.
10. Monitors progress of the work by means such as meeting regularly with division heads, by reading reports, making personal inspections, and directing/reviewing audits.
11. Takes corrective action such as adjusting the schedule, changing personnel assignments, or authorizing purchases of additional materials.
12. Develops and/or revises policies and procedures for the bureau with consideration of the impact of the change from a variety of perspectives in order to make additions

and/or changes needed to improve bureau services and/or to resolve problems such as acquisition of new computer hardware or software, changes in personnel functions, changes in budget, or changes in City or Department policies or procedures.

13. Evaluates and comments (either verbally or in writing) on proposed new or revised policies and procedures affecting the bureau with the greater good of the department in mind, in order to have bureau input on policies and procedures.

14. Makes decisions relating to a specific functional area of expertise within the bureaus' area of responsibility such as jail procedures, record keeping procedures, budget procedures, procedures relative to the implementation of Memoranda of Understanding, or distribution of computer resources affecting the entire Department including revising existing policies and/or procedures or issuing new ones.

Budgetary Duties

15. Establishes priority of various activities and functions based on budget requests from divisions within the bureau for purposes such as allocating personnel and other resources, reevaluating priorities after the budget is approved based on available funds, personnel, special project needs, or special circumstances, which may arise in order to use resources effectively.

16. Prepares annual budget request for the bureau or the Department using information such as needs for new or improved services, draft requests prepared by division heads, allowances for increases in salaries or other costs, and availability of funding for special programs in order to inform Department management of bureau or Department funding needs.

17. Manages non-budgeted funds or contracts by approving expenditure plans, authorizing expenditures, ensuring that accounts are correct, and conducting periodic audits in order to use such funds for the purposes intended and to have complete and accurate records of their use.

18. Reads or reviews and approves purchase orders, specifications, Request for Proposals, bid analyses, bids awarded, and contracts for purchases of supplies, systems equipment, and/or services prepared by subordinates, makes comments or corrections in order to ensure that they are complete and accurate and monitors the process to ensure progress through completion.

19. Ensures compliance with contracts by means such as checking that schedules are met, assigning staff to investigate complaints, or examining records and taking appropriate action such as withholding payment or consulting with the City Attorney's office regarding the problem.

Communication Duties

20. Meets with City Attorney's staff in order to discuss legal issues and/or problems related to contracts or grants such as writing original contracts, changes in major contracts, compliance with special requirements and/or regulations, or lawsuits in order to obtain and/or to provide information and to coordinate activities.
21. Makes formal presentations to groups such as the Police Commission, City Council, other government agencies, business people, and civic groups, based on having acquired sufficient information to develop a clear understanding of the department's position and the reasons for it as well as any political ramifications.
22. Gives interviews to press or other media in order to inform City residents or other interested parties about bureau activities.
23. Holds and/or attends meetings with Department management, heads of other bureaus, division heads, and other interested parties regarding matters such as support services needed by other bureaus in the Department, special programs, staffing, progress of work, or problems.
24. Attends meetings regarding the Police Commission, City Council or Council Committee, management of other City Departments, representatives of other government agencies; and with private contractors.
25. Meets individually with the Chief of Police, Directors, Assistant/Deputy Chiefs of Police, Police Commissioners, other bureau heads, division heads, staff of other City Departments, staff of other government agencies, vendors and other interested parties.
26. Reads and evaluates materials such as letters, proposals, schedules, and/or reports relating to activities undertaken in cooperation with or in support of divisions and bureaus within the Department, other City agencies, and/or other agencies.
27. Sends materials such as letters, proposals, schedules, and/or reports relating to activities undertaken in cooperation with or in support of divisions and bureaus within the Department, other City agencies, and/or other agencies to people affected by or interested in bureau activities.
28. Writes lengthy reports that include in-depth analyses and review of complex issues with little editing or re-writing needed to produce a final product.

Supervisory Duties

29. Sets an example of behavior and positive attitude toward work and other City employees for subordinates by personal actions and conduct such as treating everyone with consideration, fairness, and impartiality; by being punctual and diligent; and by being sensitive to individual needs and differences.

