




DEPARTMENT NOTICE

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Q-80 Captain Examination Update 3

The Department of Human Resources Public Safety Team in collaboration with I/O Solutions Inc. has completed an in-depth job analysis of the Q-80 Captain rank for the San Francisco Police Department. The **attached document** is a summary of the recent analysis and contains lists of the tasks, knowledge areas, and abilities that were identified as important for successful performance of the job. Specific information as to what will be measured in the test will be released in the Preparation Guide which will be made available approximately 30 days prior to test administration.

Any specific questions about the Q-80 Captain promotional examination may be directed to the DHR Public Safety Team at DHR-publicsaftey@sfgov.org.


WILLIAM SCOTT
Chief of Police

Any questions regarding this policy should be made to sfpd.writtendirectives@sfgov.org who will provide additional guidance about the directive.

SFPD CAPTAIN JOB ANALYSIS - 2020

Job analysis is the in-depth study of a given job to determine the duties and specific tasks that employees in that position perform, as well as the requisite competencies. Results from job-analysis studies often yield job descriptions and lists of KSAs and other attributes that may be required of individuals who perform the job being studied. For the current SFPD Captain promotional process, a new job analysis study was completed and was used to identify the KSAs and behaviors that served as the foundation of the testing process.

Results

The following sections present lists of the tasks (organized by major job duty area), knowledge areas, and skill/ability areas relevant to the Q-80 Captain position.

Task Statements

1) DIRECTING, SUPERVISING AND MONITORING PERSONNEL

- Directs unit personnel's activities by writing notes, memos and e-mail messages to ensure activities are handled correctly and expeditiously.
- Routes information to Lieutenants so that they can update personnel, providing supplementary guidance as needed.
- Directs unit personnel engaged in various unit activities by giving them verbal orders to ensure that tasks are handled correctly and expeditiously.
- Maintains a come-up/reminder file to ensure tasks are completed in a timely manner.
- Directs unit personnel to perform specific projects and identifies areas in which to focus enforcement, using chain of command.
- Ensures that documents, such as Internal Affairs investigations or OCC complaints, Early Intervention System (EIS) notifications, and subpoenas, are logged and notices of violation to officers involved are recorded, served and returned.
- Consults with on-duty Lieutenant and receives briefing regarding prior unit activity in preparation for shift.
- Consults with Station Investigations Team (SIT) Lieutenant and SIT Team to develop response to crime issues.
- Meets with unit personnel on an as-needed basis to obtain updates, provide information, make assessments, and recommendations.
- 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.
- Monitors radio to be aware of activities happening in the district(s) and to determine if managerial oversight is needed.
- 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).

- Monitors overtime use by unit personnel to ensure fairness in allocation and compliance with department policies and procedures.
- Monitors officer safety issues, use-of-force, and officer-involved collisions by reviewing reports and COMPSTAT data, implementing corrective or preventive measures when necessary.
- Directs deployment of unit personnel to ensure the effective execution of plans for routine operations, special events or critical incidents.
- 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.
- Monitors staffing and productivity/activity levels by reviewing the Captain's Morning Report and other documents.
- Directs unit personnel in the preparation or modification of operation orders and plans for enforcement actions; reviews and approves operational plans.
- Monitors command post operations at planned events and critical incidents to determine if managerial intervention is needed.
- Assumes command and directs activities of multiple units in the case of major incidents or events.
- 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 feedback, make commendations and promote goals and objectives.
- Monitors and manages station, other work sites, station equipment and vehicles to ensure compliance with department policies and procedures and codes.
- Develops semi-annual Staffing Plan by reviewing the Operations Bureau staffing directive, considering district or unit needs (e.g., crime trends/patterns, upcoming events, community policing projects) and balancing experienced and inexperienced members and succession plans, etc. while adhering to seniority guidelines and the shift sign up.

2) TRAINING, DEVELOPING AND EVALUATING UNIT PERSONNEL

- Models professional and ethical behavior, both on and off-duty to serve as role model for subordinate personnel.
- 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.
- Observes and interacts with personnel performing their duties to promote morale and ensure compliance with departmental policies and procedures providing advice, guidance, redirection and encouragement when needed.
- Promotes career development by mentoring and motivating unit personnel, instituting measures such as job sharing/shadowing, encouraging subordinates to attend available training.

