

City and County of San Francisco



Department of Human Resources

Gavin Newsom
Mayor

Micki Callahan
Human Resources Director

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

Date December 23, 2008

Re: **Notice of Proposed Classification Actions – Final Notice No. 18 FY 2008/2009 (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 December 16, 2008.

Micki Callahan
Human Resources Director

by:

A handwritten signature in black ink, appearing to read "Kerry Ko", written over a horizontal line.

Kerry Ko
Deputy Director
Human Resources

cc: All Employee Organizations
All Departmental Personnel Officers
_____ (contact person @ dept)

John Leon, DHR
Linda Cosico, DHR
Micki Callahan, DHR
Steve Ponder, ERD
Christina Fong, ERD
Rich David, ERD
Carmela Villasica, ERD
Anita Sanchez, CSC
Harvey Rose, Budget Analyst
Tinhha Luong, CON
Ron Bladow, MTA
Johnny Zabala, CON
RAS Team Leader(s)
DHR Support Services
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: 18
Fiscal Year: 2008/2009
Posted Date: December 16, 2008

***AMEND THE FOLLOWING JOB SPECIFICATION(S):
(Draft job specifications attached.)***

Item #	DEPT/ DIVISION	Class/Title
1	POL	Q 60 Lieutenant, (Police Department)

For additional information regarding the preceding proposed actions, please contact, Richard Marshall at 551-8943

Requests to meet on an item should be addressed to the Human Resources Director, 44 Gough Street, 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, 1st floor, 44 Gough Street.

cc: All Employee Organizations
All Departmental Personnel Officers
Regina Tharayil, MTA
Anita Sanchez, CSC
Harvey Rose, Budget Analyst
Christina Fong, ERD
Carmela Villasica, ERD
Linda Cosico, DHR
RAS Team Leader(s)
DHR Support Services
Martin Gran, ERD
File

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

Title: Lieutenant (Police)
Job Code: Q-60

INTRODUCTION

The Lieutenant in the San Francisco Police Department is a mid-level position assigned to the Administration, Airport, Field Operations or Investigative Bureaus. Essential functions of the position include: directing and coordinating field operations, incident and events; managing, administering, and documenting station activities; conducting, coordinating, and documenting administrative investigations; training and evaluating personnel; analyzing and formulating operational plans and priorities; interacting with internal and external individuals, organizations, and departments; managing, coordinating, and evaluating investigative operations. Lieutenants routinely perform other law enforcement duties. For a more detailed listing of the Lieutenant's job duties, please refer to the section below, "Examples of Important and Essential Duties." All duties were copied from the Q-60 Lieutenant Job Analysis Executive Summary completed in April 2008.

DISTINGUISHING FEATURES:

The Q-60 Lieutenant is a mid-level supervisor and may be assigned to manage a shift of a large Bureau including the Field Operations Bureau, Investigation Bureau, Administration Bureau or Airport Bureau, or manage a distinct smaller unit. Positions in this class are distinguished from the next higher class of Captain in that the latter class has complete management responsibility over a large functional work unit and from the next lower class of Sergeant in that the latter has first line supervisory responsibilities.

Incumbents in this classification manage subordinate uniform, civilian and other auxiliary personnel in either a district station or one of the other divisions of the San Francisco Police Department.

MAJOR, IMPORTANT, AND ESSENTIAL DUTIES

According to Civil Service Commission Rule 209, the duties specified below are representative of the range of duties assigned to this job code and not intended to be an inclusive list (CSC Rules Vol. II, Rule 209, Sec. 209.6.2.

Examples of Important and Essential Duties

DIRECT AND COORDINATE FIELD OPERATIONS, INCIDENTS, AND EVENTS

1. Monitor activities happening in the district through the radio, computer queries, notifications or observation, to determine if staffing adjustments are needed, calls are backing up, or supervisory intervention is needed.
2. Evaluate complexity of incidents by collecting information over the radio or by telephone from dispatch and units already at the scene regarding the situation.

