

THE GOVERNMENT OF GUAM LEO GENERAL FORCE LEADERSHIP STRUCTURE TIER

Background:

In the Government of Guam, Law Enforcement duties, responsibilities have evolved in their scope and focus- many have gone from a simple OJT with a six (6) month probationary period to the implementation of a government sanctioned, accredited Basic Law Enforcement Academy which is coupled with an agency centric law enforcement training academy with additional technical training. Many of our law enforcement entities will need to conduct necessary reviews and updates in line with the many changes and additional responsibilities that have been thrust upon the LEO community since September 11th. Many new mandates were implemented on homeland security, multi-agency collaboration with intergovernmental and inter agency cooperation. This increased the law enforcement officer's capacity, level of education, training, and risk. In line with creating this force structure, position descriptions and job specifications will need to be reviewed, evaluated, updated, and classified. Additionally, POST still needs to develop appropriate education, training, and leadership standards in line with the intent of POST's mandate and must evolve with the change. Most recently, with the passage of PL 36-54, it gives POST the authority to create a Tiered Law Enforcement Force Structure which positions into several classifications. This gives P.O.S.T. and LEO entities the opportunity to create a mechanism for career minded officers to progress in their profession with NON-COMPETITIVE PROMOTIONS within a qualified LEO centric apprenticeship.

Career promotions for law enforcement officers within the Government of Guam are practically non-existent. Promotion opportunities are irregularly given, and the numbers of openings are insufficient considering that many entities are operating with officers performing at a grade way above their current rank and responsibilities. It is not uncommon to see officers retire at 30 years of service at the lower graded positions. Coupled with irregularly scheduled promotion opportunities, all positions are COMPETITIVE- whereby your application gets rated and stratified, and then after a formal interview, a small number will get promoted. This process creates an environment where years can pass until the next promotion opportunity. Sooner or later- you have a situation where there is an uneven level of institutional knowledge and competencies which can negatively impact mission readiness.

The Guam Legislature found that based on inherent duties and responsibilities of our law enforcement community relating to basic, supervisory, and management responsibilities, there are inconsistencies and inequities for similar levels of responsibilities. The standards in which POST has developed thus far, are helping to ensure some level of standardization for LE entities. However, by creating a Law Enforcement Officer Force Structure it will assist LEO entities, Human Resource specialists, certifying and accreditation entities, by using this force structure to delineate, align, incorporate, and classify and facilitate career progression for different levels of LEO positions as it relates to appropriate levels of job content knowledge and increasing levels of responsibilities.

Practically speaking, you could take any of GOVGUAM Law Enforcement entities with Peace Officers and appropriately classify them into this force structure.

The development of the Force structure creates an opportunity to better outline, define, and align progressive levels of skills, training, education, duties and responsibilities that build upon the initial foundation gained from the Basic Law Enforcement Education & Training, as well as the initial LEO Agency centric training received. It sets up the environment with a LEO career development path which enhances core competencies and appropriates additional positions in which institutional knowledge can be learned, assimilated, and performed in line with each respective LEO organization's mission. It creates opportunities for career officers to progress as part of a career ladder to gain progressive levels

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of knowledge in much more manageable and more appropriate levels as it relates to their knowledge, skillset, and leadership capabilities, and capacity.

Public Law 36-54 Section 43 has created a new §51102.40 to Chapter 51 of Title 17 GCA: "AUTHORIZATION TO ESTABLISH A STANDARDIZED & UNIFORMED LAW ENFORCEMENT OFFICER GENERAL FORCE LEADERSHIP STRUCTURE TIER AND PAY PLAN FOR PEACE OFFICERS". Using the Guam Police Department positions as benchmarks, it will be used as a basis for this LEO Force Leadership Structure Tier.

The Government of Guam General Force Leadership Structure Tier.

The Government of Guam has a diversity of LE mandates, missions, and authorities with both general and specialized functions in the application and enforcement of laws for Guam. Despite these differences, there are common LEO centric levels of knowledge, experience, and leadership. This can be used to create a uniformed Force Structure standardizing each LE entity's force development and install a career progression mechanism which takes into consideration the assumption of increased supervisory and leadership responsibilities. This approach must be built on fundamental competencies common among law enforcement. It must have a consistent, well-defined set of expectations, standards, and opportunities to facilitate the growth for all law enforcement officers which correlates to the Peace Officer Standards & Training Commission's mission to standardize education and training requirements. Alignment of Training, Education, and Experience- All elements- education, training and experience should align with the Government of Guam Law Enforcement Officer Force Structure and each individual law enforcement entity's general and technical competencies. These competencies deal with leadership, management, and mission readiness. All Law Enforcement force development starting from a trainee's initial Basic Law Enforcement Academy Training and their progression with professional law enforcement/ career education is tied to each LE entity's institutional competencies. These competencies can be used to augment and strengthen the Law Enforcement Officer Force Structure. One that builds upon the entity's initial foundation of law enforcement competencies. It will standardize across all GOVGUAM Law Enforcement entities a common set of priorities, and proficiency expectation based on the LEO's respective level of duties and responsibilities, rank, experience and/or position. The Government of Guam Law Enforcement Officer force structure and institutional competencies formalizes what these LEO duties and responsibilities are.

Purpose of the Government of Guam Law Enforcement Officer Force Structure.

This Force Structure defines and appropriately aligns the leadership levels, tiers, ranks, roles, and general responsibilities for the Government of Guam Law Enforcement Officer positions. The force structure will be built on a foundation based on training, education, general/technical competence, experience, leadership, and managerial responsibilities. Through this Force Structure, it will set the foundation to create a solid set of standards, education, training, and leadership criteria to create a consistent, fair, and equitable environment in which supervisors, managers, human resource personnel and others can use at their disposal. The Government of Guam Law Enforcement Officer force structure provides a framework for supervisors as they set standards during initial work planning sessions, evaluate progress during mid-term feedback sessions, and document performance on annual reports. This will facilitate standardization of standards and responsibilities and provide a mechanism in which each LEO entity can incorporate additional levels of positions commensurate with increasing levels of knowledge, skills, and abilities *throughout their careers in their organization. This force structure will provide the general framework for the Government of Guam Law Enforcement Officer force structure that best meets each LEO entity's mission requirements, while developing institutional and occupational

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competencies as well as a guiding document to mentor and develop officers as they progress throughout their career.

MODELS USED

This force structure utilizes the Guam Police Department (GPD) Police Officer position series as the benchmark in which to create this Force Structure. The GPD benchmark is only for comparison purposes to assist each law enforcement organization with position levels in which to compare with. This force structure also uses key characteristics from the military's enlisted force structure and the federal government's career ladder. It also uses aspects from the Office of Personnel Management (OPM) competencies model. The Enlisted Force Structure is a formal military policy (AFPD 36-26/ AFI 36-2618). The enlisted force structure is comprised of three distinct and separate tiers, each correlating to increased levels of education, training, and experience, which build increasing levels of proficiency. The enlisted force structure defines the responsibilities of each rank to best meet mission requirements. It provides a common, stable career structure and provides all an equal opportunity for professional growth. The Career Ladder, Career Path, is based on the federal government model which has created and defined positions into: ENTRY LEVEL (GS-5/GS-7-GS-9), FULL PERFORMANCE (GS-11/GS-12), EXPERT (GS-13/GS-14-GS-15), and MANAGERIAL (GS-15/SES) positions. In April of 2007, the Office of Personnel Management (OPM) created formalized list of Competencies for Law Enforcement, Compliance, Security, Intelligence, and Related Occupations. This Force Structure also utilizes the Department of Administration's Guam Police Department Police Officer Job Specification and series to create this Force Structure.

