



LEADERSHIP EXPECTATIONS

Leadership starts with who we hire. The Madison Police Department seeks those individuals who have demonstrated leadership in both their professional and personal lives. All employees, both civilian and commissioned, are encouraged to “lead-up” and to contribute towards a culture of continuous improvement at all levels of the Department.

We define leadership in relation to the following attributes:

COMPETENCE

Judgment:	The ability to properly weigh facts and possible courses of action in order to make sound decisions.
Knowledge:	Proficiency in relevant subject matter. The range of one's information, including professional knowledge and an understanding of your subordinates. Leaders exhibit a level of expertise that inspires confidence in their employees.
Communication:	Ability to effectively interact with members of the department and the community we serve; actively listens and considers different perspectives.
Decisiveness:	Ability to make decisions promptly and announce them in a clear, understandable manner.
Dependability:	The certainty of proper performance of duty.

Principles of Competence:

- » Know yourself and seek continuous improvement.
- » Be technically and tactically proficient.
- » Ensure that the task is understood, supervised, and accomplished.
- » Train your employees to function as a team.
- » Make sound and timely decisions.
- » Keep your personnel informed; provide honest explanations when information cannot be shared.

CHARACTER

Fairness/Justice:	Performance of duties in a manner that is free of bias or injustice. The ability to supervise employees impartially and consistently.
Integrity:	Uprightness of character and soundness of moral principles. The quality of truthfulness and honesty. The internalization of the Core Values of the organization.
Courage:	The ability to proceed in the face of fear with calm and resolve.
Ethical Decision-Making:	Making decisions that are fair and consistent with the Core Values of the organization. Avoidance of decision-making based upon personal bias, prejudice, or favoritism.

Principles of Character:

- » Set the example in all aspects of your professional and personal life.
- » Demand integrity in yourself and your coworkers.
- » Keep your promises, and don't make promises you know you can't keep.
- » Be honest and realistic in your communication.
- » Communicate information and decisions in a forthright manner, even when you believe it might be controversial or unpopular.

CARING

- Kindness: The recognition that employees and citizens react primarily to how you make them feel. The ability to project sincere empathy and compassion, even when communicating adverse information or decisions.
- Unselfishness: Avoidance of providing for one's own comfort and personal advancement at the expense of others.
- Tact: The ability to communicate with coworkers and citizens in a manner that demonstrates respect and professionalism. The ability to deal with others, including in difficult situations, in ways which minimize conflict yet address the issue at hand.
- Trust: The ability to build rapport, through transparent actions and open dialogue, with employees and the community in a way that inspires trust and confidence.

Principles of Caring:

- » Know your people and look out for their welfare.
- » Employ those you supervise within their capabilities.
- » Seek recognition for your employees when they perform in an exemplary manner.
- » Remember: in stressful situations, calm breeds calm, and panic breeds panic.
- » Remain non-judgmental; appropriately apply empathy, compassion and understanding towards our co-workers and the community we serve.

COMMITMENT

- Initiative: Engaging in proactive behavior in order to improve the workplace and provide a high level of service, both to the department and the community.
- Enthusiasm: The display of sincere interest and exuberance in the performance of duty.
- Loyalty: Faithfulness to the Core Values and principles of the organization and to our coworkers. Commitment to the community we serve.
- Endurance: The mental and physical stamina measured by the ability to withstand pain, fatigue, stress and hardship; ability to set and achieve objectives in the face of challenges.

Principles of Commitment:

- » Proactively seeks out responsibility within the organization.
- » Takes responsibility for decisions made.
- » Develops a sense of dedication amongst subordinates/co-workers.
- » Supports our Mission Statement through our Core Values.
- » Maintains clear ethical boundaries.
- » Understands that it is a privilege to serve the public in our capacity as police officers.

COLLEGIALITY

- Team Player: Working together with colleagues towards a common purpose. Works well with others.
- Relationship Building: Engages with colleagues in order to build relationships that facilitate collaboration, trust and a "team" atmosphere.
- Respect: Dependable and respected by all to work toward the common purpose.
- Coordinated Efforts: We cannot go it alone – we must cultivate collaborative coordinated efforts to be successful.

Principles of Collegiality:

- » Positive relationship between colleagues.
- » Explicitly united in a common purpose.
- » Demonstrates respect for other's abilities.