3. Respond to incident(s) that require presence of a lieutenant to provide direction in handling of the incident(s).
4. Assume charge of unfolding field incident by taking command and directing activities of subordinates at scene.
5. Assess situation at an incident/crime scene through direct observation, questioning personnel at site, and/or review of CAD.
6. Evaluate the location of the Command Post, based on factors such as proximity to the scene, degree of danger, personnel and equipment needs, etc.
7. Determine minimum staffing levels needed throughout the district based on an evaluation of staffing needs at an incident scene and of on-going activities in the district.
8. Verify the adequacy of actions taken by subordinates by monitoring radio and/or calling for status reports on various activities such as ensuring the perimeter is established, the scene is controlled, the crime scene is preserved, etc.
9. Determine the need for specialized units or outside agencies, such as GTF, SOG, MUNI, etc., to assist at an incident by evaluating developments at the scene.
10. Coordinate and participate in informal meeting with station personnel to critique unit's performance after incidents or events to develop more effective ways of handling future situations.
11. Designate officer(s) to carry out Command Post activities at an incident (e.g., monitoring radio transmissions from officers at scene and maintaining a log of communications).
12. Coordinate activities with personnel of other Command Posts and/or with other agencies, to optimize management of incident.
13. Request approval of superior to obtain assistance from another station, or request that subordinates adjust their work hours to ensure that adequate staffing levels are maintained for shift.
14. Explain police policies and expectations to involved/concerned groups prior to planned events or special operations.
15. Serve as Event Commander for enforcement operations, such as STOP, buy/bust, DUI checkpoint, etc.

MANAGE, ADMINISTER, and DOCUMENT STATION ACTIVITIES

16. Review incident reports for completeness and consistency (e.g., whether all elements are contained within the report, whether action taken by officer was within policy).
17. Direct subordinates engaged in various activities by giving them verbal and/or written orders.
18. Conduct roll calls to give brief training, make assignments, alert officers to on-going enforcement actions in district, read aloud teletypes and other important directives and to ensure officers are properly uniformed and equipped.
19. Coordinate vacation schedules, training mandates, time-off, overtime and other issues that impact staffing by taking into account factors such as Department policies, MOU, needs of unit or shift, etc.
20. Enter daily and anticipated officer work schedule information into the computer (HRMS) and onto a Daily Assignment Sheet to maintain record of personnel activity.
21. Make beat and car assignments, based on a review of factors such as personnel and equipment availability, FOB mandates, special events scheduled, etc.

22. Ensure that citations are delivered and arrest warrants, EPOs and subpoenas are properly logged, served, and processed.
23. Evaluate memoranda written by subordinates to determine if they are ready for forwarding.
24. Adjust priorities for self and subordinates based on factors such as resources, consequences, input from staff and superior officers, etc.
25. Summarize occurrences during the watch in the district for the next shift supervisor's information, such as major incidents, information on wanted individuals thought to be in the district, EPOs to be served, etc.
26. Make periodic site visits to officers on patrol for the purpose of maintaining morale and ensuring compliance with departmental policy and procedure.
27. Evaluate capabilities of subordinates in order to assign work activities.
28. Note in writing major occurrences during the watch for the Captain's Morning Report.
29. Assign subordinates to participate in investigations and projects based on the nature of the incident(s) and the resources available.
30. Reassign personnel or redistribute work, to minimize use of overtime.
31. Review use of force and juvenile detention logs to ensure that subordinates are completely and accurately documenting actions taken.
32. Log numbers of actions taken by subordinates during the shift (such as BIPs, movers, citations) on Daily Assignment Sheet.
33. Perform superior's routine administrative duties in his/her absence to ensure that departmental operations run smoothly.
34. Analyze information related to upcoming staffing changes, such as anticipated retirement of unit personnel, transfers, crime patterns in the district, etc., to advise Captain of recommended staffing levels for each watch.

