

MEMORANDUM OF AGREEMENT

BETWEEN

CITY OF BEVERLY

AND

THE BEVERLY POLICE SUPERIOR OFFICERS ASSOCIATION

June 16, 2016

This Memorandum of Agreement ("Agreement") between the City of Beverly ("City") and the Beverly Police Superior Officers Association ("Union") is effective as of the date upon which both parties have executed this Agreement.

WHEREAS, the City and the Union have concluded negotiations over terms for Collective Bargaining Agreements to succeed the Collective Bargaining Agreement between the parties covering the period July 1, 2011 through June 30, 2014 ("7/1/2011-6/30/2014 CBA");

WHEREAS, the City and the Union have agreed to extend the 7/1/2011 – 6/30/2014 CBA through 6/30/2015 with the changes set forth in paragraphs 16 and 17 below (the "7/1/2014-6/30/2015 CBA") followed by a three year Collective Bargaining Agreement effective July 1, 2015- June 30, 2018 (the "7/1/2015-6/30/2018 CBA") with the following changes only.

NOW, THEREFORE, in consideration of the mutual promises and agreements contained herein, the parties mutually agree that the provisions as outlined below shall be incorporated into a new Collective Bargaining Agreement and shall replace any language in the previous Agreement where language for such Article or Section is included herein.

All changes shall become effective as of the date specified; if no effective date is specified, changes shall become effective as of the date this agreement is signed, ratified and funded. Neither the increases in wages or in any other benefit apply to any position or person not in the bargaining unit as of the date the 7/1/2015-6/30/2018 CBA is signed and ratified.

Specific language changes to the previous Agreement are as follows:

1. Term of New Contract (Article XXXIV)

There shall be two new contracts. The first to be in effect for a one (1) year period from July 1, 2014 – June 30, 2015. The second contract shall be effective for the three (3) year period from July 1, 2015 – June 30, 2018. Applicable date changes shall be made to the title page, Article XXXIV, and in other appropriate provisions of the Contract to reflect the term of the new contract.

2. Provisions of the New Contract

Except as modified by this Memorandum of Agreement, and except for such technical matters as date changes, all other provisions of the July 1, 2011 through June 30, 2014 Contract shall be carried over intact into the successor Contract.

3. Night Shift Differential (Article XXVIII) Insert the following sentence after the first sentence in Paragraph 3 of Article XXVIII: “Effective July 1, 2016, the shift differential for Division C (early evening shift) shall increase from 5% to 6% and Division A (the night shift) differential shall increase from 6% to 7%.

4. Overtime (Article III)

Amend Section III, Section (D) by inserting the following italicized language:

In lieu of City overtime pay, employees may request compensatory time off to be requested and taken in accordance with the individual vacation day protocol. Compensatory time off will not be awarded for overtime that is being paid for by grant funding.

5. Sick Leave Program (Article IV)-The following changes will be effective on the date that the Agreement is executed by both parties. All members as of the date of such execution shall be grandfathered and thus exempt from these changes.

- a. Amend Section (C) (sick leave accumulation) by changing 250 to 200.

- b. Amend Section (I) (sick leave buyback) by changing 200 to 150.

6. OPEB

Insert new Section J that provides as follows:

“OPEB. Effective 10/1/2016, and annually thereafter on October 1, the City will reduce sick leave for each full time member of the bargaining unit by one day of sick leave (8 hours) and the City will contribute the value of that day to the OPEB trust. This day shall not affect the employee’s eligibility for sick leave incentive.” (Employee receives full accumulation each year and contributes one day (8 hrs) to OPEB).

7. New Article

Add new article clarifying that statutory LOA’s run concurrently with any time under the contract.

Leaves taken under this agreement for reasons covered by any state or federal law, including but not limited to the FMLA, will be considered FMLA leave as well as leave under this Agreement and leave under any other applicable state and federal law, and will be deducted from the employee’s statutory leave entitlement. This section is not intended to infringe upon any right an individual may have under USERRA.

8. Grievance Procedure (Article XXV)

- a. Add at end of Step 1: “Any grievance must be filed within fifteen (15) days of the date the employee knew or reasonably should have known of the issue or occurrence which is complained of.”
- b. Insert new Section (F) to provide as follows:

“The failure of the grieving party to present a grievance within

and the failure of the grieving party to advance a grievance within any of the time limits set forth in the grievance procedures shall each be deemed a final abandonment and waiver of the grievance. Failure of the City to reply to a grievance within the time limits specified shall constitute a denial of the grievance entitling the grievance to advance to the next step, and starting the time period within which the grievance must be advanced or waived. The time limits specified may be extended only by the mutual agreement of the parties in writing to a date certain. Failure to specify such date shall make the agreement unenforceable. This shall not create a duty on the City's part to file for arbitration."

- c. Clarify all days listed throughout article to make "calendar days"
 - i. In Section (B), delete current Step 2 and renumber steps and amend all step references accordingly.
 - ii. Step 3 becomes new Step 2. Change "ten 10 days" to "twelve (12) calendar days" and "seven (7) days" to "ten (10) calendar days."
 - iii. In Section (B), Step 4, change "thirty (30)" to "sixty (60)."

9. Uniform and Clothing Allowance, (Article X(A))

Amend Section (A) by changing "mace" to "department issued chemical agent."

10. Longevity Article XV

Amend as follows:

- a. First sentence: replace "half in the first payroll in December and half in the first payroll period in June" with "on the first payroll period in December."
- b. Effective July 1, 2016, add a thirty (30) year Step at a rate of \$1,400.

