NOTICE OF PROPOSED CLASSIFICATION ACTIONS BY THE HUMAN RESOURCES DIRECTOR

The following actions are being posted in accordance with Rule 109. In the absence of requests to meet addressed to the Human Resources Director, the proposed changes will become final seven (7) calendar days from the posting date.

Posting No: 42

Fiscal Year: 2009/2010 **Posted Date:** May 10, 2010

AMEND THE FOLLOWING JOB SPECIFICATION: (Draft job specification attached.)

| Item # | DEPT/ DIVISION | Class/Title |
|--------|-------------------|----------------------------------|
| 1 | POL | Q 80 Captain (Police Department) |

For additional information regarding the above proposed action, please contact Cathy Abela at (415) 557-4933 oremail her at Cathy.Abela@sfgov.org.

Requests to meet on an item should be addressed to the Human Resources Director, 1 South Van Ness, 4th Floor, San Francisco, CA 94103. All requests must be received in writing no later than close of business seven (7) calendar days from the posting date. FAX'd copies will be accepted as timely with original to follow. Copies of this notice may be obtained from the Information Center, 1 South Van Ness, 4th Floor or from DHR's website at: http://sfdhr.org/index.aspx?page=109

cc: All Employee Organizations

All Departmental Personnel Officers

Anita Sanchez, CSC

Harvey Rose, Budget Analyst

Christina Fong, DHR

Carmela Villasica, DHR

Linda Cosico, DHR

RAS Team Leader(s)

DHR Support Services

Martin Gran, DHR

Steve Ponder, DHR

Cathy Abela, DHR

Clare Leung, MTA

Suzanne Wong, MTA

File

Title: Captain (Police Department)

Job Code: Q 80

INTRODUCTION

The Captain in the San Francisco Police Department is a management level position assigned to the Administration, Airport, Field Operations, Administrative Services or Chief of Staff or Investigations Bureaus. Captains report directly to a Commander or Deputy Chief. Essential functions of the position include: Directing, supervising assigning and monitoring unit personnel; training, evaluating and developing unit personnel; reviewing and processing documents/communications; analyzing procedures/information and developing plans; interacting with departmental members individuals other than unit personnel; interacting with citizens, eutside agencies and other city departmental personnel and community policing. Captains routinely perform other law enforcement duties. For a more detailed listing of the Captain's job duties, please refer to the section below, "Examples of Important and Essential Duties." All duties listed were copied from the Q-80 Captain Job Analysis Executive Summary completed in May 2010 April 2007.

DISTINGUISHING FEATURES

The Captain in the San Francisco Police Department is a management level position assigned to the Administration, Airport, Field Operations, Administrative Services or Chief of Staff or Investigations Bureaus.

SUPERVISION EXERCISED:

Incumbents in this classification manage subordinate uniform, civilian and other auxiliary personnel in either the Administration, Airport, Field Operations, Administrative Services or Chief of Staff or Investigations Bureaus.

MAJOR, IMPORTANT, AND ESSENTIAL DUTIES

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

A. Directing, <u>Supervising</u> Assigning And Monitoring Unit Personnel

- 1. Routes information to Lieutenants so that they can update personnel, providing supplementary guidance as needed.
- 2. <u>Directs unit personnel's activities by writing notes, memos and e-mail messages to ensure activities are handled correctly and expeditiously.</u>
- 3. <u>Directs unit personnel engaged in various unit activities by giving them verbal orders to ensure that tasks are handled correctly and expeditiously.</u>
- 4. <u>Directs unit personnel to perform specific projects and identifies areas in which to focus enforcement, using chain of command.</u>
- 5. <u>Consults with on-duty Lieutenant and receives briefing regarding prior unit activity in preparation for shift.</u>
- 6. Maintains a come-up/reminder file to ensure tasks are completed in a timely manner.
- 7. Monitors overtime use by unit personnel to determine if it is appropriate, has been

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- approved and if there are other alternatives (e.g., changing start time, shift adjustments).
- 8. <u>Monitors officer safety issues, use-of-force, and officer-involved collisions by reviewing reports and COMPSTAT data, implementing corrective or preventive measures when necessary.</u>
- 9. <u>Consults with Resource Lieutenant and Station Investigation Team (SIT) to develop response to crime issues.</u>
- 10. Ensures that documents, such as complaints from Management Control or OCC, Early Intervention System (EIS) notifications, and subpoenas, are logged and notices of violation to officers involved are recorded, served and returned.
- 11. Monitors staffing and productivity/activity levels by reviewing the Captain's Morning Report and other documents.
- 12. <u>Directs deployment of unit personnel to ensure the effective execution of plans for routine operations, special events or critical incidents.</u>
- Assigns work to unit personnel on the basis of their abilities, need for enhanced proficiency/job growth/career development, and/or availability to perform specific assignments.
- 14. <u>Directs unit personnel in the preparation or modification of operation orders and plans</u> for enforcement actions; reviews and approves operational plans.
- 15. Monitors radio to be aware of activities happening in the district(s) and to determine if managerial oversight is needed.
- 16. Meets with unit personnel on an as-needed basis to obtain updates, provide information, make assessments, and recommendations.
- 17. Conducts staff meetings with subordinate supervisors to develop strategies to address crime issues and to disseminate information, receive input, explain new directives, clarify procedures, resolve problems, and discuss health and morale issues, etc.
- 18. <u>Periodically attends line-ups to make announcements, conduct inspection, solicit feedback, make commendations and promote goals and objectives.</u>
- 19. Develops semi-annual Staffing Plan by reviewing the Operations Bureau staffing directive, considering district or unit needs, and balancing of experienced and inexperienced members and succession plans, etc. while adhering to seniority guidelines and the shift sign up.
- 20. Monitors overtime and PLES (10B) use by unit personnel to ensure fairness in allocation and compliance with department policies and procedures.
- 21. <u>Monitors command post operations at planned events and critical incidents to determine if managerial intervention is needed.</u>
- 22. <u>Assumes command and directs activities of multiple units in the case of major incidents or events.</u>
- 23. <u>Conducts visual inspections to ensure that the unit, staff and equipment are in compliance with departmental rules and regulations.</u>
- 24. Monitors and manages station, other work sites, station equipment and vehicles to ensure compliance with department policies and procedures and codes.
- 25. Reviews log of actions and radio transmissions maintained at a critical incident or crime scene.
- 1. Directs unit personnel's activities by writing notes and memos to ensure activities are handled correctly and expeditiously.

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Routes information to Lieutenant so that he/she can update personnel.