CONDUCT, COORDINATE, AND DOCUMENT ADMINISTRATIVE INVESTIGATIONS

35. Review results of an investigation involving subordinates for completeness and accuracy of conclusions, including documentation and investigations done by subordinate sergeants, to make recommendations to superiors regarding remedies.
36. Make required notifications, as outlined in departmental policies and procedures, in the handling of administrative investigations, such as on-duty vehicle accidents and discharges.
37. Discuss with citizen his/her concerns about the behavior of a member of SFPD and the complaint and/or investigative processes.
38. Summarize, in writing, information from various reports related to a personnel investigation in order to forward for appropriate recommendation from Captain.
39. Conduct personnel investigations by interviewing employee, witnesses, supervisors, and other involved parties to gather information in areas such as alleged job-related misconduct, deficiencies, complaints, etc.
40. Complete administrative investigation and related forms for incidents involving sergeants/inspectors, such as member-involved collisions, industrial injuries, etc.
41. Request assistance from other Department units, such as Crime Scene Investigations, Traffic, MCD, etc., to gather information when completing an O.I.C. investigation report.
42. Take complaint of alleged discrimination/harassment and forward to the Affirmative Action officer, as outlined in D.G.O. 11.07.

TRAIN AND EVALUATE PERSONNEL

43. Demonstrate appropriate behavior by performing duties in accordance with unit and departmental policies and procedures.
44. Meet with sergeants to disseminate information, increase morale, discuss issues such as subordinates' concerns, performance issues, training needs, etc.
45. Discuss with subordinates work-related problems and concerns to determine causes and solutions.
46. Explain new Department policies and procedures to subordinates to answer questions, discuss changes in laws or rules, or provide other updates.
47. Identify officer safety issues by monitoring subordinates' activities and receiving information from supervisors, in order to implement appropriate corrective measures and provide training.
48. Write commendations (Captain's Complimentary Reports) to Chief, or review those prepared by sergeants, to recognize exceptional actions of subordinates.
49. Conduct formal counseling of employees to outline performance improvement goals and timelines.
50. Explain procedures, practices, enforcement orders and policies of special project prior to assigning unit member to the project.
51. Determine appropriate training for unit members, including informal training or more formal training through the training unit.
52. Conduct employee orientation to familiarize new subordinates with unit policies and procedures.

ANALYZE AND FORMULATE OPERATIONAL PLANS AND PRIORITIES

53. Identify crime patterns by reviewing information such as reports, crime maps, community input, suspect information, etc., noting particulars of crimes, including locations, types of victims, and times of occurrence.
54. Interpret trends and patterns found in data and records in order to estimate and predict needs of a situation or assist in plan development.
55. Assess the impact of proposed changes or actions, to determine if contingency plans are needed.
56. Attend meetings with community officials, City personnel and other SFPD personnel to gather information that deals with proposed changes in practices and policies or investigative operations.
57. Develop a plan which addresses an identified community need and outlines a resolution to the problem.
58. Exchange information with event organizer regarding parameters of function, such as number of people expected, scheduled hours, location, history and purpose of event, etc., in order to plan police involvement and to ensure safety for all those involved.
59. Write a narrative report or memorandum that takes into account factors such as cost and personnel needs, impact of any recommended changes, ways to deal with new situations/events, etc.
60. Evaluate the effectiveness of newly implemented (or modifications of existing) plans by observing, interviewing participants, analyzing computer printouts, taking into account whether the plan is progressing as proposed.

61. Compile statistical reports regarding areas such as number and type of crime occurrences, arrests made, cases investigated, overtime usage, budget items, etc.
62. Develop an operational order/plan for superior's approval following SMEAC/ NIMS format.
63. Develop plans for handling upcoming events by reviewing data such as that provided by special units within SFPD, outside agencies, previous operations orders, after action reports, etc.
64. Maintain accurate fiscal records of unit expenditure of allocated funds.