11. Seniority -Article XXII

Delete Section (E) and replace existing language with the following:

1. Whenever a permanent opening occurs in any shift covering uniformed officers, excepting specialists as defined in paragraph two (2) of this section, a notice shall be posted for three (3) days, and the applicant with the greatest seniority shall be awarded the opening. Where seniority is the same, qualification will be the determining factor in selection of the employee to be awarded the opening, as determined by the Chief.

2. Specialists are defined as follows:

- a) Officer-in-Charge of Detective Division
- b) One detective
- c) A Safety Officer/CIU Commander
- d) Operations Commander
- e) An administrative Aide
- f) A Prosecutor
- g) A Training Coordinator

The Officer-in-Charge of Detective Division shall have the rank of no less than Lieutenant; all other specialists shall have the rank of no less the Sergeant.

3. The Chief has the right to appoint and/or designate members of the bargaining unit to serve in specialist positions. In so appointing and/or designating, he does not have to pick from those who apply. The Chief's decision concerning the individuals appointed and/or designated is not subject to challenge.

4. If an employee leaves a specialist assignment voluntarily, he/she is entitled to return to a uniformed line position in his/her rank, with a fourteen (14) day notice to the Chief, and shall be assigned in accordance with his/her seniority. If the Chief removes a specialist from his/her position, the Chief shall give fourteen (14) days notice to the employee, and shall be assigned in accordance with his/her seniority.

5. A bidding procedure will take place on February 2nd of each year where all line position will be open to bid by employees, within ranks, by seniority (excluding specialist assignments)

6. During the term of this Agreement, there shall be no demotion in rank except for disciplinary reasons.

7. Patrol Commander shall be no less than the rank of Captain.

12. Blue Cross/Blue Shield and Life Insurance, (Article XXVII)

Delete Section (f).

13. Wages, (Article XXX and Appendix C)

July 1, 2014 – June 30, 2015	-	0%
July 1, 2015 – June 30, 2016	-	2%
July 1, 2016 – June 30, 2017	-	2%
July 1, 2017 – June 30, 2018	-	2%

Amend Appendix C accordingly

14. Miscellaneous (Article XXXI)

(a) Amend Section C by inserting “each member will receive 2 additional use of force trainings per contract year not to include defensive tactics” and delete “and must shoot under the direction of the Armorer once every three (3) months.”

(b) Amend Section (H): Add the following sentence at the end: “The Management Advisory Team will meet at the call of the Chief of Police, who shall preside, but not less often than twice per calendar year.”

15. Drug Testing/Rehabilitation

Delete Appendix G and replace with drug policy based on handout provided to the Union on February 18, 2016 with the following amendments:

- Section A(3)(c)(ii) amend to add the word “serious” before injury.
- Section A(3)(c)(iii) will be amended to change \$5,000 to \$10,000.
- Section B(b) will be amended by adding a new subsection (v) that reads as follows: “the City will attempt to utilize a laboratory or collection facility that is able to provide test results within 24 hours of a sample being submitted, at a

reasonable cost to the City.”

16. New Article Regarding Loss of License Policy

Implement Loss of Driver’s License Policy distributed to the Union on February 18, 2016 with the following change:

“The Chief, at his discretion, may depart from the foregoing if circumstances warrant (i.e. inadvertent non-renewal).”

17. Performance Expectations and Evaluation (New Article)

Insert new article that provides as follows:

“The parties agree to implement the performance expectations and evaluations as disseminated by the City on November 6, 2015 with minor modifications as disseminated January 20, 2016 with respect to the evaluation of BPBA members and as disseminated on February 18, 2016 and March 14, 2016 with respect to the evaluation of BPSOA members, within 30 days of execution and ratification of this Agreement. However, no evaluations shall take place until all BPSOA members are provided with 4 hours of training by the Human Resources Department and/or the Chief of Police or his designee with respect to the process and the forms.

Union members shall receive a one-time payment in the following amounts: Sergeant \$544, Lieutenant \$789, and Captain \$1,043 added to their base pay for July 1, 2014 in consideration for their agreement to the acceptance of and implementation of professional performance expectations and evaluations.”

18. First Responder

Union members shall receive a one-time payment in the amount of \$900 added to their base pay for July 1, 2014 in recognition for their duties as first responders. In consideration of this payment, officers are expected to continue to act as first responders and will abide by all procedures and protocols enacted by the Chief related to the officers’ role as first responders. Officers will further use any technology, procedures, and protocols approved and mandated by the Chief related

to their role as first responders. The parties agree that this payment is in exchange for any future changes to technology and/or protocols, which may be utilized by officers in their role as first responders.

18. Grievances and Litigation Withdrawn/Dismissed

In return for the bargained for consideration contained in this MOA, the Union hereby agrees to withdraw and dismiss any and all grievances, arbitrations, charges of prohibited practice, other proceedings or litigation in whatever forum, with prejudice. Said withdrawals shall be made within 30 days of ratification of this Agreement.

19. This Agreement is subject to the following:

- A. Ratification by both the City and the Union; and,
- B. An appropriation by the City Council each year of sufficient monies to fund the cost increases for such year of this Agreement.