- 3. Directs unit personnel engaged in various unit activities by giving them verbal orders to ensure that tasks are handled correctly and expeditiously.
- 4. Directs unit personnel to specific projects or areas in which to focus enforcement, using chain of command.
- 5. Ensures that complaints from Management Control or OCC are received and notices of violation to officers involved are served and recorded.
- 6. Meets with unit personnel on an as-needed basis to obtain updates, provide information, make assessments, and recommendations.
- 7. Assigns work to unit personnel on the basis of their abilities and/or availability to perform specific assignments.
- 8. Analyzes incident reports and other information (e.g., crime trends, community feedback) to evaluate the performance of officers and supervisors and promote effective unit operations.
- 9. Monitors radio to be aware of the types of activities happening in the district(s) and to determine if managerial oversight is needed.
- 10. Evaluates overtime usage to ensure that the appropriate amount is being utilized for specific tasks.
- 11. Develops short and long-term enforcement priorities and consults with unit Lieutenants to optimize use of unit personnel.
- Responds to incident(s) that require presence of the Commanding Officer.
- 13. Monitors overtime usage by unit personnel to ensure it is appropriate and to determine whether there are other alternatives (e.g., changing start time, shift adjustments).
- 14. Monitors officer safety issues by observing subordinates, reviewing reports, and using historical information to implement corrective or preventive measures when necessary.
- 15. Directs deployment of unit personnel to ensure the effective execution of operational plans.
- 16. Conducts staff meetings with subordinate supervisors to disseminate information, explain new directives, clarify procedures and resolve problems.
- 17. Monitors staffing levels by reviewing the Captain's Morning Report and other documents to ensure adequate unit staffing was maintained according to levels set by Command Staff.
- 18. Directs unit personnel in the preparation or modification of an operation order to fit the event.
- 19. Monitors command post operations at planned events and critical incidents to determine if managerial intervention is needed.
- 20. Conducts visual inspections to ensure that the unit, staff and equipment are in compliance with departmental rules and regulations.
- Periodically attends line-ups to make announcements, conduct inspection, solicit

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feedback, and make commendations.

- 22. Monitors and manages station and other work sites to ensure compliance with policies and codes (e.g., ADA compliance, posting of notices, condition of detention cells, emergency exit plan, safety hazards).
- 23. Develops semi-annual Staffing Plan by reviewing the FOB staffing directive.
- 24. Assigns specific personnel to specific shifts adhering to seniority guidelines and the shift sign up.
- 25. Reviews log of actions and radio transmissions maintained at a critical incident or crime scene to assist in planning response to developments at the scene or at future incidents.

B. Training, Evaluating And Developing Unit Personnel

- 1. <u>Models professional and ethical behavior, both on and off-duty to serve as role model for subordinate personnel.</u>
- 2. <u>Observes and interacts with personnel performing their duties to promote morale and ensure compliance with departmental policies and procedures providing advise, quidance, redirection and encouragement when needed.</u>
- 3. Evaluates whether an act of courage, bravery, or outstanding investigation or service can be recommended for recognition, Captain's Complimentary, or Department award.
- 4. Reviews unit's performance after incidents, events, enforcement actions to formulate more effective ways of handling future situations and/or improve unit policies, procedures, and/or practices.
- 5. <u>Discusses performance problems of unit members with Lieutenant and/or Sergeant, to</u> devise a plan of action to resolve problems.
- 6. <u>Identifies conduct or performance deficiencies of subordinates and intervenes as soon as possible to correct those behaviors.</u>
- 7. Prepares or reviews investigative findings of alleged subordinate violations of departmental policies and procedures to determine if these reports are complete and recommendations are appropriate.
- 8. Recommends, in writing, the appropriate disposition of personnel investigations, including remedial action or recommendations for disciplinary action.
- 9. <u>Promotes career development by mentoring and motivating unit personnel, instituting measures such as job sharing/shadowing, encouraging subordinates to attend available training.</u>
- 10. <u>Approves or denies training requests based on an evaluation of their appropriateness, relevance, effect on staffing equity and operational needs.</u>
- 11. <u>Assists unit personnel with their personal and/or professional problems by providing guidance and counseling or referring them to an appropriate resource.</u>
- 12. <u>Counsels unit personnel on a formal basis to correct or improve behavior which is inappropriate (conduct issues) or does not meet standards (performance issues), in order to improve his/her behavior.</u>
- 13. Monitors performance of subordinates flagged by EIS to determine if there is a pattern of possible at-risk behaviors that warrants follow-up action.
- 14. Notifies unit personnel that they are relieved of duty by informing them of their status

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and taking their gun and badge.

- 15. <u>Provides oral testimony at a Commission hearing, disciplinary hearing, or DABOR hearing to explain or clarify findings and/or recommendations made as a result of personnel investigations.</u>
- 16. Meets with Training Sergeants to review training plans to ensure unit personnel maintain their skills proficiency and are kept up-to-date on existing and new laws, policies and procedures, and enforcement techniques.
- 17. <u>Reviews for completeness and accuracy performance evaluations that Sergeants and Lieutenants have prepared for unit personnel.</u>
- 18. Evaluates performance of direct subordinates by comparing to established criteria, goals, and objectives and completing a written Performance Appraisal.
- 19. <u>Investigates grievances submitted by unit personnel by gathering information to formulate a written response.</u>
- 26. Role models appropriate behavior, both on and off-duty.
- 27. Observes personnel in performance of duties for the purpose of maintaining morale and ensuring compliance with departmental policies and procedures.
- 28. Reviews investigative findings of alleged subordinate violations of departmental policies and/or procedures to determine if these reports are complete and recommendations are appropriate.
- 29. Refers unit personnel to resources, such as professional counseling or the Employee Assistance Program (EAP), when further assistance is necessary or requested.
- 30. Advises Lieutenant or Sergeant on how to handle performance problems with patrol unit personnel in an effort to solve the problem at the lowest level possible.
- 31. Recommends, in writing, the appropriate disposition of personnel investigations.
- 32. Reviews unit's performance after incidents or events to develop more effective ways of handling future situations.
- 33. Prepares investigative findings of alleged subordinate violations of departmental policies and/or procedures.
- 34. Evaluates an act of courage, bravery, or outstanding investigation by reviewing records, reports and statements to recommend that the officer be given a Department award.
- 35. Assists unit personnel in resolving their personal and/or professional problems by either conferring with them or referring them to an appropriate resource.
- 36. Counsels unit personnel on a formal basis regarding his/her inappropriate behavior in order to improve his/her behavior.
- 37. Discusses performance problems of unit members with unit Lieutenant, for Lieutenant to devise a plan of action to resolve problems.
- 38. Conducts investigations of allegations of violations by unit personnel and documents findings in reports.
- 39. Determines whether personal disputes among unit members require further action.
- 40. Reviews investigative findings related to Early Warning Reports to determine if there is a

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pattern of activity that warrants follow-up action.