- Approves or denies training requests based on an evaluation of their appropriateness, relevance, effect on staffing equity and operational needs.
- Evaluates whether an act of courage, bravery, or outstanding investigation or service can be recommended for recognition, Captain's Complimentary, or Department award.
- Reviews for completeness and accuracy performance evaluations that Sergeants and Lieutenants have prepared for unit personnel.
- Investigates grievances submitted by unit personnel by gathering information to formulate a written response.
- Assists unit personnel with their personal and/or professional problems by providing guidance and counseling or referring them to an appropriate resource.
- 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.
- Monitors performance of subordinates flagged by EIS to determine if there is a pattern of possible at-risk behaviors that warrants follow-up action.
- Discusses performance problems of unit members with Lieutenant and/or Sergeant, to devise a plan of action to resolve problems.
- Identifies conduct or performance deficiencies of subordinates and intervenes as soon as possible to correct those behaviors.
- 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.
- Recommends, in writing, the appropriate disposition of personnel investigations, including remedial action or recommendations for disciplinary action.
- 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.
- Notifies unit personnel that they are relieved of duty by informing them of their status and taking their gun, star, Department ID card, and Disaster Service Worker (DSW) card, and forwarding these items to the appropriate units.

3) REVIEWING AND PROCESSING DOCUMENTS/COMMUNICATIONS

- 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.
- Reviews incident reports and Captain's Morning Report for major issues, events, criminal activity in formulating deployment or enforcement strategies.
- Uses common computer applications (e.g., word processing, e-mail, texting, spreadsheets) to receive, analyze, and communicate information.
- 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.
- Reviews forms and reports to ensure they are complete and accurate.

- Reviews payroll-related forms, such as corrected watch reports, requests for holiday overtime, Extended Work Week (EWW) and training, to ensure compliance with department policies and procedures and staffing requirements.
- Examines unit records, such as Use of Force and Juvenile Log, to ensure that they are complete and accurate.
- 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.
- 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.
- 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.
- Develops unit orders and/or recommends changes to department policies and procedures to address operational deficiencies, outdated policies.

4) ANALYZING PROCEDURES/INFORMATION AND DEVELOPING PLANS

- Detects potential problems and identifies proper solutions by analyzing situations and/or operations, soliciting input and considering impact on other areas.
- Summarizes, in writing, information from various reports in order to forward to superiors for appropriate recommendation.
- Develops short and long-term enforcement priorities, researches best practices and consults with unit Lieutenants and COMPSTAT officers to optimize use of unit personnel.
- Evaluates the effectiveness of operations, newly implemented or modified procedures by discussing with unit personnel and/or affected community members.
- Analyzes crime statistics and trends to develop enforcement plans, utilizing support from other units (e.g., CIU, VRT, ALU, Tac, Traffic, Hondas and other District Station personnel).
- Evaluates crime issues and strategic plans in terms of victims, suspects, locations, and activities.
- 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.
- 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.
- 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.

- Identifies crimes/patterns that need to be addressed by analyzing crime information contained in items such as incident reports, Crime Data Warehouse (CDW), Captain's Morning Report, COMPSTAT Report or information from other Department units.
- Evaluates the adequacy of unit resources and equipment by analyzing the current and projected needs of the unit.
- Develops or revises policies and procedures to improve the efficiency of unit operations and promote enforcement.
- Establishes long-range goals and objectives to effectively plan the direction of unit activities.
- Formulates and proposes new or different methods of providing police services when those that exist are inadequate or out-of-date.
- Compares statistical reports of past and present performance (such as COMPSTAT Report) to evaluate district/unit activities and discern trends.
- Integrates new departmental directives into existing procedures and directives in order to establish how the new directives will be implemented in the unit.
- Analyzes COMPSTAT packet for presentation/exchange with Command Staff.

5) INTERACTING WITH SFPD MEMBERS, OTHER CITY DEPARTMENTS AND AGENCIES

- Participates in Captains conference calls to discuss upcoming special events and/or crime patterns.
- Notifies superiors verbally and in writing of the ongoing status of critical incidents, high profile investigations, serious/sensitive situations to keep them apprised.
- Submits requested reports and documentation to Command Staff within established deadlines.
- Discusses issues with peers informally and at meetings to provide information or resolve problems.
- Chairs periodic meetings with members from different departmental units to discuss coordinated actions to address criminal activities and other issues of common concern.
- Responds to superiors' requests for information by directing unit personnel to draft memos or compile reports within specified timelines.
- Communicates with superiors regarding unit problems or issues and/or departmental operations, such as investigations, personnel, and/or handling of requests for service.
- Makes written and verbal recommendations to superiors regarding specific actions such as the need for additional personnel or overtime.
- Forwards information and feedback from subordinate personnel to Command Staff, particularly relating to new initiatives and directives.
- 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.
- Documents unit performance by writing reports to superiors and gathering statistical data to explain unit activities in relation to unit goals and COMPSTAT findings.
- 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.