CAREER LADDER IMPLEMENTATION

A "Career Ladder" position is based on the federal government model. A career ladder promotion is a promotion to the next higher grade level to which an employee advances without competition, up to the full performance level (FPL) of their position. To be eligible for a career ladder promotion, the following eligibility requirements must be met: employees must meet time-in-grade, possess the appropriate level of specialized experience, and have an official rating of record of at least fully successful. It is important to remember that a career ladder promotion is not an automatic entitlement and can be delayed. Other factors to consider in determining if an employee will receive a promotion include verifying there is an adequate amount of available work at the next higher grade level, funding, and whether the employee has demonstrated the ability to perform the higher graded duties. The federal Career Ladder is classified into: ENTRY LEVEL (GS-5/GS-7-GS-9), FULL PERFORMANCE (GS-11/GS-12), EXPERT (GS-13/GS-14-GS-15), and MANAGERIAL (GS-15/SES) positions.

LEO COMPETENCIES

The Office of Personnel Management's (OPM) created a list of Competencies for Law Enforcement, Compliance, Security, Intelligence, and Related Occupations. These competencies have since been used in workforce planning, training and development, and personnel selection. The competencies following each tier is modeled after the LE Competencies in both general and technical capabilities (attached). These competencies will work together with the appropriate LEO Force Structure level in conjunction with the appropriate level of training, education, experience, and leadership, and POST standards.

A competency is the combination of knowledge, skill, and ability necessary to successfully perform a job function. General competencies cut across occupations, while technical competencies are specific to an

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occupation or specialty area. Competencies for this Force Structure will be broken down into Proficiency Levels which correspond with a numerical value: correlating to capability to apply the competency. The competencies are: EXPERT, ADVANCED, INTERMEDIATE, BASIC, and AWARENESS.

Values are assigned as follows:

EXPERT (Value:5)- Applies the competency in exceptionally difficult situations. Serves as a key resource and advises others.

ADVANCED (Value: 4)- Applies the competency in considerably difficult situations. These positions generally, require little or no guidance.

INTERMEDIATE (Value: 3)- Applies the competency in difficult situations. Requires occasional guidance.

BASIC (Value: 2)- Applies the competency in somewhat difficult situations. Requires frequent guidance.

AWARENESS (Value: 1)- Applies the competency in the simplest situations. Requires close and extensive guidance.

LEO PERFORMANCE LEVELS

BASIC- work at this level includes learning and applying basic procedures and acquiring competencies through training or on-the-job experience. Positions at this level may involve independent performance of duties- their primary function is the execution of operational procedures and standard program practices.

FULL PERFORMANCE- Work at this level involves independently performing the full range of non-supervisory duties assigned to the employee. Employees at this level have successfully completed required entry-level training or developmental activities either within the employing organization or prior to joining the organization. Employees at this work level have a full understanding of the law enforcement field, independently handle situations or assignments with minimal day-to-day instruction or supervision and receive general guidance and direction on new projects or assignments. Full Performance employees may exercise independent judgment in selecting and applying appropriate work methods, procedures, techniques, and practices in accomplishing their duties and responsibilities.

EXPERT- Work at this level involves a wide range of complex assignments and non-routine situations that require extensive knowledge and experience in the technical or specialty field. Receiving broad objectives and guidelines from the supervisor, employees independently handle a wide range of complex assignments and non-routine situations and exercise independent judgment to identify and take alternative courses of action. Following broad objectives and guidelines, employees act independently to establish priorities and deadlines within expectations established by the supervisor and exercise individual judgment to choose alternative guidelines to complete assignments. Employees may lead and coordinate special projects, teams, tasks, and initiatives and may be required to build and utilize collaborative networks with key contacts within and outside of their immediate organization.

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SUPERVISORY- Involves positions in which the primary responsibility is supervision over lower graded, junior employees. The following are some supervisory examples: Assigning work, overseeing workers on the job; Instructing workers on the job; Reviewing work in progress.

MANAGERIAL- Positions which involve primarily strategic and managerial responsibility. Following are typical examples of managerial responsibility: Strategic/ Planning; Planning, revising, and coordinating programs; Planning general workflow and methods; Budgeting and exercising fiscal control.