- 41. Reviews findings of internal investigations with unit personnel to inform them about correct policies and practices.
- 42. Notifies unit personnel that they are relieved of duty by informing them of their status and taking their equipment.
- 43. Provides oral testimony at a Commission hearing, disciplinary hearing, or DABOR hearing to explain or clarify findings and/or recommendations made as a result of personnel investigations.
- 44. Promotes career development by mentoring and motivating unit personnel and making assignments that will permit unit personnel to gain new experience and skills.
- 45. Meets with Training Sergeants to ensure unit personnel are kept up-to-date on existing and new policies and procedures.
- 46. Evaluates performance of direct subordinates by comparing to established criteria, goals, and objectives.
- 47. Investigates grievances of unit personnel by gathering information to formulate a written response.
- 48. Reviews and approves PIPs for unit personnel prepared by Sergeants and Lieutenants.
- C. Reviewing And Processing Documents/Communications
 - 1. Reviews e-mail, voice mail, and in-basket information to prioritize actions and determine which items do not require personal action and can be delegated, to whom, and timeline for response.
 - 2. Evaluates memos, correspondence and other documents written by unit personnel to determine if they should be approved/disapproved and are ready to be distributed or sent to the appropriate person/office.
 - 3. Reviews incident reports and Captain's Morning Report for major issues, events, criminal activity in formulating deployment or enforcement strategies.
 - 4. <u>Uses common computer applications (e.g., word processing, e-mail, texting, spreadsheets) to receive, analyze, and communicate information.</u>
 - 5. Reviews forms and reports to ensure they are complete and accurate.
 - 6. Reviews payroll-related forms, such as corrected watch reports, requests for holiday overtime, EWW and training, to ensure compliance with department policies and procedures and staffing requirements.
 - 7. Examines unit records, such as Use of Force and Juvenile Log, to ensure that they are complete and accurate.
 - 8. Reads manuals, e-mail, newsletters, publications and other technical materials to keep apprised of changes in laws and procedures, to look for new and effective applications, to learn about training opportunities, and/or to increase knowledge.
 - Evaluates current permits and permit applications to make recommendations for approval or denial, based on whether permits comply with applicable codes and department policies and procedures, include appropriate conditions, and address community concerns.

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- 10. Reviews unit personnel's requests, such as for transfer to other units, secondary employment, leaves of absence, specialized training, in order to forward with recommendation.
- 11. <u>Develops unit orders and/or recommends changes to department policies and procedures to address operational deficiencies, outdated policies.</u>
- 12. Reviews reports from other agencies and units (e.g., Fire Department Inspection Reports, Health Department Inspection Reports) and takes appropriate actions.
- 49. Reviews e-mail, voice mail, and in-basket information to prioritize actions.
- 50. Uses common computer applications (e.g., word processing, e-mail) to receive, analyze, and communicate information.
- 51. Reviews e-mail, voice mail and in-basket materials to determine which items do not require personal action and can be delegated, and to whom.
- 52. Consults with on-duty Lieutenant and receives briefing regarding prior unit activity.
- 53. Evaluates memos written by unit personnel to determine if they are ready to be sent to the appropriate person/office.
- 54. Reviews forms (e.g., Incident Reports, Pursuit Logs, Memos from other units).
- 55. Reviews reports to ensure they are complete and accurate.
- 56. Reviews Operational Orders to ensure that they are complete and accurate, and adequately address all staffing and public safety priorities.
- 57. Reviews HRMS-related forms, such as requests for holiday overtime, EWW and training, to ensure compliance with department guidelines.
- 58. Examines unit records, such as Use of Force and Juvenile Log, to ensure that they are complete and comprehensive.
- 59. Reads manuals, e-mail, newsletters and other technical materials to keep apprised of changes in laws and procedures, to look for new and effective applications, to learn about training opportunities, and/or to increase knowledge.
- 60. Reviews unit personnel's requests, such as for transfer to other units, secondary employment, leaves of absence, in order to forward with recommendation.
- 61. Reviews current permits and permit applications from unit Permit Officer to ensure that permits comply with applicable codes and department policies, and address community concerns.
- 62. Reviews the reports and recommendations of the unit Permit Officer to ensure that permit applications comply with applicable codes and department policies.
- 63. Reviews reports from other agencies and units (e.g., Fire Department Inspection Reports, Health Department Inspection Reports) and takes appropriate actions.
- 64. Reviews 10B overtime used by members to ensure compliance with department orders (e.g., days and hours worked).

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D. Analyzing Procedures/Information And Developing Plans

- 1. Evaluates crime issues and strategic plans in terms of victims, suspects, locations, and activities.
- 2. <u>Identifies crimes/patterns that need to be addressed by analyzing crime information contained in items such as incident reports, Captain's Morning Report, COMPSTAT Report or information from other Department units.</u>
- 3. Detects potential problems and identifies proper solutions by analyzing situations and/or operations, soliciting input and considering impact on other areas.
- 4. <u>Analyzes incident reports and other information (e.g., COMPSTAT data, community feedback) to evaluate the performance of officers and supervisors and promote effective unit operations.</u>
- 5. <u>Analyzes crime statistics and trends to develop enforcement plans, utilizing support from other units (e.g., CIU, Tac, Traffic, Hondas and other District Station personnel).</u>
- 6. <u>Develops short and long-term enforcement priorities, researches best practices and consults with unit Lieutenants and COMPSTAT officers to optimize use of unit personnel.</u>
- 7. Oversees development of Operational Orders to ensure that they are complete and accurate, adequately address all staffing and public safety priorities and are consistent with department policies and procedures.
- 8. Evaluates the effectiveness of operations, newly implemented or modified procedures by discussing with unit personnel and/or affected community members.
- 9. Compares statistical reports of past and present performance (such as COMPSTAT Report) to evaluate district/unit activities and discern trends.
- 10. <u>Develops or revises policies and procedures to improve the efficiency of unit operations and promote enforcement.</u>
- 11. Analyzes COMPSTAT packet for presentation/exchange with Command Staff.
- 12. <u>Formulates and proposes new or different methods of providing police services when those that exist are inadequate or out-of-date.</u>
- 13. Confers with community organizers and interested community groups to determine ways in which events can be presented/managed that would ensure safety for all those involved and appropriate personnel are on-site.
- 14. <u>Integrates new departmental directives into existing procedures and directives in order to establish how the new directives will be implemented in the unit.</u>
- 15. <u>Summarizes, in writing, information from various reports in order to forward to superiors for appropriate recommendation.</u>
- 16. Evaluates the adequacy of unit resources and equipment by analyzing the current and projected needs of the unit.
- 17. <u>Establishes long-range goals and objectives to effectively plan the direction of unit activities.</u>
- 18. <u>Evaluates written Department Award recommendations in group discussions with other Captains to determine whether awards are merited in accordance with established department criteria.</u>
- 65. Determines potential problems and identifies proper solutions by analyzing situations and/or operations.
- 66. Summarizes, in writing, information from various reports in order to forward for

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appropriate recommendation.