- 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, while keeping Command Staff informed by submitting appropriate documentation.
- Responds to inquiries from the Office of Citizen Complaints regarding incidents or investigations.
- 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.
- Communicates with other law enforcement agencies to develop plans which avoid conflict with SFPD operations or rules and procedures (deconfliction plans).
- Develops and recommends departmental policies as part of a committee or working group assigned to address specific issues.

6) COMMUNITY POLICING

- 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, promote youth engagement.
- Provides interviews to the news media, regarding police-related activities, providing specific facts, general information, and/or referrals.
- Inspects/patrols district to observe businesses and street activities, to maintain general awareness of community groups, demographics, and areas with recurring problem(s).
- 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.
- Identifies district problems that need community input and support in order to formulate possible solutions.
- Cultivates/identifies community members best able to serve on community boards and projects.
- Cultivates/identifies and assigns personnel to attend community functions, serve as community liaisons, work as beat officers.
- 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).
- Attends meetings with public or private agency personnel to discuss and develop procedures and ensure coordination of activities.
- Confers with various city officials including Members of the Board of Supervisors to provide an update regarding police activities related to issues/problems in the city and/or solicit support for community policing initiatives.
- 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.

- Chairs monthly Community Police Advisory Board meeting to address community issues and task community members with issues to resolve:
- 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.
- 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.
- Speaks at public meetings such as before the SFPD COMPSTAT meeting, Police Commission, Board of Supervisors or other City Commissions to provide information and respond to questions.
- Mediates conflicts among community associations and elicits support for agreed upon programs or solutions.
- Explains status of a case in the investigative process in response to other agency or citizen query.

Knowledge Statements

A TECHNICAL KNOWLEDGE - Ability to acquire and maintain technical knowledge required for effective job performance, legal and governmental provisions, administrative and managerial practices, and law enforcement and crime prevention methods, tactics, and technology.

1. Knowledge of standards of performance and conduct and what behavior constitutes a violation of rules or professional legal standards.
2. Knowledge of the responsibilities of unit personnel and supervisors.
3. Knowledge of discrimination, harassment, and retaliation policies and procedures.
4. Knowledge of administrative investigation and discipline procedures, including rights and protections of sworn and civilian members.
5. Knowledge of officer safety principles and procedures.
6. Knowledge of the signs and symptoms of alcohol and substance use/abuse, intervention approaches and referral process.
7. Knowledge of department resources available to assist departmental personnel with personal problems, such as Behavioral Sciences Unit, Employee Assistance Programs and peer counselors.
8. Knowledge of the responsibilities of a SFPD Captain and accepted standards of performance.
9. Knowledge of incident command procedures including how to respond, who should respond, resource acquisition/allocation and notification requirements.
10. Knowledge of administrative and legal provisions governing use of force and officer-involved shootings.
11. Knowledge of civil disturbance response, crowd control procedures, techniques and special equipment.
12. Knowledge of first amendment rights and fair labor practices as they relate to civil disturbances.

13. 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
14. Knowledge of driving policies and procedures, including vehicle pursuits.
15. Knowledge of best professional practices and innovations relating to community policing, crime prevention and enforcement methodology.
16. Knowledge of supervision, management and disciplinary methods and practices.
17. Knowledge of lawful arrest and detention, search and seizure, evidence protection and preservation, investigative procedures.
18. Knowledge of SFPD mission and functions, including programs, policies, procedures, rules and regulations.
19. Knowledge of labor laws, MOU and Department policies applicable to voluntary and involuntary overtime and to leaves of absence.

Ability Statements

- A. PERSONNEL SUPERVISION - day-to-day monitoring of personnel, as well as groups of personnel, to ensure the effective completion of assigned tasks and position-specific responsibilities**
 - a. **Performance Management:** The management of subordinate performance by identifying personal strengths and weaknesses, enacting plans to develop weaknesses, monitoring and documenting performance, and providing counseling and direction as necessary.
 - b. **Supervision Skill:** Ability to apply department rules and procedures uniformly and in the appropriate circumstances.
 - c. **Delegation:** Assigning tasks/projects to subordinates based on task/project complexity or subordinate expertise. Monitoring and following-up on the completion of the task/project.

- B. LEADERSHIP - inspiring, guiding, and improving the performance of groups of employees by identifying a common goal or vision, encouraging employees to expand their skill set, and maintaining a positive and productive work environment.**
 - a. **Influencing Others:** Willingness to lead, take charge, and offer opinions and direction to others in the organization. Providing inspirational motivation and serving as a role model.
 - b. **Vision:** Identifying a high-level goal or purpose that unifies others and motivates others to work together for a common purpose.
 - c. **Command Presence:** Skill at managing one's presentation and conducting oneself in a manner that engenders confidence and trust from others by exercising self-assuredness and confidence during challenging times.