INTERACT WITH INTERNAL AND EXTERNAL INDIVIDUALS, ORGANIZATIONS, AND DEPARTMENTS

65. Brief superior(s) about critical or sensitive incidents or investigations in station or Bureau.
66. Discuss problems, priorities or other issues at periodic meetings held with Captain and/or other supervisors.
67. Discuss personnel and enforcement issues with other lieutenant working the same shift to identify any problems and define possible solutions.
68. Respond to community member's concerns when directed by superior via letter, e-mail or phone.
69. Review bulletins and teletypes for release within SFPD and/or other agencies, regarding a case, investigation, incident, crime pattern, department activity, criminal activity, etc.
70. Respond to requests from other units for personnel by reviewing staffing to see if officers are available for details.
71. Participate in meetings to exchange information, represent the Department, develop plans.
72. Verbally present information about the bureau, station, SFPD, or technical areas to community, other agencies, professional groups, other units within SFPD.
73. Participate in formal (e.g., attending classes or seminars) and informal training (e.g., meeting with other unit personnel) to remain up-to-date or to learn about new activities or assignments.
74. Speak with the media about the Department, particular activities, incidents, events.
75. Make an oral presentation to others (superior officers, DA, community officials, etc.) which includes information such as cost, staffing, any additional impacts, etc., to convince them to accept proposed changes or to adopt a new activity or plan.

MANAGE, COORDINATE, AND EVALUATE INVESTIGATIVE OPERATIONS

76. Determine if initial and/or supplemental incident reports generated by subordinates can be approved, based on a review of case factors such as documentation, charges, supporting evidence, etc.
77. Oversee and facilitate activities of subordinates working on enforcement projects by answering questions, advising on possible course(s) of action, coordinating resources, and/or monitoring for overlapping/ conflicting actions.
78. Determine availability of personnel, resources, and equipment from other units to assist in an investigative operation by contacting appropriate persons in chain of command.
79. Organize teams and identify resources, when needed for special investigative or enforcement projects.

80. Review subordinate's conclusions and recommendations regarding disposition of a case(s) based on case elements, such as evidence gathered, available witnesses, DA recommendations, etc.
81. Confer with subordinate regarding how to proceed on a case, considering areas such as things which might have been overlooked, DA recommendations, sensitivity of investigation, alternative avenues of investigation, etc.
82. Determine whether a case merits further investigation based upon an evaluation of information, such as inspector's findings, District Attorney's opinion, community concern, available technological or other resources to pursue the investigation, etc.
83. Establish criteria for case assignment within unit based on factors, such as available personnel, volume of cases, solvability factors, specialties of personnel, call-out criteria, etc.
84. Confer with District Attorney concerning issues such as what should be done on a case to increase likelihood of successful prosecution of the case.

IMPORTANT AND ESSENTIAL KNOWLEDGES, SKILLS, AND ABILITIES

Knowledge Statements

KNOWLEDGE OF PERSONNEL MANAGEMENT PRINCIPLES, POLICIES AND SYSTEMS

Knowledge of: what incidents require an administrative investigation; the activities that constitute rules violations; standards of conduct for superior officers; how to interpret the Daily Watch Report and HRMS when assessing staffing needs; the rights of officers and civilian personnel, such as in administrative investigations or when processing MCD or EEO complaints; the complaint filing procedures and notification requirements related to Citizen's Complaints; Human Resource Management System (HRMS) to be able to update, maintain and retrieve records; Departmental policies and procedures for the correction of unacceptable behavior; officer safety principles and procedures to assess compliance, determine training needs, and to provide feedback regarding these procedures; Department policies and procedures related to the investigation and reporting of on-duty/Worker's Compensation injuries; the required procedures to conduct or review results of an administrative investigation; operations orders and other sources (e.g., reading clip and computer resources) regarding upcoming special events, assignments and/or details to determine staffing needs; how to process or investigate EEO complaints; status of assigned personnel (e.g., those on modified duty, disability, extended loans, detailed for training) for daily staffing; job specifications, acceptable conduct, grooming and uniform standards of subordinates; labor laws, MOU and Department policies applicable to voluntary and involuntary overtime; Departmental policies and procedures for the resolution of employee disputes; resources available to assist individuals (e.g., CIRT, Employee Assistance Program and peer counselors) who are having problems.