- 67. Evaluates the effectiveness of newly implemented or modified procedures by discussing with unit personnel and/or affected community members the impact of these procedures.
- 68. Analyzes crime statistics and trends to develop enforcement plans, utilizing support from other units (e.g., Tact, Hondas and other District Station personnel) when necessary.
- 69. Determines the adequacy of unit resources and equipment by analyzing the needs of the unit.
- 70. Develops or revises procedures to improve the efficiency of unit operations.
- 71. Establishes long-range goals and objectives to effectively plan the direction of unit activities.
- 72. Proposes new or different methods of providing police services when those that exist are inadequate or out-of-date.
- 73. Compares statistical reports of past and present performance (such as Compstat Report) to evaluate district/unit activities.
- Monitors fleet and facilities to ensure they are adequate and functional.
- 75. Incorporates new departmental directives into existing procedures and directives in order to establish how the new directives will be implemented in the unit.
- 76. Analyzes Compstat packet for presentation/exchange with Command Staff.
- 77. Performs cost estimates on requested equipment in order to develop funding request.
- 78. Evaluates written Department Award recommendations in group discussions with other Captains to determine whether awards are merited in accordance with established department criteria.
- E. Interacting With Individuals Departmental Members Other Than Unit Personnel
 - 1. <u>Notifies superiors verbally and in writing of the ongoing status of critical incidents, high profile investigations, serious/sensitive situations to keep them apprised.</u>
 - 2. <u>Communicates with superiors regarding unit problems or issues and/or departmental operations, such as investigations, personnel, and/or handling of requests for service.</u>
 - 3. Submits requested reports and documentation to Command Staff within established deadlines.
 - 4. Responds to superiors' requests for information by directing unit personnel to draft memos or compile reports within specified timelines.
 - 5. <u>Discusses issues with peers informally and at meetings to provide information or resolve</u> problems.
 - 6. Acts as liaison between unit members and Command Staff by responding to questions and/or relaving policies and procedures to minimize disruption of daily unit operations.
 - 7. <u>Makes written and verbal recommendations to superiors regarding specific actions such as the need for additional personnel or overtime.</u>
 - 8. Documents unit performance by writing reports to superiors and gathering statistical data to explain unit activities in relation to unit goals and COMPSTAT findings.

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- 9. <u>Participates in weekly Captains conference call to discuss criminal activity/patterns, station and department-wide issues.</u>
- 10. Responds to inquiries from the Office of Citizen Complaints regarding incidents or investigations.
- 11. Responds to inquiries and requests from Board of Supervisors, Police Commissioners, City Attorney's Office and other elected and appointed officials, while keeping the Command Staff informed.
- 12. <u>Communicates with representatives of other departments or agencies to exchange information, to develop new policies, resolve mutual problems, or request their support for particular projects.</u>
- 13. Forwards information and feedback from subordinate personnel to Command Staff, particularly relating to new initiatives and directives.
- 14. <u>Chairs periodic meetings with members from different departmental units to discuss coordinated actions to address criminal activities and other issues of common concern.</u>
- 15. <u>Speaks with complainant (about an officer) to try to clarify the issues and then inform the complainant about the procedure/options for filing/handling complaints.</u>
- 16. <u>Communicates with other law enforcement agencies to develop plans which avoid conflict with SFPD operations or rules and procedures (deconfliction plans).</u>
- 17. <u>Speaks with members of the District Attorney's Office to ensure incident reports are appropriately completed, prosecution of certain crimes can occur and that strongest cases are selected for prosecution.</u>
- 18. <u>Develops and recommends departmental policies as part of a task force assigned to address specific issues.</u>
- 79. Considers seriousness/sensitive nature of a situation/incident in order to determine if superior should be notified.
- 80. Notifies superiors verbally and in writing of the ongoing status of critical incidents and/or high profile investigations to keep them apprised.
- 81. Submits requested reports and documentation to Command Staff within established deadlines.
- 82. Discusses issues with peers informally and at meetings to provide information or resolve problems.
- 83. Responds to superiors' requests for information by directing unit personnel to draft memos or compile reports.
- 84. Reports to superiors regarding unit and/or departmental operation, such as investigations, personnel, and/or handling of requests for service.
- 85. Makes written and verbal recommendations to superiors regarding specific actions such as the need for additional personnel or overtime.
- 86. Forwards information and feedback from subordinate personnel to Command Staff, particularly relating to new initiatives and directives.
- 87. Discusses problems or issues, which affect individual members and/or the District/unit at meetings with superiors.
- 88. Acts as liaison between unit members and Command Staff by responding to questions

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and/or interpreting rules and policies to minimize disruption of daily unit operations.

89. Documents unit performance by writing reports to superiors to explain unit activities in relation to unit goals.

Interacting With Citizens, Outside Agencies And Other City Departmental Personnel

- 90. Responds to inquiries and requests from City and County Supervisors, Police Commissioners and other elected and appointed officials, while keeping the Command Staff informed.
- 91. Communicates to representatives of other departments or agencies to exchange information, to develop new policy, resolve mutual problems, or request their support for particular projects.
- 92. Speaks with members of the District Attorney's Office to ensure prosecution of certain crimes occur and that strongest cases are selected for prosecution.
- 93. Responds to inquiries from the Office of Citizen Complaints regarding incidents or Investigations.
- 94. Speaks with complainant (about an officer) to try to clarify the issues and then inform the complainant about the procedure for filing/handling complaints, alternatives available, and others to be contacted.
- 95. Provides interviews to the news media, regarding police-related activities, to provide specific facts, general information, and/or referrals.
- 96. Communicates to department members outside own unit to update them about items such as new or revised operational procedures or crime, arrest and citation stats.
- 97. Negotiates with other law enforcement agencies to avoid conflict with police department functioning.
- 98. Develops and recommends departmental policies as part of a task force assigned to address specific issues.