This Agreement entered into this 17th day of JUNE, 2016

City of Beverly

Beverly Police Superior Officers
Association

By: John LeLacheur
John LeLacheur, Chief

By: Lawrence H. Van Lier II
President

By: Tom Chast
Vice President

By: Oliver

By: Lawrence

By: William

APPENDIX G

ALCOHOL AND SUBSTANCE TESTING/REHABILITATION

The City and the Union recognize that the mission of the Beverly Police Department requires the maintenance of a drug and alcohol free work environment effectuated through the use of an employee testing/screening program. Therefore, the City and the Beverly Police Superior Officers Associations, hereinafter, the "Union" agree to implement the following testing protocol which shall provide for "reasonable suspicion" testing, certain post-incident testing and shall also provide for the rehabilitation of any such employee found to be in violation of this protocol. It is the general intent of the parties to create a humanitarian program where both treatment and discipline are integral components.

A. **Standard for Ordering Drug and Alcohol Testing**

1. **Reasonable Suspicion**

Subject to the provisions of this article, an employee shall be subject to testing, if the Chief or a superior officer believes there is reasonable suspicion that the employee has used, possessed, or is under the influence of alcohol or any substance that would impair the employee's ability to perform his duties, as determined by the Police Chief, Captain, or Lieutenant. If the initial determination is made by a Captain or Lieutenant, he/she shall consult with a second Captain or Lieutenant or the Police Chief and they shall jointly decide whether reasonable suspicion exists and if the employee should be referred for testing. Determination of "reasonable suspicion" shall comport with legally accepted constitutional guidelines under state and federal law. The employee shall be advised by the Chief, Captain, or Lieutenant in writing, (and in a manner which protects the privacy of the officer), of the facts and circumstances constituting his/her determination of "reasonable suspicion", and such notice shall also inform the employee of his/her rights and obligations under this article prior to testing.

2. **Challenges**

If the individual or the Union challenges the reasonable suspicion upon which the City relies, the individual must still provide the test sample immediately, according to the procedures and safeguards set forth below. The Union reserves the right to file a Grievance in accordance with the provisions of this Agreement in the event the individual is disciplined or discharged based on the results of the test.

- (iv) It is not Beverly Hospital, unless agreed to by the Union and the Employee.
 - (v) The City will attempt to utilize a laboratory or collection facility that is able to provide test results within 24 hours of a sample being submitted, at a reasonable cost to the City.
- (c) With respect to urinalysis, the testing facility shall split the sample taken in two parts, with one such sample being properly preserved, should a question as to the reliability of the result of the first sample occur. In the event of a positive test, as set forth herein, the individual and/or the Union may have the preserved sample tested by an independent laboratory of their choice. Alternatively, two samples may be taken.
- (d) Urinalysis testing shall be performed at a laboratory that has been certified by either a state or federal agency to provide such urinalysis testing. In the event the initial urinalysis test is positive, a second method of testing shall be immediately be administered. This second test shall employ a methodology different from the first and the second test shall be equal to the reliability of (GC-MS) Gas Chromatography – Mass Spectrophotometers or greater.

C. Status of the Employee After Positive Test

In the event both urine samples test positive and/or a breath test is positive, the employee will be (in the first instance) relieved of duty and shall use such vacation, sick pay, and/or any other compensable leave to the extent available including sick leave bank, or put on leave without pay if not, until his/her return to work following completion of an employer and Union approved drug rehabilitation program (which may be inpatient or outpatient, including but not limited to counseling). The City may also suspend the employee subject to the provisions of M.G.L. Chapter 31 and/or the parties' collective bargaining agreement.

After successful completion of said rehabilitation program as confirmed by such program or other professional mutually agreed to by the City and the Union, the employee may return to duty subject to Section F. The employee shall be subject to follow up random testing, not to exceed four (4) tests per year, for a period of four years.

In the event of a subsequent (second or more) positive drug or alcohol test, the employee may be subject to immediate disciplinary proceedings, up to and including termination, but shall be availed of all of his/her rights under M.G.L. Chapter 31 and/or the parties' collective

bargaining agreement. Only a suspension exceeding six (6) months or termination hereunder may be subject to arbitratable review. If any employee is found to test positive for a prescription drug for which he/she has lawful prescription and which is being taken in accordance with such lawful prescription and does not affect his ability to perform his job, said employee shall not be subject to discipline under this article.

Testing by the City shall be at the sole expense of the City. Said reporting shall be maintained in a confidential manner and said reports shall only be provided to the Chief.

In the event of a positive confirmed test result, the written test report shall be provided both to the Chief and to the employee, who may provide it to the Union at his/her discretion. In the absence of a confirmed positive report (or a false positive deemed to be a negative) the testing laboratory shall keep all other test results confidential.

D. Voluntary Rehabilitation

Any employee who voluntarily enters a rehabilitation program shall be granted leave with pay to the extent that the employee has accumulated time off available to him/her. If the employee has no such leave available, he/she may be granted leave from the employee sick leave bank.

An employee who completes voluntary rehabilitation shall be returned to duty upon submitting proper clearance to do so from the rehabilitation facility involved. Such treatment shall be paid for by the employee's health insurance program. Any costs over and above that covered by insurance shall be paid by the City. In no event shall voluntary participation in counseling, inpatient, outpatient or other rehabilitation modules be considered as a "first positive" for the purpose of any subsequent discipline imposed pursuant to this overall testing protocol. "Voluntary participation" is defined as participation in rehabilitation that is not the result of a positive test (urinalysis or breathalyzer) as provided for in 3(A)-(C).

E. Promotion Testing

Candidates/employees selected for promotion will be required to submit to testing in accordance with the procedures contained herein. Failure to successfully pass such test before promotion will disqualify such candidate from promotion.

F. The foregoing policy in no way limits the Chief's ability to discipline the employee separate and apart from any consequences enforced due a positive urinalysis and/or breath test, if the related facts, circumstances, or events warrant discipline. This policy is strictly limited to the issue of a positive urinalysis or breath test.