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LEO Force Structure General Competencies			
EXPERT (Value:5)- Applies the competency in exceptionally difficult situations. Serves as a key resource and advises others.	ADVANCED (Value: 4)- Applies the competency in considerably difficult situations. Generally requires little or no guidance.	INTERMEDIATE (Value: 3)- Applies the competency in difficult situations. Requires occasional guidance.	BASIC (Value: 2)- Applies the competency in somewhat difficult situations. Requires frequent guidance.
AWARENESS (Value: 1)- Applies the competency in the simplest situations. Requires close and extensive guidance.			
PROFICIENCY LEVEL			
	LEO 1	LEO 2	LEO 3
Accountability, Agility, Attention to Detail, Conflict Management, Creative Thinking, Customer Service, Decision Making, Depth Perception, External Awareness, Eye-Hand Coordination, Flexibility, Influencing/Negotiating, Information Management, Integrity/Honesty, Interpersonal Skills, Leadership, Learning, Memory, Mental Visualization, Oral Communication, Organizational Awareness, Partnering, Perceptual Speed, Peripheral Vision, Physical Strength, Planning and Evaluating, Problem Solving, Reading, Reasoning, Self-Esteem, Self-Management, Spatial Orientation, Stamina, Stress Tolerance, Teaching Others, Teamwork, Technical Competence, Technology Application, Visual Color Discrimination, Visual Identification, Writing	1 to 2		
PROFICIENCY LEVEL			
	LEO 4	LEO 5	LEO 6
Accountability, Agility, Attention to Detail, Conflict Management, Creative Thinking, Customer Service, Decision Making, Depth Perception, Eye-Hand Coordination, Flexibility Influencing/Negotiating, Information Management, Integrity/Honesty, Interpersonal Skills, Leadership, Learning, Memory, Oral Communication, Organizational Awareness, Partnering, Peripheral Vision, Physical Strength, Problem Solving, Reading, Reasoning, Self-Esteem, Self-Management, Spatial Orientation, Stamina, Stress Tolerance, Teaching Others, Teamwork, Technical Competence, Technology Application, Vision, Visual Color Discrimination, Visual Identification, Writing, Investigation, Administrative Law, Ammunition and Explosives, Arrest, Constitutional Law, Criminal Investigation, Criminal Law, Detention, Firearms, First Response,	2	2 to 3	3
PROFICIENCY LEVEL			
	LEO 7		
Accountability, Agility, Attention to Detail, Conflict Management, Creative Thinking, Customer Service, Decision Making, Depth Perception, Eye-Hand Coordination, Flexibility Influencing/Negotiating, Information Management, Integrity/Honesty, Interpersonal Skills, Leadership, Learning, Memory, Oral Communication, Organizational Awareness, Partnering, Peripheral Vision, Physical Strength, Problem Solving, Reading, Reasoning, Self-Esteem, Self-Management, Spatial Orientation, Stamina, Stress Tolerance, Teaching Others, Teamwork, Technical Competence, Technology Application, Vision, Visual Color Discrimination, Visual Identification, Writing, Investigation, Administrative Law, Ammunition and Explosives, Arrest, Constitutional Law, Criminal Investigation, Criminal Law, Detention, Firearms, First Response,	3	4	
PROFICIENCY LEVEL			
	LEO 8	LEO 9	LEO 10
Accountability, Agility, Attention to Detail, Conflict Management, Creative Thinking, Customer Service, Decision Making, Depth Perception, External Awareness, Eye-Hand Coordination, Flexibility, Influencing/Negotiating, Information Management, Integrity/Honesty, Interpersonal Skills, Leadership, Learning, Memory, Mental Visualization, Oral Communication, Organizational Awareness, Partnering, Perceptual Speed, Peripheral Vision, Physical Strength, Planning and Evaluating, Problem Solving, Reading, Reasoning, Self-Esteem, Self-Management, Spatial Orientation, Stamina, Stress Tolerance, Teaching Others, Teamwork, Technical Competence, Technology Application, Visual Color Discrimination, Visual Identification, Writing	4 to 5	5	5
PROFICIENCY LEVEL			
	LEO 11	LEO 12	
Accountability, Agility, Attention to Detail, Conflict Management, Creative Thinking, Customer Service, Decision Making, Depth Perception, External Awareness, Eye-Hand Coordination, Flexibility, Influencing/Negotiating, Information Management, Integrity/Honesty, Interpersonal Skills, Leadership, Learning, Memory, Mental Visualization, Oral Communication, Organizational Awareness, Partnering, Perceptual Speed, Peripheral Vision, Physical Strength, Planning and Evaluating, Problem Solving, Reading, Reasoning, Self-Esteem, Self-Management, Spatial Orientation, Stamina, Stress Tolerance, Teaching Others, Teamwork, Technical Competence, Technology Application, Visual Color Discrimination, Visual Identification, Writing	5	5	
PROFICIENCY LEVEL			
	LEO 13	LEO 14	LEO 15
Accountability, Agility, Attention to Detail, Conflict Management, Creative Thinking, Customer Service, Decision Making, Depth Perception, External Awareness, Eye-Hand Coordination, Flexibility, Influencing/Negotiating, Information Management, Integrity/Honesty, Interpersonal Skills, Leadership, Learning, Memory, Mental Visualization, Oral Communication, Organizational Awareness, Partnering, Perceptual Speed, Peripheral Vision, Physical Strength, Planning and Evaluating, Problem Solving, Reading, Reasoning, Self-Esteem, Self-Management, Spatial Orientation, Stamina, Stress Tolerance, Teaching Others, Teamwork, Technical Competence, Technology Application, Visual Color Discrimination, Visual Identification, Writing	5	5	5

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LEO FORCE STRUCTURE LEADERSHIP LEVELS

Government of Guam Classified Law Enforcement Leadership Levels. Each of the Government of Guam's law enforcement entities mission-sets, duties, and responsibilities have evolved- transforming to meet the needs of its community with public safety and has also had to adapt to the massive changes regarding terrorism, public health pandemic and national security concerns. Today's law enforcement officer operates in a dynamic environment requiring additional training, institutional knowledge, and leadership skills at several distinct levels: entry level, tactical expertise, operational competence, and strategic vision. These levels emphasize a different mix of qualities and experience. The leadership level at which an LEO operates determines the institutional competencies required to lead junior officers in mission accomplishment. As LE Officers progress from their initial indoctrination and tactical and operational expertise to strategic vision leadership levels, emphasis on the use of institutional competencies shifts from personal to organizational, with a generally consistent focus on people/team competencies. The nature and scope of leadership challenges as well as preferred leadership methods differ based on the level of leadership and duties. These levels apply across the entire spectrum of the Government of Guam Law Enforcement Officer force structure.

LEO FORCE STRUCTURE TIERS, POSITION RESPONSIBILITIES, AND ROLES

The Government of Guam Law Enforcement Officer force structure is comprised of four (4) distinct and separate tiers, each correlating to increased levels of education, training, and experience, which build increasing levels of proficiency. These tiers correlate to increased leadership and managerial responsibilities, with each tier building on the responsibilities of the previous one. As knowledge, experience and responsibilities increase, officers are expected to have met time in grade, time in service and mastered duties and responsibilities in previous grades. The tiers are as follows:

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TIER 1- Entry Level/ Basic Tier	
TIER 2- Journeyman/ Tactical/ Intermediate Tier (NON-COMPETITIVE)	
Tier 3- Supervisory/ Operational/ Specialized (COMPETITIVE)	
Tier 4- Management/ Executive/ Strategic (Competitive)	

LEO 1		Incorporate 3 Pay Grades for TRAINEE taking into consideration BLEA, and college accredited education
LEO 2		
LEO 3		
LEO 4		Non-Competitive Tier This is the Career Ladder Tier in which you proceed to learn and master your duties & Responsibilities. The LEO 7 is the FULL PERFORMANCE LEVEL of core competencies.
LEO 5		
LEO 6		
LEO 7		
LEO 8		Competitive Tier Creation of 2 levels of Specialized Positions along with initial Operational Supervisory positions.
LEO 9		
LEO 10		
LEO 11		
LEO 12		
LEO 13		Competitive Tier This tier is where the LE organizations have their highest classified heads and deputy managers.
LEO 14		
LEO 15		

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LEO FORCE STRUCTURE LEADERSHIP ENTRY LEVEL TIER (AWARENESS/BASIC COMPETENCIES)

Basic operational competence. This level is predominantly direct and face-to-face and focused on tactical/ hands-on, institutional, and personal competencies. This tier encompasses entry level basic law enforcement training and education which carries over as part of a bigger LEO apprentice/ journeyman tier. At this level, Officers gain a general understanding of team leadership and an appreciation for organization leadership. They master their core duty skills, develop experiences in applying those skills, and begin to acquire the knowledge and experience that will produce the qualities essential to effective leadership.

***COMPETENCIES:**

Accountability	Agility	Attention to Detail
Conflict Management	Creative Thinking	Cultural Diversity/ Special Needs
Customer Service	Decision Making	Depth Perception
External Awareness	Eye-Hand Coordination	Flexibility
Influencing/Negotiating	Information Management	Integrity/Honesty
Interpersonal Skills	Leadership	Learning
Memory	Mental Visualization	Oral Communication
Organizational Awareness	Partnering	Perceptual Speed
Peripheral Vision	Physical Strength	Planning and Evaluating
Problem Solving	Reading	Reasoning
Self-Esteem	Self-Management	Spatial Orientation
Stamina	Stress Tolerance	Teaching Others
Teamwork	Technical Competence	Technology Application
Use of Force	Visual Color Discrimination	Visual Identification
Writing		

*These competencies may be amended and tailored to the needs of each respective law enforcement organization.