KNOWLEDGE OF LAW ENFORCEMENT STRATEGIES, METHODS AND RESOURCES

Knowledge of: chain of command notification requirements; type of incidents that require a lieutenant to respond; response procedures for a field incident including how to respond, who should respond, and who to notify; procedures to secure and protect a crime scene; what constitutes physical evidence to determine when and/or how evidence should be collected and preserved; crowd control procedures, techniques and special equipment used in crowd control; other City departments that provide services relevant to SFPD, such as Sheriff's Department, Fire Department, District Attorney's office, Mayor's Office, etc.; Department and non-department (PG&E, Muni, AT&T, OCC, District Attorney, etc.) resources available to assist at incidents/events; units and resources available (e.g., Tactical, Hondas) and how they can be utilized in order to plan a special event; Departmental resources for disseminating information, such as Critical Reach, series sheets, teletypes, and bulletins; interrogation guidelines and appropriateness for the situation.

KNOWLEDGE OF POLICIES, PROCEDURES AND LAWS

Knowledge of: Department General Orders; what elements of crime need to be presented in the incident report; the legal parameters when completing an administrative investigation of an officer-involved firearm discharge or shooting; the procedures and legal constraints regarding detention and arrest; Department Manuals; procedures and legal constraints regarding searches and seizures; Department Bulletins; the procedures and related reporting requirements for booking and detention; legal requirements and Departmental policy concerning the release of information to the public, media, and outside agencies; the Penal Code with respect to the definitions, elements and distinctions among commonly occurring types of crime; procedures for conducting cold shows, photo spreads, and line-ups; Field Operations Bureau General Orders; the Penal Code; the legal and Departmental procedural guidelines for interviews and interrogations; procedures regarding service of subpoenas; the authority and enforcement sections of the Vehicle Code; the Municipal Police Code.

Abilities

LEADERSHIP

Ability to: be consistent, steady, and fair and to not exhibit favoritism when dealing with subordinates; take a leadership role and to present a positive command image to subordinates that enhances morale of unit; develop and maintain the trust, confidence, and cooperation of subordinates and peers; take charge and establish control at the scene of incidents, emergencies and other situations requiring immediate intervention and action; exercise independent judgment, including taking unpopular stands when necessary; impartially apply laws and departmental regulations; adapt leadership style to manage effectively in different situations; interact effectively with individuals and groups differing in ethnicity, gender, age, beliefs, etc.; explain actions, plans, orders so that they will be understood and accepted; handle hostile or charged exchanges and to respond in a manner that defuses the hostility; enforce an SFPD policy that may be inconsistent with a personal position; authoritatively direct the activities of individuals and groups; discern whether an issue or task should be handled personally or be delegated; implement appropriate tactics to mediate and help resolve disputes and conflicts; communicate information, plans, and policies to others, such as non-SFPD agencies or community members, in order to solicit their cooperation; work with other agencies or community groups to develop team plans that are consistent with SFPD's policies and procedures.

PERSONAL MATURITY AND JUDGMENT

Ability to: maintain integrity and resist potential for corruption, laxity, or elitism; maintain self-control and take appropriate action in a crisis or other stressful or pressure situations; follow orders, prescribed rules, and procedures; determine what information should be provided to superiors to keep them apprised of important events; conduct an investigation in a manner that is

discreet, sensitive, and professional; evaluate the consequences of various courses of action in order to make appropriate decisions; be patient and persistent in response to frustration, adversity, criticism; discuss sensitive or problematic issues tactfully, diplomatically, objectively; recognize deficiencies in one's own performance and to attempt to remedy deficiencies; judge when to refer a decision to a superior and when supervisory approval is necessary before decisions are implemented; judge what issues and problems take priority when conflicting demands arise; relate past experience to a current situation in determining what actions to take; recognize confidential information in oral and written communications that must be deleted prior to release to the public; complete tasks in a thorough and systematic manner; set schedule for self and others so that all priority activities are carried out in a timely manner; identify the needs and problems of others, understanding their expressed concerns, as well as the underlying issues.

