

Goals and Objectives

Index Code: 601

Effective Date: 12/15/11 (Revised 1/17/17)

I. Purpose

The purpose of this directive is to establish a plan for the formulation and annual updating of written goals and objectives for the Office of the Sheriff, and for each major organizational component.

- Indicate what we want to do, but not how to do it

Example of a Goal: “To solicit a partnership with the business community.”

II. Policy

It is the policy of the Office of the Sheriff to hold Command Staff Personnel accountable for the goals and objectives that relate to the functions of their respective Division, and all components and units within that Division.

C. Objective

For purposes of this directive, an Objective is a specific end or result in order to achieve partial fulfillment of a goal. An objective is a sub-goal or an element of a goal and therefore requires a shorter time to accomplish than does a goal. An objective statement is a definitive statement to provide direction to employees. The objective should deal with results, be as quantifiable as possible, time-limited, measurable, understandable, achievable and feasible so that it can be evaluated as to whether or not it was accomplished.

Example of an Objective: To reduce burglaries by 25% by December 31 of this year.

III. Definitions

A. Mission

For purposes of this directive, a Mission is a broad statement of purpose or reason for existence. Mission statements may be used to explain the overall purpose and philosophy of an agency. The Mission Statement provides direction to all members in formulating goals and objectives. An agency’s mission should change very infrequently, and only in order to reflect fundamental changes of the agency’s role in the community and in society.

D. Work Plans

For purposes of this directive, Work Plans are detailed steps needed to accomplish the objectives and document the performance actions required to accomplish the work assignment. Work plans are frequently tied to a time line and are an effective means of evaluating an organization’s performance. Although work plans are very specific, they also leave room for flexibility to add services whose need may become apparent during the year.

Example of a Work plan: The Sheriff’s Resource Unit, with the assistance of the School Resource Deputies, will conduct a long-term quality of life problem solving initiative in the community of Bay City this year.

B. Goal

For purposes of this directive, a Goal is defined as a general statement of an end or a result that one ultimately intends to achieve. A goal usually requires a long time to achieve and, when possible, should be stated in a way that permits measurement of its achievement. Due to their wide definition, agency goals should not frequently change. Characteristics of goals include:

- They affect many persons and are large-scale
- May apply to programs of several components
- Provide strategic, as opposed to tactical, direction from upper management

IV. Annual Development of Goals and Objectives

A. Agency Goals and Objective

By October 1st of each year, the Sheriff and Undersheriff will formulate, update, and publish goals and objectives for the Office of the Sheriff

for the upcoming year. These goals and objectives will be based on input from all Divisions/Units within the Office of the Sheriff, and will be distributed to all personnel once formalized and approved.

B. Division Goals, Objectives and Work Plans

Division Commanders, using the goals and objectives set forth by the Sheriff and Undersheriff, are required to identify those objectives that pertain to their command. Division Commanders will direct components and units under their command to develop the necessary work plans to meet those objectives. Some objectives may require work plans from more than one Division. On or before December 1st the Division Commanders will submit to the Undersheriff those objectives that pertain to their command and the work plans that will be followed to achieve those objectives.

V. CALEA Reference: 15.2.1

XIII. Proponent Unit: Sheriff

XIV: Cancellation: Directive dated 12/15/11

Sheriff Gary Hofmann