



Los Angeles County
Sheriff's Department

Leadership Message from the *Sheriff*



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#001

PSYCHOLOGY OF DISCIPLINE

BY LEE BACA

The importance of discipline cannot be discussed enough by each Chief, Commander, and Captain. These are my views on the subject, and I want you to use this perspective as you deal with your responsibilities concerning discipline.

Our administrative process is always emotionally difficult for all Department personnel. Effective discipline should not debilitate the affected Department member. Supportive communication is necessary along the process, no matter how severe or minor the eventual penalty will be.

Our leadership values require us to believe that until a Department member leaves our service, he or she will always be our responsibility. We must always care for all of our personnel, work closely with those who are experiencing problems, and be straightforward in building a trustworthy relationship.

We must care and give to those in need whether they like us or not. Ineffective discipline is when we fail to be fair. Not listening to why Department members have acted in violation of a policy is widely believed to be unfair, especially by me.

The focus of discipline should be on creation of a corrective action plan rather than punishment for punishment's sake. The plan should emphasize training and remediation along with more creative interventions designed to correct deficits in performance and maximize the likelihood of the Department member and his or her peers responding appropriately in the future.

Each Captain must establish herself or himself as the key go-to person of trust when a Department member is undergoing an administrative investigation.

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