SUPERVISION

Ability to: quickly analyze information and choose appropriate course of action during field incidents, meetings, etc.; take appropriate action when subordinates fail to follow procedures or deviate from expected performance; identify errors, discrepancies or weaknesses in forms and reports completed by subordinates; discern when a problem is due to the need for training, is the result of poor judgment, or is discipline related; counsel subordinate to improve performance; recognize cues in performance of individuals that may indicate the need for attention (e.g., supervisory counseling, training, discipline, professional counseling); coordinate activities of personnel, equipment, plans and agencies to handle incidents; recognize cues in the behavior of individuals and groups that indicate stress, frustration, hostility, or conflict; assess needs of situation and anticipated activity to schedule staff and other resources accordingly; identify the appropriate course of action to deal with performance problems; delegate tasks and responsibilities to subordinates; give appropriate and timely performance feedback to subordinates on performance and tasks assigned; discern when to follow-up and how much follow-up is needed on delegated tasks; critically review a subordinate's performance to determine if it is meeting expectations; identify underlying causes of performance problems through discussion with or observation of subordinate; adapt tactics to motivate subordinates, such as establishing individual and team goals, explaining the importance of individual contributions, offering feedback and encouragement, etc.

ANALYSIS AND PLANNING

Ability to: evaluate and modify a course of action or decisions if necessitated by changing circumstances or new information; draw appropriate inferences and sound conclusions from information; extract key information that should be remembered and/or communicated to others, from items such as Departmental orders, reports, operational plans, training bulletins, teletypes, other technical material; read and understand laws, codes, orders and other technical, legislative or legal jargon; assess a situation and/or person(s) involved to determine the best approach to solve a problem or address a need; recognize the Department's limitations (legal and/or resource) when suggesting solutions and alternatives to address needs; evaluate quickly new situations and new events that have little or no historical data to guide planning; formulate a plan that follows SMEAC (situation, mission, execution, administration and command control communications).

WRITTEN COMMUNICATION

Ability to: write clearly, concisely, and accurately using proper English, grammar, spelling, punctuation, and paragraphing; write clear, concise, accurate and complete investigative memoranda and reports; adapt the format and writing style to fit the purpose of the communication; draft letters and e-mails in format and style that answers questions, provides information and/or describes actions taken; formulate a persuasive written request based on facts to meet a resource need; review an operations order and identify deficiencies; communicate in

writing technical concepts and information in a manner that can be understood; write operations orders in accordance with Department Manuals.

ORAL COMMUNICATION

Ability to: orally give direct, explicit orders and instructions; respond orally to questions from others, such as superiors, subordinates, attorneys, judges, community members, and the media; ask appropriate questions to elicit information and gather facts needed to conduct an investigation; orally communicate technical concepts and information, such as Department's performance expectations, standards, objectives, and goals, in a manner that is understood by others; give an oral presentation that is concise, clear, accurate and follows the meeting's agenda; effectively lead staff meetings and group discussions; extract key information from oral interchanges that should be remembered and/or communicated to others, such as from meetings, presentations, conversations, etc.; participate assertively and persuasively in meetings; adapt style and form of presentation to the audience being addressed (e.g., elderly, gangs, business groups, command staff, etc.).

MINIMUM QUALIFICATIONS

Sworn members of the SFPD who will have three years of permanent status in the rank of Q-50 Sergeant OR Sworn members of the SFPD who have been permanent 0380 Inspectors for a minimum of one year and who are currently participating in or who have completed the Field Operations Supervisory Program.

LICENSE AND CERTIFICATION

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

Q-80 Captain

ORIGINATION DATE: 9/25/2002

AMENDED DATE: 12/16/2008

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.