C. ORGANIZATIONAL SKILLS - identifying, arranging, and organizing necessary resources (e.g., material, personnel, financial) to accomplish goals and objectives in an effective and efficient manner. Includes managing time to achieve results.

- a. **Planning:** Outlining a step-by-step method for addressing challenges of various degrees of complexity for oneself and others.
- b. **Organizing:** Maintaining order and clear systems and structures that facilitate the efficient completion of tasks for oneself and others.
- c. **Prioritization:** Managing the completion of one's own or other individuals' tasks, objectives and goals in terms of their importance and/or time sensitivity.
- d. **Coordination:** Identifying, assembling and adjusting resources and personnel to address the needs of the department and the management of events or programs.
- e. **Time Management:** Managing one's own time and the time of others to accomplish predetermined goals or objectives in a set period of time; the ability to project or anticipate the time required to complete tasks or projects.

D. INTERPERSONAL SKILLS- using one's awareness of others reactions to oneself, understanding the position and opinions of others, and empathizing with others, both inside and outside one's organization, to accomplish objectives or goals.

- a. **Relationship Building:** Interacting with others in a pleasant and comfortable manner so as to build trust and rapport. The ability to encourage collaboration and put the right people together to create the most productive teams.
- b. **Conflict Resolution:** Working with individuals to identify problems, identify solutions and negotiate mutually acceptable outcomes. Also, working with opposing sides to make good faith efforts to pursue solutions and honor agreements.
- c. **Teamwork:** Effectively working with others to accomplish mutual goals. Ability to rely on others to assist with a task, working interdependently to accomplish the goal.
- d. **Sensitivity:** Demonstrating sensitivity toward people and empathizing with his or her situations. This characteristic affects the extent to which an individual is likely to sympathize with others and understand the feelings of others.
- e. **Cultural Sensitivity/Awareness:** The ability to recognize cultural differences and commonalities and modifying behavior to cultural context. Demonstrating an understanding and respect of cultures (national, demographic, etc.) other than one's own.
- f. **Community Relation Skill:** Identifying the needs and concerns of community members and making a concerted effort to deliver services that address those needs and concerns. Understanding the manner in which the organization needs to be presented to the community at large and making necessary efforts to work with the public while protecting the integrity of the organization.

E. CRITICAL THINKING - using objective analysis and evaluation of situations to identify problems, as well as approaches, conclusions or solutions to the problems.

- a. **Problem Sensitivity/Analysis:** The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem and identifying the extent of the problem.
- b. **Problem Solving:** The ability to identify a solution or corrective action and use available information and resources to solve problems. Often, information is gathered through critical analysis and investigation.
- c. **Observing/Listening and Memorization/Recall:** Observing and noting events/incidents, actions, behaviors and details through observation and/or listening. Storing such information in memory for later retrieval and recalling such information when necessary.

F. DECISION-MAKING - using sound reasoning and judgment to decide upon a course of action or choice between several options; making a decision and committing to it with confidence.

- a. **Reasoning:** The ability to apply general rules to specific problems to produce answers that make sense (deductive) and the ability to combine pieces of information to form general rules or conclusions (inductive).
- b. **Judgment:** Processing contextual information and known objectives while weighing various options and their respective outcomes, in order to arrive at a solution that yields the greatest benefit with the least risk.
- c. **Decisiveness:** Making decisions based on all relevant information and then committing to those decisions with confidence.

G. INCIDENT OPERATIONS - using the appropriate tools, resources, strategies, and tactics to effectively respond to and command emergency incidents.

- a. **Incident Management:** Establishing the incident objectives, strategies, and goals. Determining the tactics and resources needed for achieving objectives. Maintaining accountability and responsibility over personnel and the incident. Coordinating with other resources to achieve incident objectives.
- b. **Tactical Skill:** Executing the appropriate actions and operations to achieve tactical strategies and goals. Applying acquired knowledge departmental guidelines, standards, and procedures.

H. WRITTEN COMMUNICATION – communicating effectively in writing to convey information effectively, as well as comprehending written communication sufficiently.

- a. **Written Comprehension:** Understanding written sentences and paragraphs in work related documents. Understanding written material maps, and charts, tables and graphs.
- b. **Written Expression:** Using written language (word choice, punctuation, grammar and syntax) to communicate clear thoughts.

I. ORAL COMMUNICATION - communicating orally to convey information effectively.

- a. **Oral Expression:** Ability to speak in a clear, concise, understandable and appropriate manner. Ability to deliver a message in such a way that others clearly understand the meaning of an intended message.
- b. **Presentation:** Using language and non-verbal communication effectively to engage a group and clearly communicate a message in a formal or semi-formal presentation setting.