

LCS Unit Order 5

LANCASTER STATION

UNIT ORDER # 5

MINIMUM PERFORMANCE STANDARDS FOR SERGEANTS

PURPOSE:

The purpose of this unit order is to establish minimum performance standards for sergeants assigned to Lancaster Station. Generally, sergeants possess sufficient knowledge to fulfill many of the technical tasks required of patrol supervisors. However, the method of applying that knowledge often dictates the overall effectiveness of that sergeant when performing his/her supervisory tasks.

New sergeants shall be introduced to the Sergeant Mentor Program, as outlined in Station Order # 4, *Sergeant Mentor Program*.

ORDER:

Following are examples of routine functions performed by sergeants and the minimum standards of performance to be achieved.

Briefings

1. Review briefings in advance to avoid reading each briefing. This saves time which can otherwise be utilized for discussing problems, critiquing field incidents, training, etc...
2. Preparation for briefing should include checking with the off-going Patrol and Watch Sergeants, desk personnel and the Watch Commander for information that should be briefed, but has not yet been placed on the briefing board.
3. Announce briefing sufficiently in advance, so that deputies will be on time. Follow-up on personnel who are late or fail to attend; document as appropriate.
4. Begin briefing on time and advise the Watch Commander, Watch Sergeant and desk personnel if briefing time is expected to be extended.

5. Maintain order and discipline. Make sure deputies are attentive. Again, by knowing the briefing material, eye contact can be maintained with deputies during much of the briefing.

6. Most briefings are devoted to providing deputies with information concerning wanted persons, vehicles and police hazards. Observe whether deputies are recording the information. If not, address the problem individually or collectively and consider conducting spot checks of notebooks and/or quizzing deputies after briefing. Follow-up and document as appropriate.

Inspections

1. Conduct daily inspections of uniform appearance, equipment and grooming.

2. Conduct periodic inspections of duty and back-up weapons, ammunition, vests, jackets, helmets and patrol boxes.

3. Document infractions in the Deputy Performance Book and follow up to ensure that corrections are made. Advise the Watch Commander of noteworthy concerns.

Field Sergeant Responsibilities

1. Actively supervise field personnel to encourage maximum performance and efficiency.

2. Be prepared for immediate roll-out. Make sure your vehicle contains the necessary supplies and equipment and that are in good working order.

3. Know who and where your units are and what they are doing.

4. Discourage loitering in the station after briefing. Monitor the use of vehicles, keys, shotguns and stunbags.

5. Monitor the radio, Mobile Digital Computers (MDC) and note radio cars that are not acknowledging the radio. Monitor response times to calls for service. Assure that deputies are using the MDC to advise of their status in the field (10-8, 10-97, 10-98, etc...).

6. Respond to both priority and routine calls and observations to assist and observe. Note good performance and deficiencies. Do not allow units to congregate unnecessarily.

7. Follow-up on noted deficiencies in a timely manner and document when appropriate. Advise the training staff of training needs and advise the Watch Commander of problems and your actions or intended actions.

8. Assure that coordinated responses and sound tactics are employed during high-risk situations. Don't over-supervise, but take charge when necessary. Direct the handling unit to take charge when it appears required.

9. Condition yourself to recognize each opportunity to evaluate and train. Conduct critical incident debriefings

as outlined in Station Order #6, *Critical Incident Field Debriefings*.

10. Check for deputies lingering at coffee spots, fire stations, the station, hospitals, etc.
11. Assist the Watch Sergeant by approving reports in the field.
12. Monitor field activity that could result in a need for overtime. Take action to hold overtime use to a minimum.
13. When in the station for administrative or collateral duties:
 - A. Advise the Watch Commander, Watch Sergeant and the desk of your estimated time in the station and at what extension you can be reached.
 - B. Conduct your inside duties near a radio monitor so that you can keep track of your field crews.
 - C. Be prepared to respond.

Keep the Watch Commander, the Watch Sergeant, desk and field crews apprised of noteworthy incidents.

Watch Sergeant Responsibilities

1. Arrest/Booking/Report Review
 - A. Ensure legality, compliance with policy, completeness and neatness. Identify and address exceptional and deficient performance and initiate appropriate recognition, documentation and follow-up. Do not approve substandard work.
 - B. Personally check arrestee whenever a question or concern arises.
 - C. Consider the appropriateness, as well as, the legality of arrests and utilize every opportunity to foster productive patrol and enforcement activity. Encourage good police work.
 - D. Approve the Probable Cause Declaration form if you have no reservations about the arrest. If you have any problem(s) with the arrest, either contact the Watch Commander before the deputy presents the arrest for review or accompany the deputy during the arrest review. If there is anything unusual about the arrest and/or the report, advise your relief if the report has not been completed by the end of the shift.
 - E. Supervise booking crews to assure their proper and prompt performance and their quick return to the field. Spot check paperwork, including the appropriate authorization to hold a misdemeanor suspect and other requirements.
 - F. Review daily work logs, in conjunction with the Patrol Sergeant, not only for neatness, completeness and correctness but also as a means to gauge activity levels and patterns.
 - G. Monitor overtime and pursue ways to reduce its usage and deal with abuses. Conditions which require the use of overtime shall be reported to the Watch Commander.

H. Monitor the deferred report process to assure compliance.

2. Desk

- A. Keep the Watch Commander apprised of any concerns that affect the shift or the station operation, including noteworthy or unusual arrest, incidents and reports.
- B. Monitor the radio to remain aware of desk and field personnel.
- C. Observe the activities of desk personnel, especially during emergent or high risk incidents.
- D. Check on the desk's workload and calls for service placed on hold, to ensure efficient use of resources. Be familiar with the duties of desk personnel as outlined in Station Order # 7, *Desk Personnel Duties and Responsibilities*.
- E. Monitor radio non-acknowledgments by patrol units and other factors that have a negative impact on operations.
- F. Ensure that desk personnel are performing in an effective and professional manner. Report persistent or significant problems to the Watch Commander.
- G. Ensure that counter traffic is being dealt with quickly and courteously. Poor public relations lead to many unnecessary citizen complaints.

3. Station Security and Maintenance.

- A. Ensure that periodic outside checks are made at least twice each shift.
- B. During outside checks, inspect out-of-service radio cars for radios left on, security of shotguns left in radio cars, cleanliness of vehicle. Follow-up when appropriate.
- C. Be aware of the procedures outlined in Station Order # 8, *Potential Terrorist Threats*, should the station face the potential threat of attack.

4. General Demeanor

- A. When you must leave your office for other than brief periods, advise the Watch Commander and the Watch Deputy.
- B. When time permits, be pro-active and follow-up on areas you know that need attention.

Deputy Performance and Training Files

- 1. Make entries documenting positive performance, as well as, negative performance and have the deputy

sign the entry. If the employee refuses to provide a signature acknowledging awareness of documentation, the supervisor shall another supervisor witness the refusal. Both supervisors shall sign the documentation.

2. Completed Performance log entries shall be given to operations where they will be electronically scanned into the shared file system. Performance log entries will remain in the file for a period of one year. Performance log entries, and training files should be used when preparing performance evaluations.

Training

1. Comply with the requirements of Sergeant-In-Service Training.
 2. Use anticipated down time during briefings to discuss areas of concern or job-related problems.
 3. Every sergeant is expected to train station personnel as part of his/her supervisory role.
 4. As a supervisor, you should be concerned and involved. Do not wait to be assigned a task.
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