



Gavin Newsom
Mayor

Micki Callahan
Human Resources Director

**NOTICE OF FINAL ACTION TAKEN BY THE
HUMAN RESOURCES DIRECTOR**

Date: July 20, 2010

Re: **Notice of Proposed Classification Actions – Final Notice No. 42 FY 2009/2010 (copy attached)**

In the absence of requests to meet addressed to the Human Resources Director, the classification actions contained in the above referenced notice became effective July 20, 2010.

Micki Callahan
Human Resources Director

by: _____

A handwritten signature in black ink, appearing to be "Steve Ponder", written over a horizontal line.

Steve Ponder
Classification and Compensation Manager
Human Resources

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

**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:
(Final 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 or email 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>

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**CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF HUMAN RESOURCES**

Title: Captain (Police Department)
Job Code: Q 80

INTRODUCTION

The Captain in the San Francisco Police Department is a management level position assigned to Operations, Administrative Services or Chief of Staff Bureaus. Captains report directly to a Commander or Deputy Chief. Essential functions of the position include: Directing, supervising and monitoring personnel; training, evaluating and developing unit personnel; reviewing and processing documents/communications; analyzing procedures/information and developing plans; interacting with individuals other than unit 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.

DISTINGUISHING FEATURES

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

SUPERVISION EXERCISED:

Incumbents in this classification manage subordinate uniform, civilian and other auxiliary personnel in either the Operations, Administrative Services or Chief of Staff 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, Supervising And Monitoring Unit Personnel
 - 1. Routes information to Lieutenants so that they can update personnel, providing supplementary guidance as needed.
 - 2. Directs unit personnel's activities by writing notes, memos and e-mail messages to ensure activities are handled correctly and expeditiously.
 - 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 perform specific projects and identifies areas in which to focus enforcement, using chain of command.
 - 5. Consults with on-duty Lieutenant and receives briefing regarding prior unit activity in preparation for shift.
 - 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 approved and if there are other alternatives (e.g., changing start time, shift adjustments).
 - 8. Monitors officer safety issues, use-of-force, and officer-involved collisions by reviewing reports and COMPSTAT data, implementing corrective or preventive measures when

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- necessary.
9. Consults with Resource Lieutenant and Station Investigation Team (SIT) to develop response to crime issues.
 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. Directs deployment of unit personnel to ensure the effective execution of plans for routine operations, special events or critical incidents.
 13. 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. Directs unit personnel in the preparation or modification of operation orders and plans 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. Periodically attends line-ups to make announcements, conduct inspection, solicit feedback, make commendations and promote goals and objectives.
 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. Monitors command post operations at planned events and critical incidents to determine if managerial intervention is needed.
 22. Assumes command and directs activities of multiple units in the case of major incidents or events.
 23. Conducts visual inspections to ensure that the unit, staff and equipment are in compliance with departmental rules and regulations.
 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.
- B. Training, Evaluating And Developing Unit Personnel
1. Models professional and ethical behavior, both on and off-duty to serve as role model for subordinate personnel.
 2. Observes and interacts with personnel performing their duties to promote morale and

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ensure compliance with departmental policies and procedures providing advise, guidance, redirection and encouragement when needed.

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. Discusses performance problems of unit members with Lieutenant and/or Sergeant, to devise a plan of action to resolve problems.
6. Identifies conduct or performance deficiencies of subordinates and intervenes as soon as possible to correct those behaviors.
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. Promotes career development by mentoring and motivating unit personnel, instituting measures such as job sharing/shadowing, encouraging subordinates to attend available training.
10. Approves or denies training requests based on an evaluation of their appropriateness, relevance, effect on staffing equity and operational needs.
11. Assists unit personnel with their personal and/or professional problems by providing guidance and counseling or referring them to an appropriate resource.
12. 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.
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 and taking their gun and badge.
15. 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.
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. Reviews for completeness and accuracy performance evaluations that Sergeants and Lieutenants have prepared for unit personnel.
18. Evaluates performance of direct subordinates by comparing to established criteria, goals, and objectives and completing a written Performance Appraisal.
19. Investigates grievances submitted by unit personnel by gathering information to formulate a written response.

C. Reviewing And Processing Documents/Communications

1. Reviews e-mail, voice mail, and in-basket information to prioritize actions and determine

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- 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. Uses common computer applications (e.g., word processing, e-mail, texting, spreadsheets) to receive, analyze, and communicate information.
 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.
 9. 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.
 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. Develops unit orders and/or recommends changes to department policies and procedures to address operational deficiencies, outdated policies.
 12. Reviews reports from other agencies and units (e.g., Fire Department Inspection Reports, Health Department Inspection Reports) and takes appropriate actions.
- D. Analyzing Procedures/Information And Developing Plans
1. Evaluates crime issues and strategic plans in terms of victims, suspects, locations, and activities.
 2. 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.
 3. Detects potential problems and identifies proper solutions by analyzing situations and/or operations, soliciting input and considering impact on other areas.
 4. 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.
 5. 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).
 6. Develops short and long-term enforcement priorities, researches best practices and consults with unit Lieutenants and COMPSTAT officers to optimize use of unit