City of Beverly License Loss Policy

- A. Driving is a requirement of the job of all City police officers. The City requires that employees maintain a valid driver's license. The requirements of this policy are intended to be positive, in that it promotes progressive rehabilitation for the individual rather than simply punishment as a means of deterrence.

- B. This Policy commences on July 1, 2016 and is not intended to be retroactive. The consequences for loss of license only apply to losses of a driver's license after the enactment of this policy.

- C. "Loss of License" shall include the suspension, revocation, expiration, or any other loss of the employee's driver's license or right to operate a motor vehicle, in any jurisdiction, for any reason whatsoever.
 - 1. The City will not allow any individual to operate a City vehicle, or a personal vehicle while conducting work for the City, without a valid driver's license.
 - 2. Employees are required to notify their Department Head, or for Police Officers, the Chief of Police, or for members of the Fire Department, the Fire Chief, of any loss of license, in any jurisdiction, immediately. Failure to do so may result in termination.
 - 3. Leave for any time necessitated by a loss of license will be the sole responsibility of the member and in no way shall there be an additional burden on the City of Beverly to cover the time or position. If the employee is not able to perform his/her job due to the suspension of his/her license, he/she will not be allowed to work and will not be paid. An employee who is not able to perform his/her job due to the suspension of his/her license may use vacation and personal time if he/she has it available.
 - 4. The consequences of license loss are outlined below. To be counted as a subsequent offense (Second or Third Offense), the subsequent offense(s) must be within a ten year period from the time that the employee's license is reinstated by the Commonwealth of Massachusetts.

- D. First Offense:
 - 1. Written Warning
 - 2. No Suspension, however, the provisions of C(3) are applicable in that if an employee cannot do his/her job, he or she will not be allowed to work and will not be paid. The Chief is under no obligation to reassign duties to accommodate an employee whose license has been suspended.

3. The employee is required to participate in the Employee Assistance Program (EAP) and follow the EAP's recommendations and to fully participate in and complete the EAP's recommendations to the satisfaction of the Department Head/Chief.
4. Non-participation or non-compliance with the recommendations of the EAP will result in suspension without pay until the employee fully participates and complies with the EAP recommendations. Failure to participate or comply with EAP recommendations for a period of 30 days may result in termination.
5. The Chief, at his discretion, may depart from the foregoing if circumstances warrant (i.e. inadvertent non-renewal).

E. Second Offense:

1. 60 day suspension without pay.
2. The employee will return to the EAP and follow its recommendations.
3. The employee is required to participate in the EAP and follow the EAP's recommendations and to fully participate in and complete the EAP's recommendations to the satisfaction of the Department Head/Chief.
4. Non-participation or non-compliance with the recommendations of the EAP will result in suspension without pay until the employee fully participates and complies with the EAP recommendations. Failure to participate or comply with EAP recommendations for a period of 15 days may result in termination.

F. Third Offense:

1. Automatic termination

G. The foregoing Offense Consequences/Steps apply only to a loss of license that does not exceed 90 days. In the event that an employee has a license loss that exceeds 90 days, the Chief/Department Head may impose such consequences, including termination, as the Chief/Department Head deems appropriate under the circumstances.

H. The foregoing policy in no way limits the Chief's ability to discipline the employee separate and apart from any consequences enforced due to the loss of license, if the facts, circumstances, or events that led to the suspension warrant discipline. This policy is strictly limited to the issue of loss of license.



2-18-16
Given out to
union

CITY OF BEVERLY
Police Department

Performance Expectations For Evaluation
Patrol Officer & Detective

Performance Expectations for Evaluation

Police Officers are professionals, and as such, are expected to maintain exceptionally high standards in the performance of their duties. Police Officers are not only looked upon to keep their community safe, but to be a foundation upon which a strong community is built. Police Officers are, as part of their core functions, expected to: protect life and property; preserve the peace; prevent crime; detect, arrest, and assist in the prosecution of violators of the law; enforce the laws of the Commonwealth of Massachusetts and the ordinances of the City of Beverly; supervise public functions (such as public events or road construction); and to respond to emergencies.

The following performance expectations are designed to make sure that Beverly Police Officers are living up to the high standards expected of them by the City and the community, and to assist officers in training, as well as professional and career development.

There are twelve criteria for measuring employee performance. Within each criterion, the Department has performance expectations separated into three rating categories (exceeds expectations, meets expectations, and below expectations). In each category, examples of work skills and performance are offered to give employees and supervisors an understanding of what should be measured. The examples provide a framework for employees and supervisors to prepare and discuss a performance evaluation but do not represent all potential measurements. The performance expectations incorporate the Rules and Regulations of the Beverly Police Department, which every officer is expected to know and to follow.

The Evaluation Process

Before the Evaluation. At the beginning of the employee's rating period, the employee should review this document. Employees are encouraged to compare their previous year(s) work performance with the expectations provided. Informal discussions with supervisors and peers will also give the employee insight into his/her performance strengths and growth areas.

Supervisory Evaluation. At the beginning of an evaluation period, supervisors will begin drafting evaluations for the employees assigned to their command. Each employee will be compared with the performance expectations and rated accordingly. Supervisors may include performance standards not mentioned in this document if they are pertinent to the employee's performance.