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LEO FORCE STRUCTURE LEADERSHIP APPRENTICE/ JOURNEYMAN TIER (FULL PERFORMANCE COMPETENCIES)

Officers at the tactical expertise level gain the training, education, and experience as journeymen to become specialists in fundamental competencies by gaining leadership competencies and learn how their leadership can affect others and what impacts it has on the organization and mission readiness. They assimilate into the law enforcement officer culture and mindset. Officers at this level focus on honing leadership/followership abilities, motivating subordinates and influencing peers to accomplish the mission while developing their initial skills. They learn about themselves and their impact on others in roles as both follower and leader in addition to developing their communication skills. The primary focus at the tactical expertise level is accomplishing the mission as effectively and efficiently as possible using available personnel and resources. This is a non-competitive promotion tier.

***COMPETENCIES:**

Accountability	Agility	Attention to Detail
Conflict Management	Creative Thinking	Customer Service
Decision Making	Depth Perception	Eye-Hand Coordination
Flexibility	Influencing/Negotiating	Information Management
Integrity/Honesty	Interpersonal Skills	Leadership
Learning	Memory	Oral Communication
Organizational Awareness	Partnering	Peripheral Vision
Physical Strength	Problem Solving	Reading
Reasoning	Self-Esteem	Self-Management
Spatial Orientation	Stamina	Stress Tolerance
Teaching Others	Teamwork	Technical Competence
Technology Application	Vision	Visual Color Discrimination
Visual Identification	Writing	Accident Investigation
Administrative Law	Ammunition and Explosives	Arrest
Constitutional Law	Criminal Investigation	Criminal Law
Detention	Firearms	First Response
Forensics	Public Safety and Security	Restraint and Self-Defense
Search	Security	Seizure
Vehicle Operation		

*These competencies may be amended and tailored to the needs of each respective law enforcement organization.

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**LEO FORCE STRUCTURE LEADERSHIP SUPERVISORY/ SPECIALIZED DUTIES TIER
(EXPERT COMPETENCIES)**

COMPETITIVE PROMOTION

Operational Expertise/Tactical Competence. The full-spectrum of LEO institutional competencies is balanced- merging tactical and operational competence and incorporates increased training, education, and leadership training, accountability, program management and administration of their respective LEO programs. At this level, Officers understand the broader criminal justice perspective and the integration of supervision, leadership, and program administration while working with diverse people and capabilities in operational execution. They transition from specialists to leaders with a broader enterprise perspective who understand LEO centric operational capabilities. Based on a thorough understanding of themselves as leaders and followers, Officers apply an understanding of organizational and team dynamics. They lead teams by developing and inspiring others, taking care of people, and taking advantage of diversity. They foster collaborative relationships through building teams and coalitions, especially within large organizations, and negotiate with others, often external to the organization. This is a competitive promotion.

***COMPETENCIES:**

Accountability	Attention to Detail	Conflict Management
Creative Thinking	Customer Service	Decision Making
Eye-Hand Coordination	Flexibility	Influencing/ Negotiating
Information Management	Integrity/Honesty	Interpersonal Skills
Leadership	Learning	Memory
Oral Communication	Organizational Awareness	Partnering
Planning and Evaluating	Problem Solving	Reading
Reasoning	Self-Esteem	Self-Management
Spatial Orientation	Stress Tolerance	Teamwork
Technical Competence	Technology Application	Visual Identification
Writing		

*These competencies may be amended and tailored to the needs of each respective law enforcement organization.

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**LEO FORCE STRUCTURE LEADERSHIP EXECUTIVE/ STRATEGIC VISION TIER
(MANAGERIAL COMPETENCIES)**

COMPETITIVE PROMOTION

Strategic Vision. At this level, Officers combine highly developed personal and people/team institutional competencies to apply broad organizational competencies. They develop a deep understanding of law enforcement and criminal justice capabilities and how Officers achieve synergistic results and desired effects with their operational capabilities. They also understand how individual law enforcement entities operate within joint, multinational, and interagency relationships. At the strategic vision level, an officer applies LEO capabilities, applying the operational and strategic arts with a thorough understanding of unit capabilities, the law enforcement community and all other stakeholders. They have an enterprise perspective with a thorough understanding of the structure and relationships needed to accomplish strategic objectives. The strategic vision level focuses on the effects an officer can have across the spectrum of law enforcement concerns. This is a competitive promotion.

***COMPETENCIES:**

Accountability	Attention to Detail	Conflict Management
Creative Thinking	Customer Service	Decision Making
Eye-Hand Coordination	Flexibility	Financial Management
Influencing/ Negotiating	Information Management	Integrity/Honesty
Interpersonal Skills	Leadership	Learning
Memory	Oral Communication	Organizational Awareness
Partnering	Planning and Evaluating	Problem Solving
Reading	Reasoning	Self-Esteem
Self-Management	Spatial Orientation	Stress Tolerance
Teamwork	Technical Competence	Technology Application
Visual Identification	Writing	

*These competencies may be amended and tailored to the needs of each respective law enforcement organization.

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TIER BREAKDOWN:

LEO FORCE STRUCTURE LEADERSHIP ENTRY LEVEL TIER (BASIC COMPETENCIES)

This tier consists of Law Enforcement Officer 1, Law Enforcement Officer 2, and Law Enforcement Officer 3. Initial recruitment and indoctrination into the Government of Guam Law Enforcement processes. In this tier, they enter initial law enforcement training and focus on adapting to law enforcement requirements, achieving occupational proficiency, and learning how to be highly productive members of the law enforcement community. In this tier, Officers prepare for increased responsibilities and ensure they are trained, qualified, and ready to operate as they are introduced to the institutional competencies and continue to broaden their technical skills.

LAW ENFORCEMENT OFFICER 1 (LEO 1).

***GPD BENCHMARK: POLICE TRAINEE (HIGH SCHOOL DIPLOMA/ G.E.D.) *The GPD Benchmark is only for comparison purposes.**

CAREER LADDER/ NON-COMPETITIVE. These are trainees and recruits who are initially recruited into the law enforcement career and are primarily adapting to the requirements of the law enforcement profession, acquiring knowledge of law enforcement customs, courtesies, and law enforcement standards, as well as striving to attain occupational proficiency. Officers at this level perform basic tasks under close supervision. Must have graduated from a nationally recognized High School or have a G.E.D. to qualify for this position.

COMPETENCY LEVEL: AWARENESS

LEO COMPETENCY LEVEL: AWARENESS

NATURE OF WORK IN THIS CLASS

This is a trainee level position involving attending and satisfactorily completing a Guam Peace Officer Standards & Training (P.O.S.T.) Commission approved law enforcement program as well as on-the-job training involving clearly defined and routine law enforcement work. Employees in this class undergo classroom lectures, physical agility training and are monitored and evaluated academically through quiz and examination scores. In addition, employees in this class undergo extensive on-the-job training in law enforcement work. On-the-job training work is performed under the immediate supervision of a senior Field Training Officer (FTO) and work performance is evaluated using the on-the-scene observations, frequent inspections, examinations, discussions, and submission of reports.