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- personnel.
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. Develops or revises policies and procedures to improve the efficiency of unit operations and promote enforcement.
 11. Analyzes COMPSTAT packet for presentation/exchange with Command Staff.
 12. Formulates and proposes new or different methods of providing police services when those that exist are inadequate or out-of-date.
 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. Integrates new departmental directives into existing procedures and directives in order to establish how the new directives will be implemented in the unit.
 15. Summarizes, in writing, information from various reports in order to forward to superiors for appropriate recommendation.
 16. Evaluates the adequacy of unit resources and equipment by analyzing the current and projected needs of the unit.
 17. Establishes long-range goals and objectives to effectively plan the direction of unit activities.
 18. 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 Other Than Unit Personnel
1. Notifies superiors verbally and in writing of the ongoing status of critical incidents, high profile investigations, serious/sensitive situations to keep them apprised.
 2. Communicates with superiors regarding unit problems or issues and/or departmental operations, such as investigations, personnel, and/or handling of requests for service.
 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. Discusses issues with peers informally and at meetings to provide information or resolve problems.
 6. Acts as liaison between unit members and Command Staff by responding to questions and/or relaying policies and procedures to minimize disruption of daily unit operations.
 7. Makes written and verbal recommendations to superiors regarding specific actions such as the need for additional personnel or overtime.
 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. Participates in weekly Captains conference call to discuss criminal activity/patterns, station and department-wide issues.
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. 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.
13. Forwards information and feedback from subordinate personnel to Command Staff, particularly relating to new initiatives and directives.
14. Chairs periodic meetings with members from different departmental units to discuss coordinated actions to address criminal activities and other issues of common concern.
15. 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.
16. Communicates with other law enforcement agencies to develop plans which avoid conflict with SFPD operations or rules and procedures (deconfliction plans).
17. 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.
18. Develops and recommends departmental policies as part of a task force assigned to address specific issues.

F. Community Policing

1. Inspects/patrols district to observe businesses and street activities, to maintain general awareness of community groups, demographics, and areas with recurring problem(s).
2. 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.
3. Identifies district problems that need community input and support in order to formulate possible solutions.
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. 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.
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. 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.
8. Attends meetings with public or private agency personnel to discuss and develop procedures and ensure coordination of activities.

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9. Cultivates/identifies and assigns personnel to attend community functions, serve as community liaisons, work as beat officers.
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. Provides interviews to the news media, regarding police-related activities, providing specific facts, general information, and/or referrals.
13. 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.
14. 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.
15. Cultivates/identifies community members best able to serve on community boards and projects.
16. Chairs monthly Community Police Advisory Board meeting to address community issues and task community members with issues to resolve.
17. Mediates conflicts among community associations and elicits support for agreed upon programs or solutions.

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

The knowledge and ability 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.

- Knowledge of standards of performance and conduct and what behavior constitutes a violation of rules or professional legal standards.
- Knowledge of administrative and legal provisions governing use of force and officer-involved 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

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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 personal problems, such as Employee Assistance Programs and peer counselors.
- Knowledge of current local, state, national, international events that may impact 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

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persevere while pursuing challenging objectives regardless of obstacles and setbacks.

- Ability to maintain integrity and the highest levels of ethical conduct, resisting corruption, laxity, and elitism.
- 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.
- Ability to develop and maintain the trust, confidence and cooperation of unit personnel, peers and superior officers.
- Ability to take unpopular stands and make unpopular decisions when necessary.
- Ability to make appropriate on-the-spot decisions.
- Ability to take a leadership role by presenting a positive, professional command image in the performance of one's duties.
- Ability to develop a positive work environment, being consistent, firm and fair, and not exhibiting favoritism, impartially applying laws and departmental regulations.
- Ability to be patient and persistent in response to criticism, frustration and adversity, without becoming defensive or hostile.
- Ability to respectfully disagree with superiors when warranted, but follow ultimate 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.
- Ability to acquire new knowledge or skills to improve one's own performance deficiencies.
- Ability to effectively lead meetings to ensure discussions stay on track and goals are 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.

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

- Ability to extract the key information and draw appropriate inferences and sound conclusions from written and verbal information.
- 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.

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- 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.
- Ability to synthesize and evaluate information from different sources, understanding the significance and implications of the information.
- 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.

D. Management and Control– 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.
- Ability to judge when to notify and/or refer a decision to a superior and when Command Staff approval is necessary.
- Ability to handle multiple tasks with varying degrees of complexity.
- 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.
- Ability to impose corrective action (e.g., counseling, reassignment) when unit personnel fail to follow procedures or deviate from expected performance.
- Ability to develop and adapt programs, strategies, operations and procedures to achieve objectives.
- 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.
- Ability to appropriately identify those tasks and responsibilities which can be delegated 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.

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- 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.
- Ability to identify errors, discrepancies or incomplete narratives in forms and reports completed by unit personnel and develop resolutions to problems.
- Ability to counsel, train and mentor subordinates, giving appropriate and timely feedback to positively reinforce, improve and support performance.

E. Customer Service— 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.
- Ability to discuss sensitive or problematic issues diplomatically with superiors, unit personnel, other department personnel and the public.
- 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.
- 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.

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- 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.
- Ability to present key facts, points, or inferences orally in a clear, organized, and concise format.
- Ability to gather and disseminate verbal information quickly and concisely.
- Ability to present viewpoint and plans persuasively to superiors, boards, commissions and other groups of people.
- 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.
- Ability to communicate in letters, e-mails, or newsletters in an appropriate format and 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).
- 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.

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 one year as a permanent Q-60 Lieutenant in the San Francisco Police Department.

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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: 12/13/07; 7/20/10

REASON FOR AMENDMENT *To 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
