

## 2-02/070.00 - Lieutenants

Lieutenants manage the operations of a given shift or activity, command a specialized detail, or provide staff assistance to a superior officer.

The duties of this classification include all of the following:

- Performing as Watch Commander of a given shift for a large or complex operation;
- Acting as day shift Commander and coordinator of the operations of other shifts for a smaller or less complex operation;
- Acting as a Unit Commander;
- Acting as a staff assistant to a superior officer;
- Supervising Unit personnel;
- Documenting the performance of subordinate personnel;
- Scheduling work assignments;
- Maintaining personnel records;
- Making procedural decisions in emergency or unusual situations;
- Inspecting personnel, equipment, and records;
- Taking routine disciplinary action;
- Acting as the Unit vehicle fleet manager;
- Conducting administrative investigations; and
- Provide guidance, mentoring, and/or counseling to subordinates whose performance demonstrates a need for intervention.

In addition to position specific responsibilities, each Lieutenant is accountable for:

- His personal acts and omissions, and when reasonable and appropriate, the acts and omissions of his subordinates. In connection therewith, his supervisory and managerial responsibilities shall include, among others:
  - A responsibility to take appropriate corrective measures consistent with his rank and authority when he is, or reasonably should be, aware that such measures are called for; and
  - A responsibility to use the information and management tools available to him, including, but not limited to, manual and automated personnel information, to attempt to anticipate and address, through corrective measures consistent with his authority, reasonably identifiable Departmental risks or potential employee misconduct.

### Fiscal Management

- Use of Overtime - being aware of their Units' status with regard to the expenditure of overtime. They shall be aware of applicable guidelines, such as MOU provisions and FLSA requirements and make prudent decisions on an independent basis when approving the use of overtime;
- Staffing - assigning subordinates in a manner that most effectively and safely completes the Unit's missions or special operations. They shall exercise creative solutions to enhance productivity while minimizing the use of overtime; and
- Resources and Funds - using and recommending the purchase of only those resources needed to

perform their operations, bearing in mind the budget constraints faced by the Department.

#### Management of Personnel

- Knowledge - knowing the strengths, weaknesses and special skills of their immediate subordinates and where reasonably possible, those of other subordinates;
- Training/Development - identifying the training needs of each subordinate and developing training programs to meet those needs. Ensuring, through observation and recordation, that all subordinates are developing at an acceptable rate and level consistent with established guidelines;
- Discipline/Reward - gathering all information regarding incidents which may lead to discipline or reward; accurately documenting information and completing the report(s) in a timely manner; holding supervisors accountable for documenting both positive and negative comments regarding subordinates' activities; actively pursuing recognition for exceptional actions by employees; leading supervisors in developing programs for problem employees to alter inappropriate behavior through training, supervision or discipline;
- Conduct - ensuring that subordinates have a clear understanding of appropriate and expected conduct when dealing with the community, prisoners and co-workers by placing emphasis on: Cultural Awareness, Integrity and Ethics, Harassment and Discrimination issues, Departmental Core Values and Service Oriented Policing;
- Use of Force - reviewing, analyzing and documenting the use of force diligently and attentively. Critically evaluating the tactics leading to use of force and maximizing subordinates' ability to learn from experience. Maximizing subordinates' embracing of the core value "reverence for life" by supporting the value in discussions and training about force, both before and after its use;
- Evaluation - ensuring that the performance of subordinates, both positive and negative, is accurately documented and that evaluations are submitted in a timely manner. Rating their immediate subordinates in a timely and objective manner and developing and implementing strategies to enhance their professional performance;
- Health and Safety - supporting and encouraging Unit-level wellness programs and keeping a safe, secure and clean work place; and
- Personal Relations - treating every member of this Department, sworn and civilian, with the same dignity and respect that they would expect in return.

#### Delivery of Service

- Supporting and promoting the Department's Core Values and Service Oriented Policing philosophy, as well as community partnerships.

#### Efficient and Effective Operations

- Goals - by actions and statements actively striving toward accomplishing Departmental and Unit goals, while encouraging their subordinates to follow their example;
- Reports/Notifications - communicating with their supervisors and keeping them aware of problems, issues and activities concerning their areas of responsibility. They shall also ensure that all reports and notifications are accurate and timely; and
- Information - functioning as a primary agent of information exchange between top management and subordinate personnel.

#### Role Model

- Physical Appearance - setting an example of professionalism and pride by appearing well groomed and appropriately attired;
- Demeanor/Attitude - by actions and statements reflecting maturity, objectivity, enthusiasm and a commitment to excellence in accomplishing the mission, goals and programs of the Department;
- Communicative/Interpersonal Skills - encouraging and promoting open and constructive relationships with the public, co-workers, subordinates and superiors through understanding, empathy and tolerance. Their written and oral communications should be clear and concise;
- Social Skills -demonstrating actions and decisions that reflect consideration of social, cultural and political factors which are important to the community and the Department;
- Self-improvement - maintaining and enhancing their professional knowledge and skills, remaining current on events that affect the Department and their Units and maintaining liaison with other persons of equal rank on matters which affect their Unit of assignment;
- Innovation - continually evaluating and seeking methods of improving the operation of their Units, the well-being of their personnel and the level of service provided by their Units;
- Ethical Conduct - by their actions and statements, possessing the highest standards of moral and ethical conduct; and
- Core Values - demonstrating clear expectations of acceptable conduct, including the tenets of the Department's established Core Values.

#### Risk Management

- Striving to minimize risk to the Department and personnel through monitoring, evaluating, reporting and remediating their employees' performance; and
- Utilizing safe driving techniques while driving County vehicles.

#### Critical Incident Management

- Possessing a thorough understanding of emergency procedures and management of significant incidents;
  - Effectively assuming command or reviewing the performance of on-the-scene emergency activities of subordinates, supporting compliance with Department policy and ensuring efficient use of resources; and
  - Monitoring their work location for safety and safety-related hazards and taking immediate remedial action, if appropriate.
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