- a) **Measuring Performance.** The supervisory narrative should specifically cite performance that is above and/or below the overall rating.
- b) **Actions for Maintaining, Improving and/or Developing Performance.** The supervisor should highlight up to six performance issues the employee can maintain, improve or develop further. These areas will be subject to further discussion and review.
- c) **Overall Performance Summary.** The supervisor should give an overall rating giving each criterion approximately the same weight. The supervisor should also give an overall view of the employee's performance.

- d) **Comments and Signatures.** The employee and evaluation reviewers should sign and offer comments that are appropriate to the evaluation period.
- e) **Attachments.** The supervisor or employee may attach materials that support comments made on the evaluation tool. Each should be numbered and referenced within the evaluation.

Employee Interview. The employee and supervisor should discuss the evaluation thoroughly. The evaluation tool will be most effective when the employee full understands the comments offered by the supervisor and acknowledges the performance expectations.

Review. If an employee is rated as below expectations in one or more categories, the employee will receive additional training and instruction in the applicable category or categories and will be subject to review in said categories. The time of such review will be determined based on the nature of the deficiency, but will occur within 6 months from the date the evaluation is completed.

These performance standards in no way limit the Chief's ability to discipline an employee separate and apart from any consequences enforced due to a below expectations rating in one or more categories, if the facts, circumstances, or events that led to the rating warrant discipline on their own.

Professional Attitude and Development

Exceeds Expectations:

Consistently displays a positive attitude when dealing with other employees as well as with the public. Routinely reports for duty ready to meet the duties and responsibilities of his/her position. Consistently participates in discussions and endeavors to better the Department, its goals and initiatives. Input is consistently constructive and rarely divisive. Open to other ideas and suggestions. Tolerant of others with diverse backgrounds and/or opinions, and strives to make each encounter a positive experience. Consistently willing to help fellow employees and members of the public resolve issues in a mature and responsible manner. Regularly seeks to improve self by being self-aware and willing to accept coaching from others. Seeks out training and educational opportunities, on and off the job. Maintains an understanding of modern policing philosophy and consistently puts that understanding into practice in the performance of duties.

Meets Expectations:

Displays a positive attitude when dealing with other employees and members of the public. Prepared for duty and the responsibilities associated with his/her position. Participates in discussions and displays a willingness to improve the Department, its goals and initiatives. Constructive when offering ideas and suggestions. Works well with others of diverse backgrounds and/or opinions. Will offer assistance to fellow employees and members of the public. Will participate in Department training initiatives and will at times seek out other training and educational opportunities. Responds to criticism in a positive manner, accepting it as an opportunity for growth. Aware of modern policing philosophy and makes an effort to apply these in the performance of duties.

Below Expectations:

Tends to displays a negative attitude when dealing with other employees and/or the public. Has a tendency to report for duty unprepared to perform required duties and responsibilities. Unlikely to participate in discussions and shows little interest in improving the Department, its goals and initiatives. Tends to be inflexible and may even appear to intentionally hinder the efforts of the Department to move forward. Tends to offer input that is not constructive and may appear to be divisive. Tends to be intolerant and/or at times disrespectful of others. Has a tendency to engage in gossip or other unproductive discussions. Tends to avoid or deny areas of growth and is reluctant to participate in training and educational opportunities. Tends to be excessively defensive when offered constructive criticism. Tends to be unfamiliar with modern policing philosophy and is unlikely to use these practices in the performance of duties.

Communications Skills

Exceeds Expectations:

Has an excellent working knowledge of the English language including proper grammar, vocabulary and sentence structure. Speaks clearly and concisely, listens attentively and is able to retain information precisely. Versatile at speaking in a wide variety of situations and is skilled at speaking on the phone and radio. Easily understood and can communicate effectively with a diverse group of people. Written communications are consistently completed in a timely manner, using appropriate forms and/or media. Written communications consistently contain all necessary information and require little or no revision. In all forms of communication (written, verbal, and nonverbal), employee is actively aware of what is being communicated and is alert to subject matter or language that may provoke or offend others. Understands when and who to speak with in any given situation, and the types of information that should be shared.

Meets Expectations:

Has a satisfactory working knowledge of the English language and generally uses proper grammar, vocabulary and sentence structure. Employee usually speaks clearly and is generally understood, listens effectively and is able to retain information accurately. Reasonably adept at speaking in different situations and effectively communicates on the phone and radio. Usually has no difficulty in speaking with individuals of diverse backgrounds. Written communications are completed on appropriate forms and generally submitted in a timely manner. Written communications contain most of the information required and may require some revision. In all forms of communication (written, verbal, and nonverbal), employee is aware of what is being communicated and is aware of subject matter or language that may provoke or offend others. With minimum assistance, understands when and who to speak with in any given situation, and the types of information that should be shared.

Below Expectations:

Tends to have difficulty with the English language. Tends to make errors with grammar, vocabulary and sentence structure. Prone to being misunderstood and/or fails to communicate effectively (including a tone or manner that may provoke others). Does not listen effectively and/or retains information inaccurately. Tends to be inflexible or limited in his/her ability to handle different situations. Tends to have difficulty communicating on the phone and/or radio. Has a tendency to communicate ineffectively with individuals of differing or diverse backgrounds. Written communications tend to lack sufficient information, regularly require revision and/or unnecessary correction. Has a tendency to submit reports or other required material late. In all forms of communication (written, verbal, and nonverbal), employee tends to be unaware of what is being communicated and is likely to discuss subject matter or use language that may provoke or offend others (or this behavior may be intentional). Has a tendency not to recognize who to speak with in any given situation and/or tends to share improper information.