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LAW ENFORCEMENT OFFICER 2 (LEO 2).

***GPD BENCHMARK: POLICE TRAINEE (BASIC LAW ENFORCEMENT ACADEMY CERTIFICATE) .) *The GPD Benchmark is only for comparison purposes.**

CAREER LADDER/ NON-COMPETITIVE. These are trainees and recruits who are initially recruited into the law enforcement career and are primarily adapting to the requirements of the law enforcement profession, acquiring knowledge of law enforcement customs, courtesies, and law enforcement standards, as well as striving to attain occupational proficiency. Officers at this level perform basic tasks under close supervision. Must have graduated from a nationally recognized High School or have a G.E.D. **AND** must have received a recognized Basic Law Enforcement Academy certification to qualify for this position. To Meet this, Trainees must have met the Basic Law Enforcement Academy requirements to attain this grade. **COMPETENCY LEVEL: AWARENESS**

LEO COMPETENCY LEVEL: AWARENESS

NATURE OF WORK IN THIS CLASS

This is a trainee level position involving attending and satisfactorily completing a Guam Peace Officer Standards & Training (P.O.S.T.) Commission approved law enforcement program as well as on-the-job training involving clearly defined and routine law enforcement work. Employees in this class undergo classroom lectures, physical agility training and are monitored and evaluated academically through quiz and examination scores. In addition, employees in this class undergo extensive on-the-job training in law enforcement work. On-the-job training work is performed under the immediate supervision of a senior Field Training Officer (FTO) and work performance is evaluated using the on-the-scene observations, frequent inspections, examinations, discussions, and submission of reports.

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LAW ENFORCEMENT OFFICER 3 (LEO 3).

***GPD BENCHMARK: POLICE TRAINEE (60 College Credits/ bachelor's degree) .) *The GPD Benchmark is only for comparison purposes.**

CAREER LADDER/ NON-COMPETITIVE. These are trainees and recruits who are initially recruited into the law enforcement career and are primarily adapting to the requirements of the law enforcement profession, acquiring knowledge of law enforcement customs, courtesies, and law enforcement standards, as well as striving to attain occupational proficiency. Officers at this level perform basic tasks under close supervision. Must have at least 60 accredited college credits or have graduated from a nationally recognized college with an appropriate bachelors degree to qualify for this position.

COMPETENCY LEVEL: AWARENESS

LEO COMPETENCY LEVEL: AWARENESS

NATURE OF WORK IN THIS CLASS

This is a trainee level position involving attending and satisfactorily completing a Guam Peace Officer Standards & Training (P.O.S.T.) Commission approved law enforcement program as well as on-the-job training involving clearly defined and routine law enforcement work. Employees in this class undergo classroom lectures, physical agility training and are monitored and evaluated academically through quiz and examination scores. In addition, employees in this class undergo extensive on-the-job training in law enforcement work. On-the-job training work is performed under the immediate supervision of a senior Field Training Officer (FTO) and work performance is evaluated using the on-the-scene observations, frequent inspections, examinations, discussions, and submission of reports.

THE GOVERNMENT OF GUAM LAW ENFORCEMENT OFFICER
FORCE STRUCTURE

**LEO FORCE STRUCTURE LEADERSHIP JOURNEYMAN/ TACTICAL EXPERTISE TIER
(FULL PERFORMANCE COMPETENCIES)**

NON-COMPETITIVE CAREER LADDER

This is a Career Ladder/ Non-competitive Tier. This tier consists of Law Enforcement Officer Law Enforcement Officer 4, and Law Enforcement Officer 5. Law Enforcement Officer 6, and Law Enforcement Officer 7.

LAW ENFORCEMENT OFFICER (LEO 4). APPRENTICE

***GPD BENCHMARK: POLICE OFFICER I.) *The GPD Benchmark is only for comparison purposes.**

CAREER LADDER/ NON-COMPETITIVE. Upon graduating from their specific Law Enforcement Entity specific training, the Officers are still learning and adapting to the law enforcement profession, and are expected to understand and conform to standards, customs, and courtesies (Police Officer I). They commence on their assignments to all basic LEO entity specific areas of service and must successfully complete service requirements in order to progress. Officers begin to show occupational proficiency at basic tasks and still require significant supervision and support.

COMPETENCY LEVEL: BASIC

CAREER LADDER POSITION

NATURE OF WORK IN THIS CLASS

This is apprentice level work in the application of appropriate laws, rules, regulations, policies on behalf of their respective law enforcement entity. Employees in this class receive advanced/ specialized training in law enforcement work. Work is performed under the guidance of a LEO6, or immediate supervision by a LEO10 or higher ranked officer and is closely reviewed for compliance with established policies and procedures. Work performance and participation is evaluated using on-the-scene observations, frequent inspections, examinations, discussions, and submission of reports.

THE GOVERNMENT OF GUAM
LEO GENERAL FORCE LEADERSHIP STRUCTURE TIER

LAW ENFORCEMENT OFFICER 5 (LEO 5). JOURNEYMAN

*GPD BENCHMARK: POLICE OFFICER II . *The GPD Benchmark is only for comparison purposes.

CAREER LADDER/ NON-COMPETITIVE. Officers fully comply with LEO standards and devote time to increasing their skills in their career fields and the law enforcement profession, while becoming effective team members. After a short time are often skilled on numerous tasks. Continued supervision is essential to ongoing occupational and professional growth.

LEO COMPETENCY LEVEL: INTERMEDIATE

CAREER LADDER POSITION

NATURE OF WORK IN THIS CLASS

This is journey level work in the application of appropriate laws, rules, regulations, policies on behalf of their respective law enforcement entity. Employees in this class receive advanced/ specialized training in law enforcement work. Work is performed under the guidance of a LEO6, or immediate supervision by a LEO10 or higher ranked officer and is closely reviewed for compliance with established policies and procedures. Work performance and participation is evaluated using on-the-scene observations, frequent inspections, examinations, discussions, and submission of reports.

*Please note that for career progression, especially for the positions of LEO10 or higher, officers are encouraged to complete college courses in the areas of Police Science, Criminal Justice Administration, Public Administration, or closely related fields or disciplines, and review the minimum experience and training requirements.

THE GOVERNMENT OF GUAM LAW ENFORCEMENT OFFICER
FORCE STRUCTURE

LAW ENFORCEMENT OFFICER 6 (LEO 6). CRAFTSMAN

***GPD BENCHMARK: POLICE OFFICER III . *The GPD Benchmark is only for comparison purposes.**

CAREER LADDER/ NON-COMPETITIVE. CRAFTSMAN. These Officers continue to perform as skilled technicians and trainers. They begin developing leadership skills through a structured process with progressive responsibility, completion of an initial/basic Supervisory/ Leadership training, individual study, and mentoring. Officers assist senior officers and strive to establish themselves as effective trainers through the maximum use of guidance and assistance from leadership.