<u>F.</u> Community Policing

- 1. <u>Inspects/patrols district to observe businesses and street activities, to maintain general awareness of community groups, demographics, and areas with recurring problem(s).</u>
- 2. <u>Speaks with citizens and representatives of various groups to identify their concerns, educate community regarding type and extent of police resources, work cooperatively to resolve problems, promote community involvement and ownership.</u>
- 3. <u>Identifies district problems that need community input and support in order to formulate possible solutions.</u>
- 4. Adjusts enforcement tactics (e.g., beat or watch adjustments) and number of personnel in response to community concerns, after confirming the need by evaluating information (e.g., crime statistics).
- 5. <u>Prepares for attendance at community functions by examining historical information, identifying issues and possible courses of action, and arranging for speakers from other city and Department units.</u>

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- 6. Oversees/develops and publicizes District/Bureau/Unit newsletters and other communications to the community informing citizens of issues such as district police activities and crime prevention tips.
- 7. <u>Speaks at public meetings such as before the SFPD COMPSTAT meeting, Board of Supervisors or other City Commissions to provide information and respond to questions.</u>
- 8. <u>Attends meetings with public or private agency personnel to discuss and develop procedures and ensure coordination of activities.</u>
- 9. <u>Cultivates/identifies and assigns personnel to attend community functions, serve as community liaisons, work as beat officers.</u>
- 10. Chairs or participates in periodic community meetings/events to address concerns raised by citizens to enhance community relations and explain police practices, policies and expectations.
- 11. Explains status of a case in the investigative process in response to other agency or citizen query.
- 12. <u>Provides interviews to the news media, regarding police-related activities, providing specific facts, general information, and/or referrals.</u>
- 13. <u>Refers citizens to appropriate agencies (e.g., DPW, Board of Supervisors, non-profit or community-based organizations) when the solution to a community problem cannot be accomplished with police services alone.</u>
- 14. <u>Confers with various city officials to provide an update regarding police activities related to issues/problems in the city and/or solicit support for community policing initiatives.</u>
- 15. <u>Cultivates/identifies community members best able to serve on community boards and projects.</u>
- 16. <u>Chairs monthly Community Police Advisory Board meeting to address community issues and task community members with issues to resolve.</u>
- 17. <u>Mediates conflicts among community associations and elicits support for agreed upon programs or solutions.</u>
- 99. Speaks with citizens and representatives of various groups to identify their concerns and work with community to effectively resolve problems.
- 100. Identifies crimes/patterns that need to be addressed by analyzing crime information contained in items such as incident reports, Captain's Morning Report, Compstat Report or information from other Department units.
- 101. Tours district to observe businesses and street activities, to remain up-to-date on district residents, businesses and areas with recurring problem(s).
- 102. Responds to questions and problems at community meetings to demonstrate concern for community issues and/or to resolve or facilitate resolution of problems before they escalate.
- 103. Attends community meetings to gain a greater knowledge of community activities and opinions.
- 104. Communicates with citizens and representatives of various community groups addressing concerns expressed by community members.
- 105. Prepares for attendance at community functions by examining historical information, identifying issues and possible courses of action, and arranging for speakers from other city and Department units.

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- 106. Identifies district problems that need community input and support in order to implement a solution.
- 107. Assigns personnel to attend community functions to ensure appropriate police representation.
- 108. Acts as an intermediary between unit members and others, such as the Mayor's Office or Board of Supervisors, by responding to questions and/or interpreting rules and policies to minimize disruption of daily unit operations.
- 109. Attends ceremonial events, social functions, or community meetings as a representative of the Police Department to demonstrate an interest in community activities.
- 110. Adjusts enforcement tactics (e.g., beat or watch adjustments) and number of personnel in response to community concerns, after confirming the need by evaluating information (e.g., crime statistics).
- 111. Attends meetings with public or private agency personnel to discuss and develop procedures and ensure coordination of activities.
- 112. Confers with various city officials to provide an update regarding police activities related to issues/problems in the city.
- 113. Chairs or participates in monthly community meetings to address concerns raised by citizens and to enhance community relations.
- 114. Refers citizens to appropriate agencies (e.g., DPW, Board of Supervisors) when the solution to a community problem cannot be accomplished with police services alone.
- 115. Oversees the development and publication of District/Bureau/Unit newsletters and other communications to the community.
- 116. Speaks at public meetings such as before the Board of Supervisors or other City Commissions to provide information and respond to questions as requested.
- 117. Confers with community organizers to determine ways in which events can be presented/managed that would ensure safety for all those involved.
- 118. Meets with group representatives prior to planned events to explain police practices, policies and expectations.
- 119. Attempts to resolve conflict among community associations and elicits support for agreed upon programs or solutions.
- 120. Writes articles for community or unit newsletter and/or web site, informing citizens of issues such as district police activities and crime prevention tips, in order to foster good community relations.
- 121. Explains status of a case in the investigative process in response to other agency or citizen query by outlining upcoming steps in the investigative process.

NOTE: The numbers shown for the task statements do not necessarily align with those on other documents, such as the Q-80 Job Analysis, Executive Summary, etc.

IMPORTANT AND ESSENTIAL KNOWLEDGES, SKILLS, AND ABILITIES

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The knowledge <u>and ability</u> areas that are essential to the performance of the position of San Francisco Police Department Captain are grouped into the following clusters.

A. **Technical Knowledge**: Ability to acquire technical knowledge required for effective job performance, legal and governmental provisions, administration and managerial practices, and law enforcement and crime prevention methods, tactics, and technology