Team Work and Cooperation

Exceed Expectations

Regularly available to other employees as a source of guidance, leadership and assistance. Makes every effort to understand and be sensitive to others with differing beliefs and styles. In conflict situations, strives to reach a consensus, is willing to make concessions, and is able to contribute to a professional resolution of the conflict. Consistently treats others with respect and courtesy and can be depended upon to offer assistance to others, particularly during difficult or stressful situations. Routinely offers constructive advice. Makes every effort to carry his/her portion of the team's workload, and can be expected to accept extra duty. Routinely commends and shares credit for success with team members. Consistently encourages other employees to work together to accomplish Department goals and objectives. Actively seeks out new ways to improve the agency and the community through team-oriented activities and projects.

Meets Expectations

Is usually available to other employees as a source of guidance, leadership and assistance. Usually understands and is sensitive to others with differing beliefs and styles. In conflict situations, understands the importance of a consensus, is able to make concessions, and contributes to a professional resolution of the conflict. Treats others with respect and courtesy. Usually offers assistance to others, especially during difficult or stressful situations. Will usually offer constructive advice. Will perform his/her portion of the team's workload, and occasionally accepts extra duty. Commends and shares credit for success with team members. Encourages other employees to work together to accomplish Department goals and objectives. Able to seek out new ways to improve the agency and the community through team oriented activities and projects.

Below Expectations

Tends to be unavailable to other employees as a source of guidance and assistance. Tends to misunderstand and/or be insensitive to others with differing beliefs and styles. In conflict situations, employee tends to resist a consensus, is unwilling to make concessions, and impedes a professional resolution of the conflict. Has a tendency to mistreat others and/or fail to use common courtesy. Tends not to give assistance to others. Tends to avoid giving advice and/or may give inappropriate advice. Tends not to carry his/her portion of the team's workload, and/or avoids extra duty. Demonstrates a tendency to diminish the contributions of others and/or exaggerates his/her own contributions to the team's success. Tends not to encourage other employees to work together and at times causes divisive behavior. Unlikely to seek out new ways to improve the agency and the community through team oriented activities and projects. Tends to be unnecessarily critical of other employees, the Department and/or community.

Beat Operations

Exceeds Expectations

Consistently plans and schedules his/her activities to make the most efficient use of time with strong focus on the goals of the Department. Skilled at performing multiple tasks and duties simultaneously. Preliminary, follow-up, accident and other reports are consistently submitted with all required information on or before required deadlines and timetables. Manages his/her time independently and is self-directed. Consistently keeps his/her supervisor informed about the status of projects and work assignments. Understands and applies the philosophy of community policing by engaging the community, establishing partnerships and focusing on long range problem solving. Is routinely aware of criminal activity and quality of life issues within the assigned beat. On a daily basis, the employee is very effective at handling the routine events that occur on the beat and is skilled at anticipating problems or other special needs. Actively contributes to the beat book, bulletin board, computer records, and/or any other resource that improves the daily operations of the Department. Maintains a strong familiarization with the role of other agencies and the resources they may have available.

Meets Expectations

Satisfactorily plans and schedules his/her activities so that work can be completed efficiently with focus on the goals of the Department. Is able to perform several tasks and duties simultaneously. Preliminary, follow-up, accident and other reports are generally submitted with all required information in accordance with required deadlines and timetables. Manages his/her time with a reasonable amount of coaching and will use free time to self-initiate activity. Keeps his/her supervisor informed about the status of projects and work assignments. Is observed practicing the philosophy of community policing by engaging the community, establishing partnerships and focusing on long range problem solving. Is aware of criminal activity and quality of life issues within the assigned beat. On a daily basis, the employee handles the routine events that occur on the beat and is able to anticipate problems or other special needs. Likely to contribute to the beat book, bulletin board, computer records, and/or any other resource that improves the daily operations of the Department. Maintains familiarization and/or is able to identify the role of other agencies and the resources they may have available.

Below Expectations

Tends to be ineffective or fails to plan his/her activities and work is not completed in an efficient manner. Work effort tends to be inconsistent with the goals of the Department. Tends to focus on single tasks or is otherwise rigid in the handling of duties. Preliminary, follow-up, accident and other reports are likely to be overdue. Tends to need direction, close supervision, and/or guidance from his/her supervisor. Does not understand or does not otherwise apply the philosophy of community policing on any regular basis. Tends to overlook or be unaware of criminal activity and quality of life issues within the assigned beat. On a daily basis, the employee unsatisfactorily handles the routine events that occur on the beat and is unlikely to anticipate problems or other special needs. Tends not to contribute to the beat book, bulletin board, computer records, and/or any other resource that improves the daily operations of the Department. Lacks the familiarization or ability to identify the role of other agencies and the resources they may have available.

Desk, Dispatch and Booking Operations

Exceeds Expectations

Consistently demonstrates awareness that desk and dispatch operations are critical to the effectiveness of the Department whether or not assigned to the desk position. When assigned, readily accepts the desk responsibilities and immediately tends to the duties. Consistently uses good judgment and is capable of making decisions without close supervision. Consistently demonstrates effective communication skills when dealing with the public, field units, dispatchers and supervisors. Demonstrates awareness of (or is able to quickly obtain information for) most community events, issues and circumstances and is able to respond to inquiries. Regularly monitors the activity of field units, routinely assists dispatchers and keeps supervisors informed. Ensures that accurate information is collected and assumes responsibility for accurate data entry into the journal, reports, restraining orders and other records kept at the desk position. Has a strong working knowledge of dispatch operations and equipment and is able to readily assist when activity levels or serious incidents require his/her attention. Skilled at booking detainees and insuring that all paperwork is processed correctly. Adept at handling difficult and/or combative detainees and is able to avoid foreseeable problems with cellblock operations. Makes wise decisions when to assist desk, dispatch, and booking operations when not assigned to these duties.