30. Commends good work or performance in order to improve morale and to provide examples for others by means as praising good work, giving public recognition of outstanding performance, or issuing notices of commendation (Form 01.18).

31. Holds division heads accountable for managing subordinate personnel by ensuring that personnel are trained, properly equipped, and encouraged to do their best and that in cases of poor performance timely and appropriate action is taken consistent with the department's unique provisions regarding discipline such as the Police Officer Bill of Rights and the relevance of off-duty behavior.

32. Holds regular meetings with division heads to provide, transmit, and/or exchange information; to discuss projects, programs, and other work assigned to the subordinates' divisions, and/or to provide direction and guidance.

33. Complies with the City Equal Employment Opportunity (EEO) policy by discussing with division heads matters such as personnel selection or paygrade advancement, by helping employees prepare for promotion through training or other opportunities, by having appropriate materials about the City's EEO policy posted and/or distributed to all bureau employees, and by monitoring progress toward EEO goals in order to help develop better acceptance and working relationships among various groups of employees.

34. Creates a work environment free from sexual harassment and/or expressions of racial, ethnic, religious, sexual orientation or other bigotry by having appropriate materials posted and/or distributed to all bureau employees, by arranging for training opportunities such as sexual harassment training or diversity training for bureau employees, and/or by discussing problems with division heads or otherwise addressing issues that arise in order to ensure compliance with City and Department policies.

35. Ensures that safe working conditions are maintained in bureau facilities and offices by having information distributed and/or posted, by periodically discussing safety with division heads, by noting unsafe conditions in work areas and having them corrected, and by sending employees for special training.

36. Approves requests for use of vacation, other leave, or overtime work and changes in work schedules or work assignments of subordinates and various divisions who report directly to the Police Administrator in order to ensure that necessary work is done while employees are away.

37. Keeps records on work of division heads and other staff reporting directly to the Police Administrator, evaluates their performance, and meets regularly with them to discuss their evaluations in order to improve productivity and to meet City requirements for regular evaluation of employee performance.

38. Completes performance evaluations and counsels subordinates regarding performance factors such as quality and quantity of work, punctuality, attendance and

interpersonal relations in order to provide feedback to subordinates on how to improve work performance.

39. Reads and evaluates information on personnel matters provided by division heads such as periodic reports of sick leave use, summaries of time sheets, overtime reports and performance evaluations in order to be aware of and address conditions within the divisions.

40. Discusses personnel problems with division heads, considers their recommendations, disciplines problem employees, when necessary, and makes reports on these matters to Department management in order to comply with good personnel practice and other requirements such as City and department policies and regulations and memoranda of understanding.

41. Investigates internally or collaboratively with Internal Affairs Group courses of personnel problems such as failure to follow rules and established procedures, failure to report on time, failure to follow instructions, or dishonesty in order to explore ways of creating a better working environment and preventing recurrences of the problem.

42. Ensures that progressive disciplinary procedures are followed by reading and approving reports and recommendations of division heads, and by checking documentation of actions taken in order to maintain high standards for work and behavior of employees.

43. Interviews prospective employees for positions supervised by the Police Administrator, including, but not limited to Senior Management Analyst, Senior Personnel Analyst, and Director of Systems in order to evaluate their qualifications and experience in type of work performed in the bureau.

Miscellaneous Tasks

44. Attends a variety of off-hours and weekend Departmental or Community sponsored events.

45. Stays abreast of current events and political activities that may affect job responsibilities and employees.

46. Conducts self in a manner that reflects the higher standards required of LAPD employees while off-duty.

47. Works effectively with those who provide direct law enforcement service to the Community and recognizes that sworn employees and their activities are the priority of the department and City.

48. Accepts working under a quasi-military operation and respects chain of command.

49. Makes presentations to a large or small group of employees and provides a level of detail and explanation appropriate to the recipient.

50. Requires little guidance for responding to a wide range of complex situations with far-reaching and/or enduring consequences and considers the impact of decisions on all affected parties.

51. Works effectively as an essential employee and/or a Disaster Service Worker, especially during times of emergency.