- <u>Knowledge of standards of performance and conduct and what behavior constitutes a</u> <u>violation of rules or professional legal standards.</u>
- Knowledge of administrative and legal provisions governing use of force and officerinvolved shootings.
- Knowledge of administrative investigation and discipline procedures, including rights and protections of sworn and civilian members.
- Knowledge of discrimination, harassment, and retaliation policies and procedures.
- Knowledge of officer safety principles and procedures.
- Knowledge of the responsibilities of a SFPD Captain and accepted standards of performance.
- Knowledge of civil disturbance guidelines, crowd control procedures, techniques and special equipment.
- Knowledge of driving policies and procedures, including vehicular pursuits.
- Knowledge of what constitutes public information, when that information should or should not be released to the media or the public, and the rights of victims, witnesses and suspects regarding that information.
- Knowledge of lawful arrest and detention, search and seizure, evidence protection and preservation, investigative procedures.
- Knowledge of SFPD mission and functions, including programs, policies, procedures, rules and regulations.
- Knowledge of the responsibilities of unit personnel and supervisors.
- Knowledge of incident command procedures including how to respond, who should respond, resource acquisition/allocation and notification requirements.
- Knowledge of the signs and symptoms of alcohol and substance use/abuse, intervention approaches and referral process.
- Knowledge of staffing guidelines related to minimum staffing requirements, watch assignments, seniority overtime usage, distribution and allotment.
- Knowledge of supervision, management and disciplinary methods and practices.
- Knowledge of first amendment rights and fair labor practices as they relate to civil disturbances.
- Knowledge of procedures and requirements for the completion and use of departmental forms, memoranda and reports.
- Knowledge of operations order preparation, including format, content, distribution, and implementation.
- Knowledge of department units and specialized personnel, equipment and statistical resources, including how to access and best utilize.
- Knowledge of departmental structure, organization and responsibilities.
- Knowledge of crime detection and analysis equipment resources and capabilities.
- Knowledge of Department resources available to assist departmental personnel with

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personal problems, such as Employee Assistance Programs and peer counselors.

- <u>Knowledge of current local, state, national, international events that may impact</u> enforcement (situational awareness).
- Knowledge of best professional practices and innovations relating to community policing, crime prevention and enforcement methodology.
- Knowledge of formal and informal methods of commendation to reward superior performance of unit personnel.
- Knowledge of work rules regarding the use of ADA accommodated workers.
- Knowledge of structure, organization, and resources of other city agencies/departments, non-government and non-profit entities.
- Knowledge of permit policies and procedures (i.e., for cabaret license, street fairs, special events).
- Knowledge of Uniform Crime Reporting (UCR).
- Knowledge of employee development and training resources, methods and practices.
- Knowledge of HRMS, including data entry and report generation.
- Knowledge of facilities, vehicle and equipment management guidelines and mandates.
- Knowledge of cost recovery procedures.
- B. Leadership-- Ability to lead others by embodying the highest standards of ethical conduct, demonstrating independence, creativity and courage, in order to motivate others to persevere while pursuing challenging objectives regardless of obstacles and setbacks
- <u>Ability to maintain integrity and the highest levels of ethical conduct, resisting corruption, laxity, and elitism.</u>
- Ability to take charge and establish control at incidents, in emergencies and other situations requiring immediate intervention.
- Ability to maintain self-control and to take appropriate action and make decisions in a crisis, when under stress, or in personally unpleasant situations.
- <u>Ability to develop and maintain the trust, confidence and cooperation of unit personnel, peers and superior officers.</u>
- Ability to take unpopular stands and make unpopular decisions when necessary.
- Ability to make appropriate on-the-spot decisions.
- <u>Ability to take a leadership role by presenting a positive, professional command image in the performance of one's duties.</u>
- <u>Ability to develop a positive work environment, being consistent, firm and fair, and not exhibiting favoritism, impartially applying laws and departmental regulations.</u>
- <u>Ability to be patient and persistent in response to criticism, frustration and adversity, without becoming defensive or hostile.</u>
- <u>Ability to respectfully disagree with superiors when warranted, but follow ultimate</u> direction/decision.
- Ability to adapt leadership style to manage effectively in different situations.
- Ability to generate enthusiasm and commitment to SFPD's vision, values, policies and strategic direction.
- Ability to be open to new ideas, approaches and perspectives, working collectively with others.

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- Ability to acquire new knowledge or skills to improve one's own performance deficiencies.
- <u>Ability to effectively lead meetings to ensure discussions stay on track and goals are</u> achieved.
- Ability to maintain political sensitivity and adapt to practical realities that impact plans, procedures and enforcement goals and strategies.
- Ability to identify needs and initiate action, exercising independent judgment and formulating innovative solutions.

<u>C. Analysis and Planning-- Ability to acquire, analyze and synthesize information to solve problems and formulate plans and strategies</u>

- <u>Ability to extract the key information and draw appropriate inferences and sound conclusions from written and verbal information.</u>
- Ability to assess the effectiveness of operations, plans, events and re-evaluate and modify a course of action or decision when presented with new information.
- Ability to formulate contingency plans, evaluate alternatives and to anticipate the consequences of various courses of action.
- Ability to relate past experiences to a current situation in determining what actions to take.
- Ability to establish a baseline, comprehensive plan.
- Ability to integrate and organize information from a variety of different sources to be able to present complete information in concise and logical fashion.
- Ability to identify the need for a new plan/procedure/protocol to address new requirements or adapt to changes in operating environment.
- Ability to gather, understand, utilize and explain statistical information.
- Ability to read, understand and apply technical and legal terms and jargon.
- <u>Ability to synthesize and evaluate information from different sources, understanding the significance and implications of the information.</u>
- Ability to evaluate and develop procedures for new situations and new events that have little or no historical data to guide planning.
- Ability to recognize the organizational benefit of ideas/procedures/tactics developed at the station/unit level.
- <u>D. Management and Control</u>— Ability to manage personnel resources efficiently and effectively; developing plans to manage unit operations; making assignments, scheduling work, and ensuring deadlines are met; prioritizing tasks and delegating appropriately; counseling and mentoring subordinates; identifying acceptable performance and instituting corrective action when warranted
- Ability to recognize the need for confidentiality regarding internal investigations and other matters of a sensitive nature.
- Ability to follow orders, department policies and procedures.
- <u>Ability to judge when to notify and/or refer a decision to a superior and when Command Staff approval is necessary.</u>
- Ability to handle multiple tasks with varying degrees of complexity.

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- Ability to prioritize and manage work time efficiently so that tasks are completed in a thorough, systematic and timely manner, evaluating what issues and problems take priority when conflicting demands arise.
- <u>Ability to impose corrective action (e.g., counseling, reassignment) when unit personnel fail to follow procedures or deviate from expected performance.</u>
- <u>Ability to develop and adapt programs, strategies, operations and procedures to achieve objectives.</u>
- Ability to develop short and long range plans to manage unit operations.
- Ability to analyze the effectiveness of the deployment of unit personnel (e.g., number, geographical assignments, shift staffing).
- Ability to discern whether a performance problem is due to a training deficiency or is the result of poor judgment.
- <u>Ability to appropriately identify those tasks and responsibilities which can be delegated</u> and those that must be handled personally.
- Ability to recognize strengths and weaknesses, skills and experience of unit personnel.
- Ability to set goals for self and for subordinates.
- Ability to monitor performance of subordinates through observation and review of schedules, reports and memoranda, identifying what constitutes acceptable performance and/or levels of productivity.
- Ability to focus on results and seeing projects to their conclusion.
- Ability to guide supervisors of subordinate personnel in resolving performance problems.
- Ability to establish control and follow-up mechanisms to ensure orders, policies, programs and instructions are carried out properly.
- <u>Ability to identify errors, discrepancies or incomplete narratives in forms and reports completed by unit personnel and develop resolutions to problems.</u>
- Ability to counsel, train and mentor subordinates, giving appropriate and timely feedback to positively reinforce, improve and support performance.