Meets Expectations

Aware that desk and dispatch operations are critical to the effectiveness of the Department whether or not assigned to the desk position. When assigned, satisfactorily tends to the desk duties. Is able to communicate effectively with the public, field units, dispatchers and supervisors. Makes good decisions and does not require unnecessary supervision. Is able to answer general inquiries about community events, issues and circumstances. Monitors the activity of field units, assists dispatchers and keeps supervisors informed. Is able to collect information and make accurate data entry into the journal, reports, restraining orders and other records kept at the desk position. Satisfactorily performs dispatch operations and is able to assist when activity levels or serious incidents require his/her attention. Can book detainees and process all paperwork correctly. Generally does not have difficulty-handling detainees and is able to avoid foreseeable problems with cellblock operations. Understands that any officer while present in the station may be called upon to assist with these duties, and does so to the best of his/her abilities.

Below Expectations

Tends to be unwilling to assume desk responsibilities. Tends to be unaware of the desk position's importance to the effectiveness of the Department (whether assigned to the desk position or not). Tends to be lax when assuming the desk. Tends to be ineffective when dealing with the public, field units, dispatchers and supervisors. Tends to use poor judgment and/or does not keep supervisors informed. Tends to be unaware of (or shows a lack of interest in) community events, issues and circumstances and is not effective at answering inquiries. Tends to be inattentive to the activity of field units and reluctant to assist dispatchers. Information collected for the journal, reports, restraining orders and other records tends to be incomplete and/or requires regular inspection by a supervisor. Tends to be ineffective with dispatch operations and equipment, and hesitates (or fails to) assist when activity levels or serious incidents require his/her attention. Demonstrates unsatisfactory skill at booking detainees and has difficulty processing the paperwork correctly. Tends to have problems with difficult and/or combative detainees and is not likely to foresee problems with cellblock operations. Tends to be unaware and/or unwilling to assist with these duties when present in the station, or tends to impede or disrupt the operations.

Traffic Safety and Enforcement

Exceeds Expectations:

Frequently speaks of the importance of traffic law enforcement, education and engineering. MV collision reports are always investigated thoroughly; operators and witnesses are accurately quoted or paraphrased; and accurate measurements and diagrams are made. Supplemental reports explain how and why the collision occurred, and specify why a citation was issued. Traffic related documents are always submitted in a timely manner. Demonstrates strong knowledge of traffic laws and related case law. Actively enforces MV infractions Overall traffic enforcement effort is well balanced between the types of citations issued and the offenses charged. Routinely identifies criminal MV offenders. Traffic and other road hazards are routinely identified and reported. Teams up with others to identify traffic problems and frequently uses unassigned time to self-initiate traffic enforcement. Uses the CJIS system routinely and effectively. When employed on a traffic detail, demonstrates a conscientious handling of traffic safety while meeting Department goals and public perception.

Meets Expectations:

Demonstrates ability to discuss, in a constructive manner, the importance of traffic law enforcement, education and engineering. MV collision reports are organized and provide sufficient information (including suitable measurements and diagrams) to meet the needs of the Department. Traffic related documents are submitted in a timely manner. Demonstrates a working knowledge of traffic laws and related case law. Meets Department expectations for enforcing MV infractions.. Overall traffic enforcement effort is balanced between the types of citations issued and the offenses charged. Is able to identify criminal MV offenders. Is able to identify road hazards and is able to work with others to identify traffic problems. Uses unassigned time to self-initiate traffic enforcement and regularly uses the CJIS system. When employed on a traffic detail, satisfactorily provides traffic safety while meeting Department goals and public perception.

Below Expectations:

Demonstrates unwillingness to accept the importance of traffic law enforcement, education and engineering. MV collision reports tend to be incomplete and/or require revision. Traffic related documents tend to be overdue and/or lost. Tends to make unnecessary mistakes with traffic laws and/or related case law. Enforcement of hazardous moving violations is inconsistent and/or below Department standards. Traffic enforcement tends to rely on one type of citation or narrowly focused on a few charges. Criminal MV offenders are infrequently identified. Parking enforcement is uncommon. Does not make an effort to identify road hazards or identify traffic problems. Unassigned time is not used for self-initiated traffic enforcement. The CJIS system is used uncommonly or ineffectively.

Investigation, Initiative and Problem Solving

Exceeds Expectations

Efficiently and effectively investigates all assigned cases. Consistently preserves evidence and crime scenes from many different types of incidents. Understands and applies investigative methods that significantly improve the quality of the investigation. Preliminary reports are thorough and follow-up investigations are completed as quickly as the investigation permits without prompting from a supervisor. Frequently self-initiates investigations and routinely conducts threshold inquiries. Routinely uses computer and other resources to identify leads, similar incidents, property records, or otherwise enhance the quality of the investigation. Seeks out opportunities to identify problems, suggest solutions and/or implement corrective initiatives. Routinely demonstrates skill at asking appropriate and timely questions while keeping supervisors and other staff members informed. Uses effective interview and interrogation methods. Effectively and routinely conducts follow-up interviews with victims, witnesses and/or parents. Effectively demonstrates crime prevention initiatives as well as identifying and helping potential victims to avoid future problems. Demonstrates a sound use of discretion when making decisions and working through problem solving activities.