LEO COMPETENCY LEVEL: ADVANCED

CAREER LADDER POSITION

NATURE OF WORK IN THIS CLASS

This is craftsman level law enforcement work in the application of laws and regulations as applicable to their LE organization. Performs the full complement of technical and specialized law enforcement work. The employee may work independently or part of a team, coordinates tasks, and may receive minimal supervision from superior officers. Employee may be assigned as a Field Training Officer (FTO), and as necessary to assist with criminal, administrative, special enforcement, investigative and other specialized LE functions. Work is in the form of inspections, examinations, discussions, and submission of reports.

*Please note that for career progression, especially for the positions of LEO10 or higher, officers are encouraged to complete college courses in the areas of Police Science, Criminal Justice Administration, Public Administration, or closely related fields or disciplines, and review the minimum experience and training requirements.

THE GOVERNMENT OF GUAM
LEO GENERAL FORCE LEADERSHIP STRUCTURE TIER

LAW ENFORCEMENT OFFICER 7 (LEO 7).

MASTER CRAFTSMAN (FULL PERFORMANCE LEVEL)

GPD BENCHMARK: NONE (To be formally Developed)

CAREER LADDER/ NON-COMPETITIVE. MASTER CRAFTSMAN. - Officers at this level are considered subject matter experts in the LEO foundational core competencies. These are the Officers who operate at the Full Performance Level within their respective general responsibilities. These are the tenured NON-SUPERVISORY officers who have mastered their foundational knowledge and core functions relating to their LE organization's mission. Incumbents must demonstrate equivalent knowledge, experience, training, and education, as well as required time of service in previous grade or equivalent. These officers are considered primarily highly skilled officers often considered SMEs of their respective entities. They are given initial supervisory and training responsibilities. They act as small team leaders. - Officers at this level are considered subject matter experts in the LEO foundational core competencies. These are the Officers who operate at the Full Performance Level within their respective general responsibilities. Incumbents must demonstrate equivalent knowledge, experience, training, and education, as well as required time of service in previous grade or equivalent. They are charged with mentoring and developing junior personnel and strongly influence the professional development of officers within their organization.

COMPETENCY LEVEL: EXPERT

These are the Officers who have knowledge continue to perform as skilled technicians and trainers. They begin developing supervisory and leadership skills with progressive leadership responsibility. Senior Officers strive to establish themselves as effective trainers through the maximum use of guidance and assistance from leadership.

CAREER LADDER POSITION (Full Performance Level)

NATURE OF WORK IN THIS CLASS

This is lead/ craftsman level law enforcement work in the application of laws and regulations as applicable to their LE organization. Employees serve as team leaders and provide mentorship, training, and guidance to subordinate law enforcement officers and law enforcement officer trainees. Monitors and reports on the work performance attained by lower graded law enforcement officers and makes recommendations through their chain-of-command and channels on the need for additional training/ and or work assignment experience. Performs complex law enforcement work in such areas as field training, patrol training, criminal, administrative, civil, or other investigation, as well as community relations.

*Please note that for career progression, especially for the positions of LEO10 or higher, officers are encouraged to complete college courses in the areas of Police Science, Criminal Justice Administration, Public Administration, or closely related fields or disciplines, and review the minimum experience and training requirements.

THE GOVERNMENT OF GUAM LAW ENFORCEMENT OFFICER
FORCE STRUCTURE

LAW ENFORCEMENT OFFICER (LEO 8).

SPECIALIZED LEVEL I

GPD BENCHMARK: NONE-TBD

Titles that may include: SPECIAL AGENT/ INVESTIGATOR/ CANINE OFFICERS/ TRAINING OFFICER, et al etc. (To be formally developed)

Officers at this level are considered subject matter experts in the LEO foundational core competencies. These officers are now acquiring specific skill sets beyond the initial general core competencies in any of the following areas: Investigations, Canine Enforcement, Training/ Development Officers.

COMPETITIVE

LEO COMPETENCY LEVEL: ADVANCED

NATURE OF WORK IN THIS CLASS

This is specialized law enforcement work that requires additional breadth of knowledge, training, and certification that fall outside core competencies for the respective law enforcement organization. Employees in this class serve in positions that include but are not limited to: Detectives, Investigators, Agents, Canine Enforcement Officers, Marine Interdiction Officers.

*Please note that for career progression, especially for the positions of LEO10 or higher, officers are encouraged to complete college courses in the areas of Police Science, Criminal Justice Administration, Public Administration, or closely related fields or disciplines, and review the minimum experience and training requirements.

THE GOVERNMENT OF GUAM
LEO GENERAL FORCE LEADERSHIP STRUCTURE TIER

LAW ENFORCEMENT OFFICER 9 (LEO 9)

SPECIALIZED LEVEL 2.

GPD BENCHMARK: NONE-TBD

Titles that may include: SPECIAL AGENT/ INVESTIGATOR/ CANINE OFFICERS/ TRAINING OFFICER, et al etc. (To be formally developed)

These officers are considered tenured, officers demonstrating mastery in their respective skill sets as Special Agents/ INVESTIGATOR/ CANINE OFFICERS/ TRAINING OFFICERS, et al.

These are the Officers who operate at the Full Performance Level within their areas of specialization. These are the who have mastered knowledge and skill sets relating to their specialization. Incumbents must demonstrate equivalent knowledge, experience, training, and education, as well as required time of service in previous grade or equivalent.

COMPETENCY LEVEL: EXPERT

COMPETITIVE

NATURE OF WORK IN THIS CLASS

This is specialized law enforcement work that requires additional breadth of knowledge, training, and certification that fall outside core competencies for the respective law enforcement organization. Employees in this class serve in positions that include but are not limited to: Detectives, Investigators, Agents, Canine Enforcement Officers, Marine Interdiction Officers.

*Please note that for career progression, especially for the positions of LEO10 or higher, officers are encouraged to complete college courses in the areas of Police Science, Criminal Justice Administration, Public Administration, or closely related fields or disciplines, and review the minimum experience and training requirements.

THE GOVERNMENT OF GUAM LAW ENFORCEMENT OFFICER
FORCE STRUCTURE

LAW ENFORCEMENT OFFICER 10 (LEO 10)

***GPD BENCHMARK: POLICE SERGEANT I .) *The GPD Benchmark is only for comparison purposes.**

These officers are transitioning from team leaders to first-line supervisors as leaders of operational competence. These officers ASSIST LEADERSHIP IN MANAGING DAY TO DAY OPERATIONS. Officers must complete the Government of Guam Basic Supervisory Course These are the junior officers who are responsible for ensuring mission capabilities are carried out and daily tasks are accomplished. In order to qualify for this position, officers must have successfully completed 60 college credits in CJ, PA, or demonstrate equivalent knowledge, experience, training, and education, as well as required time of service in previous grade. These officers may act in the absence of the primary small unit/ office/ section supervisors.