<u>E. Customer Service</u>— Ability to work with community, general public and other organizations and agencies in order to resolve community issues

- Ability to interact with individuals from a wide variety of socio-economic, cultural and linguistic backgrounds.
- <u>Ability to discuss sensitive or problematic issues diplomatically with superiors, unit personnel, other department personnel and the public.</u>
- Ability to listen to people and to understand the message they want to convey.
- Ability to build partnerships with community members and other stake holders to prioritize concerns and develop solutions to address those concerns.
- Ability to analyze crime patterns, environmental characteristics, trends, economic factors and conflicting objectives and social/political factors in formulating plans and managing unit operations.
- Ability to establish and maintain courteous, cooperative, business-like relationships with community members and representatives from other departments and agencies.
- Ability to formulate an agenda, resolve disagreements, build consensus in running and managing meetings.

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- Ability to defuse hostility and foster cooperation among others.
- Ability to communicate an SFPD policy and to elicit support for that policy.
- Ability to mediate discussions to help resolve disputes and conflicts.
- F. Oral Communication-- Ability to effectively communicate with superiors, subordinates, peers, and external contacts; organize thoughts into clear and understandable oral presentations which highlight key facts, points or inferences; discuss confidential or sensitive issues with tact and diplomacy; defuse hostile, charged exchanges; give orders which are clear and specific even in crisis situations
- Ability to orally give direct, explicit orders and instructions.
- Ability to elicit specific, complete and accurate information regarding a situation, incident, or crime.
- Ability to discuss confidential or sensitive issues with tact and diplomacy.
- Ability to resist being drawn into an argument, deflect personal attacks.
- Ability to respond orally to complex questions from others, such as superiors, attorneys, judges, community members, elected officials and the media.
- Ability to communicate information objectively.
- Ability to recognize and defuse hostile, charged exchanges.
- Ability to communicate effectively with unit personnel in a non-threatening and supportive manner.
- Ability to assess whether information has been communicated clearly and understood by recipients.
- Ability to give impromptu oral presentations to a group or an audience.
- <u>Ability to present key facts, points, or inferences orally in a clear, organized, and concise</u> format.
- Ability to gather and disseminate verbal information quickly and concisely.
- <u>Ability to present viewpoint and plans persuasively to superiors, boards, commissions and other groups of people.</u>
- Ability to employ the appropriate tone of voice and choice of words, based on the situation.
- **G. Written Communication--** Ability to communicate effectively by producing reports, briefings, memoranda and correspondence which are accurate, concise, and clear; use proper grammar, spelling and punctuation; vary style depending on audience and sensitivity of content
- Ability to write memoranda, reports, plans that are accurate, concise and clear.
- Ability to write clear and concise orders directing unit personnel in their activities.
- <u>Ability to communicate in letters, e-mails, or newsletters in an appropriate format and</u> style that answers questions, provides information, and/or describes actions taken.
- Ability to use proper English grammar, spelling, punctuation and structure in written communications.
- Ability to use common computer technology (e.g., e-mail, word processing, texting, internet).

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- Ability to complete forms accurately and completely.
- Ability to present qualitative (non-statistical) or quantitative (statistical) evidence in support of position.
- Ability to document facts from conversations and meetings for later reference.

Knowledge Of Principles Of Supervision

Knowledge of: what activities constitute a rules violation according to DGOs; the responsibilities of unit personnel as outlined in DGOs and Department Manuals; the rights of EEO complainants as outlined in DGOs; administrative investigation and discipline procedures as stated in Department Bulletins and DGOs; officer safety principles and procedures as specified in DGOs, Department Bulletins, and Department Manuals; the rights and protections provided to peace officers by the State of California, as specified in the Police Officer Bill of Rights; the signs and symptoms of alcohol and substance use/abuse and referral process; the MOU for sworn members of SFPD; Department resources available to assist departmental personnel with personal problems, such as Employee Assistance Programs and peer counselors; formal and informal methods of commendation to reward superior performance of unit personnel; and the Department's staffing guidelines.

Knowledge Of Policies And Procedures

Knowledge of: the DGOs; the responsibilities of a Captain as outlined in DGOs; response procedures for a field incident including how to respond, who should respond, and who to notify as outlined in DGOs and Department Manuals: use of force provisions, as outlined in the DGOs, Department Manuals, and Department Bulletins; civil disturbance guidelines, crowd control procedures, techniques and special equipment as described in DGOs, Department Manuals, Penal Code and Government Code; what information should and should not be released to the media or the public as stated in the DGOs. Department Bulletins, Department Manuals, Penal Code and Government Code; the types of information that should be provided to superiors when notifying them of important events/developments as outlined in DGOs and department bulletins; applicable local, state and federal laws and regulations; the required procedures to review results of investigations conducted by unit personnel, on officer-involved accidents and injuries, as outlined in the DGOs, Vehicle Code, and Department Manuals; the information needed to be presented in operations orders, as specified in Department Manuals; all driving policies and procedures as specified in DGOs; Bureau Orders specific to assigned Bureau; Department Bulletins; and procedures and requirements for the completion and use of departmental forms, memoranda and reports as described in the DGOs and Department Bulletins.

Knowledge Of Crime Patterns And Available Resources

Knowledge of: the type of community activities that are likely to attract criminal activity; Department units and resources available and how they can be utilized, when reviewing plans for special events or responding to critical incidents; specialized resources (e.g., Tactical, Behavioral Sciences, Youth Services, SID, etc); and departmental structure and

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organization as outlined in DGOs.

The abilities that are essential to the performance of the position of San Francisco Police Department Captains are grouped into the following clusters.

Personal Maturity And Judgement

Ability to: maintain integrity and resist corruption, laxity, or elitism; maintain the highest levels of ethical conduct and base decisions accordingly; take appropriate action and make decisions in a crisis, when under stress, or in personally unpleasant situations; maintain self-control in stressful or pressure situations; follow orders, department policies and procedures; be patient and persistent in response to frustration and adversity; accept criticism without becoming defensive or hostile; recognize deficiencies in one's own performance; judge when to refer a decision to a superior and when Command Staff approval is necessary; respectfully disagree and offer objective analysis of situation; and acquire new knowledge or skills to improve one's own performance deficiencies.

