

# IDAHO PEACE OFFICER STANDARDS & TRAINING PROCEDURE

## 12.02 EMPLOYEE EMPOWERMENT

### A. General

This procedure sets forth POST's expectations of employee decision-making, both in circumstances for which [Conduct Expectations](#) and procedures clearly delineate behavior, and in circumstances requiring employees to make independent decisions to undertake action.

### B. Excerpts from the [ISP Employee Handbook](#)

Idaho State Police (ISP) procedure [01.01 Welcome to the Idaho State Police](#) contains a number of statements regarding employee empowerment and its attendant responsibilities, such as:

“Leadership’s commitment to you is to provide you with understandable rules to follow, along with training in mandated procedures, and to support you in decisions properly made.

“The [Conduct Expectations](#) included in the Handbook are the heart of ISP’s policies.

“All procedures are acted upon consistent with the [Conduct Expectations](#). Read them often and understand them thoroughly. Because of their bedrock importance, supervisors discuss the [Conduct Expectations](#) with each employee during every annual performance evaluation and obtain an [attestation](#) that the employee has read and understands them. The attestation is retained in the personnel file with the evaluation documents.

“You are fully accountable to the people of Idaho for your actions and for any failures to act in accordance with your authority or delegated authority. Every employee, at every level in this agency has the delegated authority necessary to make crucial decisions allowing each employee to execute responsibilities and complete job assignments. Following the guidelines and procedures in this [Handbook](#) will provide consistency and stability in your delivery of services, and minimize unwarranted complaints. Any questions regarding your authority must promptly be brought to your supervisor’s attention for resolution.”

### C. POST Employee Empowerment Philosophy

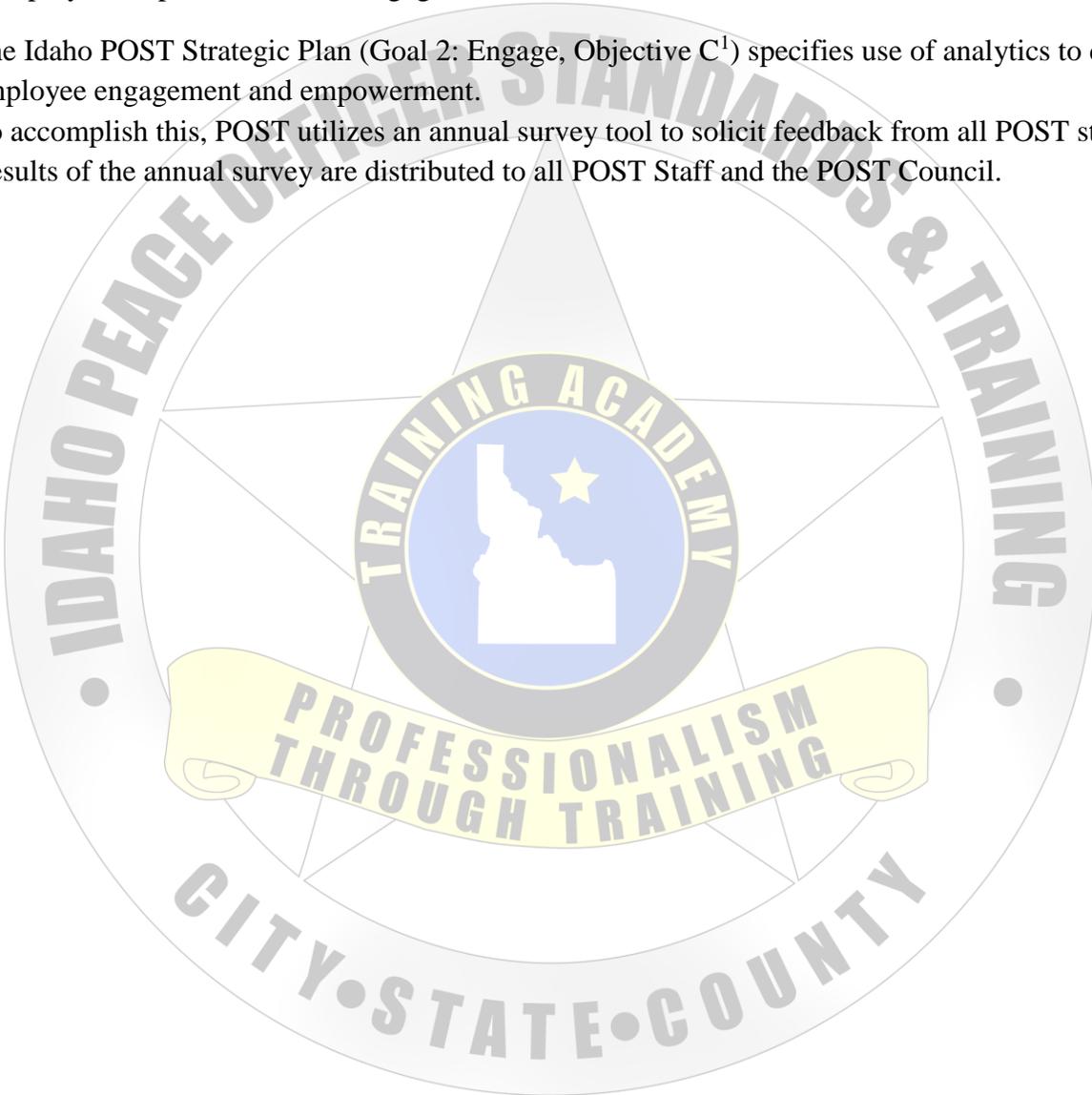
1. Guided by [Conduct Expectations](#) and [procedures](#), employees are expected to exercise initiative and discretion in the day-to-day performance of duties.
2. When faced with making decisions for action lacking specific guidance, employees must evaluate:
  - a. Is it ethical and legal? (See [Conduct Expectations](#) 1 and 2)
  - b. Is it the right thing for the public and Idaho’s citizens? (See [Conduct Expectations](#) 5 and 11)
  - c. Is it the right thing for POST?
  - d. Is it consistent with POST [rules](#), [procedures](#) and [Conduct Expectations](#)?
  - e. Is there good and reasonable cause for acting outside of available guidelines?
  - f. When practical, have those impacted by the decision been considered and consulted?
  - g. Is it something for which I am willing to be held accountable?
3. If the answer to all questions above is “yes”, the action may be undertaken as reasonable and defensible.

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4. If the action appears contrary to written guidance the employee must report it to a supervisor at the earliest opportunity and articulate the necessity for and soundness of the decision or action.
5. Employee actions or decisions are ultimately judged on a standard of consistency with those a reasonable and prudent person would undertake in like circumstances.

### D. POST Employee Empowerment and Engagement Assessment

1. The Idaho POST Strategic Plan (Goal 2: Engage, Objective C<sup>1</sup>) specifies use of analytics to determine employee engagement and empowerment.
2. To accomplish this, POST utilizes an annual survey tool to solicit feedback from all POST staff. Results of the annual survey are distributed to all POST Staff and the POST Council.



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<sup>1</sup> Maintain a work environment that is supportive and rewarding; instill and reinforce personal and professional excellence for all employees.