They must continuously strive to further their development as law enforcement officers, supervisors, and leaders through professional development opportunities. They are responsible for their subordinates' development and the effective accomplishment of all assigned tasks. They must ensure proper and effective use of all resources under their control to ensure the mission is effectively and efficiently accomplished. In order to qualify for this position, officers must have successfully completed 30 college credits in CJ, PA, or related field or demonstrate equivalent knowledge, experience, training, and education, as well as required time of service in previous grade.

**COMPETENCY LEVEL: SUPERVISORY
COMPETITIVE**

NATURE OF WORK IN THIS CLASS

This is responsible supervisory law enforcement work involved in directing and supervising assigned groups of law enforcement officers engaged in the enforcement of laws and ordinances relating to their organization's jurisdiction and authority. Work entails on-the-scene supervisory responsibility as first responders for the protection of life and property during emergencies and ensuring the proper performance of overall law enforcement work during normal operations. Employees in this class provide mentorship, and guidance to junior officers.

Administrative and technical supervision and assistance received is only at a minimal level from superior officers while providing field supervision to law enforcement officers. Work is performed in accordance with organizational policies and procedures but requires initiative and good judgment. Assignments are sometimes received in the form of written or oral instructions. However, the absence of superior officers in the normal channel of command requires the constant exercise of making sound judgments, decisions, and providing overall leadership to junior officers.

*Please note that for career progression, especially for the positions of LEO10 or higher, officers are encouraged to complete college courses in the areas of Police Science, Criminal Justice Administration, Public Administration, or closely related fields or disciplines, and review the minimum experience and training requirements.

THE GOVERNMENT OF GUAM
LEO GENERAL FORCE LEADERSHIP STRUCTURE TIER

LAW ENFORCEMENT OFFICER 11 (LEO 11).

***GPD BENCHMARK: POLICE SERGEANT II *The GPD Benchmark is only for comparison purposes.**

Officers in this capacity are further developing their capabilities as first line supervisors. They continuously strive to further their development as technicians, supervisors, leaders and mentors through professional development opportunities. In order to qualify for this position, officers must have successfully completed 45 college credits in CJ, PA, or related field or demonstrate equivalent knowledge, experience, training, and education, as well as required time of service in previous grade.

COMPETENCY LEVEL: SUPERVISORY

COMPETITIVE

NATURE OF WORK IN THIS CLASS

This is responsible supervisory and administrative law enforcement work involved in directing and supervising assigned groups of law enforcement officers engaged in the enforcement of laws and ordinances relating to their organization's jurisdiction and authority. Work entails supervisory responsibility as first responders for the protection of life and property during emergencies and ensuring the proper performance of overall law enforcement work during normal operations. Employees in this class provide mentorship, and guidance to junior officers. Administrative and technical supervision and assistance received is only at a normal level from superior officers. Work is performed in accordance with organizational policies and procedures but requires initiative and good judgment. Assignments are sometimes received in the form of written or oral instructions. However, the absence of superior officers in the normal channel of command requires the constant exercise of making sound judgments, decisions, and providing overall leadership to junior officers.

*Please note that for career progression, especially for the positions of LEO10 or higher, officers are encouraged to complete college courses in the areas of Police Science, Criminal Justice Administration, Public Administration, or closely related fields or disciplines, and review the minimum experience and training requirements.

THE GOVERNMENT OF GUAM LAW ENFORCEMENT OFFICER
FORCE STRUCTURE

LAW ENFORCEMENT OFFICER 12 (LEO 12).

***GPD BENCHMARK: POLICE LT/ 1LT (COMPETITIVE). *The GPD Benchmark is only for comparison purposes.**

Other titles that may be used: Deputy DIVISION COMMANDER, et al

These are the primary small unit/ office/ section supervisors. These officers are overall responsible for operations for their respective small unit/ office/ section. These officers must complete the Government of Guam Advanced Supervisory Course. In order to qualify for this position, they must have successfully completed 75 college credits in CJ, PA, or related field or demonstrate equivalent knowledge, experience, training, and education, as well as required time of service in previous grade. They are charged with mentoring and developing junior personnel and strongly influence the professional development of officers within their organization.

This is a supervisory position assisting the senior commander. The incumbent commands, plans, assigns, supervises, and directs the activities within the section/office and subordinate LE Officers and employees under their command in law enforcement and other related activities. Supervises complex investigative cases; advises and/or instructs personnel on methods, techniques, and procedures to be employed, analyzes current procedures and prepares reports and recommendations. Serves as an advisor in their field of specialization. Conducts studies regarding operational procedures, methods, and problems, and submits recommendations for improvements. Prepares and/or supervises the operation and submission of a variety of reports. Ensures the preparation of work schedules and daily assignments of personnel under their command. Inspects personnel and equipment to ensure their conformance to standards and proficiency and readiness. Ensures proper appearance and conduct of subordinates who testify in court as government witnesses.

COMPETENCY LEVEL: SUPERVISORY/ MANAGERIAL

COMPETITIVE

NATURE OF WORK IN THIS CLASS

This is responsible command work which involves directing and supervising law enforcement operations in the performance of highly specialized law enforcement functions. Employees in this class work with considerable latitude in the exercise of independent judgment in commanding a section engaged in law enforcement related specialized activities. Employees in this class provide mentorship, and guidance to junior officers.

Work is performed in accordance with established organizational policies and procedures. Work is reviewed for compliance with applicable laws, rules regulations, policies and procedures through conferences, inspections, and submission of reports.

*Please note that for career progression, especially for the positions of LEO10 or higher, officers are encouraged to complete college courses in the areas of Police Science, Criminal Justice Administration, Public Administration, or closely related fields or disciplines, and review the minimum experience and training requirements.

THE GOVERNMENT OF GUAM
LEO GENERAL FORCE LEADERSHIP STRUCTURE TIER

LEO FORCE STRUCTURE LEADERSHIP EXECUTIVE/ STRATEGIC VISION TIER

COMPETITIVE PROMOTION

This tier consists of Law Enforcement Officer 13, Law Enforcement Officer 14, and Law Enforcement Officer 15. These Officers serve as executive managers and leaders in their specific fields. They advise, supervise and mentor others to further grow and develop junior Officers. In this tier, Officers continue to enhance their professional development through a variety of means. They have a great deal of leadership experience they use to leverage resources and personnel against a variety of mission requirements. Officers participate in decision-making processes on a variety of technical, operational, and organizational issues. In order to qualify for this position, officers must have successfully completed appropriate college credits in CJ, PA, or related field or demonstrate equivalent knowledge, experience, training, and education, as well as required time of service in previous grade or equivalent.

LAW ENFORCEMENT OFFICER 13 (LEO 13).

***GPD BENCHMARK: POLICE CAPTAIN *The GPD Benchmark is only for comparison purposes.**

Other titles that may be used: DIVISION COMMANDER/ EXECUTIVE OFFICER et al (COMPETITIVE).