Interpersonal

Ability to: develop and maintain the trust, confidence and cooperation of unit personnel, peers and superior officers; handle hostile, charged exchanges and to respond in a manner that defuses the hostility; interact with individuals from a wide variety of socio-economic and cultural backgrounds; project a positive and professional manner in the performance of one's duties; discuss sensitive or problematic issues diplomatically with superiors, unit personnel, and other department personnel; establish and maintain courteous, cooperative, business-like relationships with community members; communicate effectively with unit personnel in a non-threatening and supportive manner; establish and maintain courteous, cooperative, business-like relationships with unit personnel, peers, and superior officers; recognize cues in the behavior of individuals and groups which indicate fear, stress, frustration, hostility, or conflict; mediate discussions to help resolve disputes and conflicts; and communicate an SFPD policy and to elicit support for that policy.

Leadership

Ability to: take charge and establish control at the scene of incidents, emergencies and other situations requiring immediate intervention; take a leadership role, presenting a positive command image to unit personnel; be consistent, firm and fair, and to not exhibit favoritism when dealing with personnel; develop a positive work environment; impartially apply laws and departmental regulations; adapt leadership style to manage effectively in different situations; exercise independent judgment; take unpopular stands and make unpopular decisions when necessary; lead meetings and discussions; adapt to political changes or informal directives that impact police procedures; persuade superiors to consider alternate plans or approaches; and direct the activities of multiple personnel involved in the same operation.

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Oral Communications

Ability to: orally give direct, explicit orders and instructions; listen to people and to understand the message they want to convey; elicit specific, complete and accurate information regarding a situation, incident, or crime; present key facts, points, or inferences orally in a clear, organized, and concise format; gather and disseminate verbal information quickly and concisely; respond orally to questions from others, such as superiors, attorneys, judges, community members, elected officials and the media; recognize and remember important details in oral communications; communicate information objectively without interjecting personal opinions; assess whether information has been communicated clearly and understood by recipients; diplomatically control a group meeting, in order to keep it on track; present viewpoint and plans persuasively to groups of people; and give impromptu oral presentations to a group or an audience.

Planning And Execution

Ability to: handle multiple tasks with varying degrees of complexity; prioritize and manage work time efficiently; set schedule so that all priority activities are carried out in a timely manner; complete tasks in a thorough, systematic and timely manner; recognize which tasks should be handled personally and which can be delegated; develop strategies to accomplish current goals; adapt to rapidly changing tasks and priorities, often with insufficient, limited, or incomplete information; implement workable solutions to on-going problems; coordinate systems, personnel, programs, operations and procedures to facilitate the achievement of goals and objectives; complete projects, assignments and reports within established guidelines; develop new procedures for situations in which existing procedures do not apply; and develop short and long range plans to manage unit operations.

Analyzing Information

Ability to: recognize the need for confidentiality regarding internal investigations and other matters of a sensitive nature; judge what issues and problems take priority when conflicting demands arise: evaluate alternatives and to anticipate the consequences of various courses of action; re-evaluate and modify a course of action or decision when presented with new information; extract the key information from written documents such as departmental orders, detailed operation plans, teletypes, and technical material; draw appropriate inferences and sound conclusions from written and verbal information, applying appropriate filters and weights; analyze the effectiveness of the deployment of unit personnel (e.g., number, geographical assignments, shift staffing); understand the significance and implications of investigative information; analyze community policing needs (e.g., different cultures, neighborhoods, age and groups); evaluate new situations and new events that have little or no historical data to guide planning; organize information from a variety of different sources to be able to present complete information in a logical order; relate past experiences to a current situation in determining what actions to take; analyze data related crime (e.g., crime maps, calls for service, e-mails and other notifications); synthesize information from different sources to recognize potential problems; identify conflicting objectives among constituents

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and stakeholders; recognize and seek out those with institutional memory as source of information when developing plans or making decisions; identify information to be exchanged with other allied agencies and department personnel; and analyze the need for specialized units or procedures related to crimes, community concerns and trends.

Management

Ability to: appropriately delegate tasks and responsibilities; identify duties to be performed by unit members; utilize positive reinforcement to improve and support performance of unit personnel; recognize strengths and weaknesses of unit personnel; identify what constitutes acceptable performance and/or levels of productivity; impose corrective action (e.g., counseling, reassignment) when unit personnel fail to follow procedures or deviate from expected performance; guide supervisors of subordinate personnel in resolving performance problems; establish control and follow-up mechanisms to ensure orders and instructions are carried out properly; vigilantly monitor compliance with policies and programs; give appropriate and timely feedback to unit personnel; and discern whether a performance problem is due to a training deficiency or is the result of poor judgment.

Written Communications

Ability to: write accurate, concise, and clear memoranda and reports; use proper English grammar, spelling, punctuation and structure in written communications; write clear and concise orders directing unit personnel in their activities; use common computer technology (e.g., e-mail, word processing, internet); identify errors, discrepancies or incomplete narratives in forms and reports completed by unit personnel; communicate in letters, e-mails, or newsletters in an appropriate format and style that answers questions, provides information, and/or describes actions taken; and document facts from conversations and meetings for later reference.

MINIMUM QUALIFICATIONS

These minimum qualifications are to be used as a guide for establishing the education, training, experience, special skills and/or license which may be required for employment in the class. Although these minimum qualifications are typical of the class, additional minimum qualifications and special conditions may apply to a particular position and will be stated on the job announcement.

Training and Experience: Equivalent to experience required for the Basic POST Certificate; and served a minimum of <u>one year</u> three years as a permanent Q-60 Lieutenant in the San Francisco Police Department.

This class specification is derived from the Q-80 Job Analysis Update which was completed in April 2007. This Job Analysis determined that 121 tasks (duties), 29 knowledge areas and 94 abilities were "critical/essential" to the performance of a San Francisco Police Department

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Captain. The Executive Summary of the Job Analysis Update provides a comprehensive description of this job classification.

LICENSE AND CERTIFICATION

Licenses and Certificates: possession of Basic POST Certificate issued by California Department of Justice, Commission of Peace Officer Standards and Training and valid California Driver License.

PROMOTIVE LINES

ORIGINATION DATE: 11/20/07

AMENDED DATE: 12/13/2007

REASON FOR AMENDMENTTo accurately reflect the current tasks, knowledge, skills

and abilities defined in the most recent job analysis

conducted for this job code.

BUSINESS UNIT(S): COMMN