This rank carries significantly increased responsibilities and requires a broad perspective and greater leadership and management skills. This position oversees the operations of units as a subordinate function from its parent bureau. Officers are expected to accomplish the mission through the employment of teams by merging subordinates' talents, skills, and resources with other teams' functions. They continue to develop personal leadership and management skills to prepare for ever increasing positions of responsibility. Officers must have completed a bachelors degree or higher from a nationally or regionally accredited academic institution, or other equivalent knowledge, experience, training, and education, to become eligible for promotion to LEO13.

This is an executive level position who assists bureau/ division commanders with complex management work involved in commanding, directing, administering LE operations of a particular section/ unit or specialized LE function. Work involves administering the enforcement of laws on behalf of the LE entity; including coordinating as well as supervising LE training activities, duty assignments, and performing other similar functions of law enforcement or police management. Incumbent work with considerable latitude and independent judgment and actions in accordance with laws, rules, regulations, department policies, and procedures. work is reviewed through inspections, observations, conference, and analysis of reports.

COMPETENCY LEVEL: MANAGERIAL

COMPETITIVE

NATURE OF WORK IN THIS CLASS

This is complex management work involved in commanding, directing, administering, and supervising enforcement operations of a particular unit or or specialized law enforcement function. Work involves administering the enforcement of laws and the protection of life and property, including coordinating as well as managing training activities, duty assignments, and performing other similar functions of law

THE GOVERNMENT OF GUAM LAW ENFORCEMENT OFFICER FORCE STRUCTURE

enforcement centric administration and management. Employees in this class provide mentorship, and guidance to junior officers.

Employees in this class work with considerable latitude in the exercise of independent judgment and actions but in accordance with laws, rules, regulations, departmental policies, and procedures. Work is reviewed through inspections, observations, conferences, and analysis of reports.

***Please note that for career progression, especially for the positions of LEO10 or higher, officers are encouraged to complete college courses in the areas of Police Science, Criminal Justice Administration, Public Administration, or closely related fields or disciplines, and review the minimum experience and training requirements.**

THE GOVERNMENT OF GUAM
LEO GENERAL FORCE LEADERSHIP STRUCTURE TIER

LAW ENFORCEMENT OFFICER 14 (LEO 14).

*** GPD BENCHMARK: POLICE MAJOR *The GPD Benchmark is only for comparison purposes.**

Other titles that may be used: BUREAU/DIVISION COMMANDER, et al (COMPETITIVE).

This position has general responsibility to manage and oversee the bureau/ division operations. These positions work in tandem with their LE agency's highest classified LEO to assist with strategic planning, directing and implementation of policies, laws, and regulations in line with mission requirements. These officers are experienced, operational leaders skilled at merging teams' talents, skills, and resources with other organizations. Officers must have completed a Masters degree or higher from a nationally or regionally accredited academic institution, or other equivalent knowledge, experience, training, and education, to become eligible for promotion to this grade. Must complete executive leadership training course approved by P.O.S.T. prior to assuming this grade. They develop personal leadership and management skills to prepare for ever increasing positions of responsibility.

This is an executive level position who assists the entity commander by exercising line command over one of several major LEO operations within the entity. Administers the programs and activities of assigned command area. Monitors productivity prepares strategic and other reports in accordance with departmental orders and procedures. Prepares long and short-range plans involving all LE operations to include administrative, support, and criminal investigation activity elements. Prepares and submits an annual budget request on behalf their command area; supervises the budget program. Establishes adequate performance measurement system for all within assigned command; implements an inspection system to ensure adherence to established rules, regulations, policies, etc. Develops and administers policies for personnel, training, and safety. Attends meetings and public gatherings to explain the activities and functions of the LE entity; maintains liaison with other LE agencies.

COMPETENCY LEVEL: MANAGERIAL

NATURE OF WORK IN THIS CLASS

Assists the LEO15 and their respective appointing authority through command of the first level operational entity which falls directly under the LE Agency. Commands law enforcement operations, administration, support or specialized programs and activities of a Law enforcement agency. Employees in this class provide mentorship, and guidance to junior officers.

*Please note that for career progression, especially for the positions of LEO10 or higher, officers are encouraged to complete college courses in the areas of Police Science, Criminal Justice Administration, Public Administration, or closely related fields or disciplines, and review the minimum experience and training requirements.

THE GOVERNMENT OF GUAM LAW ENFORCEMENT OFFICER
FORCE STRUCTURE

LAW ENFORCEMENT OFFICER 15 (LEO 15).

***GPD BENCHMARK: POLICE COLONEL *The GPD Benchmark is only for comparison purposes.**

Other titles that may be used: DEPARTMENT/ AGENCY COMMANDER, et al (COMPETITIVE).

These officers serve in the highest classified law enforcement rank within their respective organization. They hold and represent the highest level strategic leadership positions of their respective LE entity with tremendous influence at all levels of their respective organization, the Government of Guam, the federal government, the law enforcement community in general, and the community. They are charged with overall operational and mission accomplishment.

They bring substantial operational and occupational experience as well as strong institutional skills to their organizations and assigned tasks. Officers must have completed a Masters degree or higher from a nationally or regionally accredited academic institution, or demonstrate equivalent knowledge, experience, training, and education, to become eligible for promotion to this grade. Must complete executive leadership training course approved by P.O.S.T. prior to assuming this grade. They develop personal leadership and management skills to prepare for ever increasing positions of responsibility.

This is an executive level position with highly responsible management work in directly collaborating and assisting the appointing authority in planning, directing, and implementing law enforcement operations and activities and mission of their respective agency. In the absence or incapacity of the Appointing Authority Agency Head, this position shall possess all the powers and responsibilities of the aforementioned.

LEO COMPETENCY LEVEL: MANAGERIAL

NATURE OF WORK IN THIS CLASS

This is highly responsible management work in assisting the Law Enforcement organization's Appointing Authority in planning, directing, and implementing law enforcement operations and activities relative to their law enforcement organization. This position shall serve as the highest ranked classified LEO position with command and control and direct oversight over the main subordinate bureaus directly that lie one level below the LEO organization's appointing authority.

Employees in this class provide mentorship, and guidance to junior officers. When applicable, in the absence or incapacity of the Appointing Authority, the LEO15 shall possess all powers and responsibilities of the Appointing Authority relative to law enforcement activities, planning, and operations typically reserved for the Appointing Authority.

*Please note that for career progression, especially for the positions of LEO10 or higher, officers are encouraged to complete college courses in the areas of Police Science, Criminal Justice Administration, Public Administration, or closely related fields or disciplines, and review the minimum experience and training requirements.

THE GOVERNMENT OF GUAM
LEO GENERAL FORCE LEADERSHIP STRUCTURE TIER

For each position identified in the Force Structure, each LE entity should:

Identify where in the Force Structure their LE position falls. The servicing HR entity will assist P.O.S.T; Collaborate with respective HR to assist in aligning and/or creating positions to match NON-COMPETITIVE career ladder positions; Collaborate with respective HR to identify and develop Career/Education/Training Plan and requirements that must be met for each position within their organization as it relates to the Force Structure; What P.O.S.T. or other education requirements must be met for career enhancement and progression; Leadership Training Requirements as applicable; What are the Core Competencies for each Force Structure Position Expected Performance Levels for each Position; Institute a Career Development Course (TBD)