Meets Expectations

Efficiently and effectively investigates assigned cases. Is able to preserve commonly found evidence and preserve obvious crime scenes. Applies routine investigative methods that are adequate for Department needs. Preliminary reports are submitted in a timely manner and follow-up investigations are completed as needed with minimum prompting from a supervisor. Self-initiates investigations and conducts threshold inquiries. Competently uses the computer and other resources to improve the quality of an investigation. Identifies some problems independently; suggests solutions and/or implements corrective initiatives. Asks appropriate and timely questions while keeping supervisors and other staff members informed. Interview and interrogation methods are adequate. Satisfactorily conducts follow-up interviews with victims, witnesses and/or parents. Satisfactorily demonstrates crime prevention initiatives as well as identifying and helping potential victims to avoid future problems. Uses appropriate discretion when making decisions and working through problem solving activities.

Below Expectations

Assigned investigations tend to be incomplete, abbreviated, or at times avoided. Demonstrates a tendency to overlook (or not recognize) evidence or neglects to preserve crime scenes properly. Tends to use only basic investigative methods. Preliminary and follow-up reports tend to be late, in need of revision, and/or missing basic elements. Tends to need supervision to complete reports. Infrequently initiates investigations and threshold inquiries. Computer and other resources are not used effectively to improve an investigation. Infrequently engages in problem solving and other related skills. Demonstrates difficulty obtaining information and/or keeping supervisors and other staff informed in a timely manner. Interview and interrogation methods need improvement. Tends to neglect or fail to conduct follow-up interviews with victims, witnesses and/or parents. Fails to demonstrate (or demonstrates poorly) crime prevention initiatives. Demonstrates an unsatisfactory ability to identify and help potential victims to avoid future problems. Tends to use questionable (or inappropriate) discretion when making decisions and working through problem solving activities.

Safety and Emergency Response

Exceeds Expectations:

Alert to hazards that may endanger the officer, the public or other employees. Takes immediate action to reduce or eliminate hazards. Decisions during emergency and/or stressful conditions rarely need to be modified or corrected by a supervisor. Very skilled at managing and de-escalating volatile situations and individuals who are agitated, aroused or emotionally charged thereby reducing the potential need for force. When necessary, the reasonable level of force is used. Avoids high-speed pursuits (except where permitted by policy) and recognizes the inherent danger of high-speed pursuits. Calls off MV stops consistent with guidelines. Always uses **safety equipment*** as needed. Consistently wears ballistic vest despite heat or assignment. Routinely uses care and caution when handling any **potentially hazardous duty**** and encourages others do so. Qualifies as an expert with Department issued firearm, qualifies with shotgun, and takes additional time to practice and become proficient with firearm handling.

Meets Expectations:

Demonstrates awareness of hazards that may endanger the officer, the public or other employees. Takes action to reduce or eliminate hazards. Makes good decisions during emergency and/or stressful conditions that do not require unnecessary supervision. Satisfactorily manages and de-escalates volatile situations and individuals who are agitated, aroused or emotionally charged thereby reducing the potential need for force. When necessary, the reasonable level of force is used. Adheres to guidelines governing the use of high-speed pursuits. Calls off MV stops consistent with guidelines. Uses **safety equipment*** as needed. Regularly wears ballistic vest. Routinely uses care and caution when handling any **potentially hazardous duty****. Qualifies with Department issued firearm and shotgun, and demonstrates proficiency with firearm handling.

Below Expectations:

Misses or must be reminded of hazards that may endanger the officer, the public or other employees. Fails to take action, or takes insufficient measures, to reduce or eliminate hazards. Decisions during emergency and/or stressful conditions cause problems or require additional supervision. Tends to be ineffective at managing and de-escalating volatile situations and individuals who are agitated, aroused or emotionally charged. Uses force more frequently than others to control situations (or force was deemed unnecessary or unreasonable). Engages in one or more pursuits inconsistent with Department guidelines. Does not call off MV stops consistent with guidelines. Fails, neglects or inconsistently uses **safety equipment*** as needed. The handling of **potentially hazardous duty**** places the officer or others at risk, or otherwise causes unnecessary problems. Fails to qualify with Department issued firearm and/or shotgun, or fails to demonstrate proficiency with firearm handling.

***safety equipment** – includes handcuffs, rubber gloves, CPR face shields, white gloves, traffic vests, reversible coats, rain & snow equipment, emergency lights & siren.

****potentially hazardous duty** – includes operation of MV, handling of firearms, arrest situations, prisoner handling, MV stops, threshold inquiries, hazardous materials, single officer assignments, inclement weather

Neatness and Personal Appearance

Exceeds Expectations

Uniform (including leather and equipment) is consistently neat, clean and well pressed. Wears all uniform components and other clothing appropriate for assigned duties. Continuously aware of his/her grooming habits and never has to be reminded about haircuts, shaving or personal hygiene in general. Consistently presents himself/ herself with a professional posture, demeanor and bearing. Meets physical fitness standards required of his/her position. Assigned work area is kept neat and clean, and is always left in this condition for relief staff. Consistently replaces the supplies needed in the work area. Firearm and nonlethal weapons are always clean and properly maintained.

Meets Expectations

Uniform (including leather and equipment) is generally neat, clean and pressed. Wears uniforms and other clothing appropriate for assigned duties. Demonstrates awareness of his/her grooming habits and does not typically need to be reminded about haircuts, shaving or personal hygiene in general. Presents himself/ herself with a professional posture, demeanor and bearing. Meets physical fitness standards required of his/her position. Assigned work area is kept neat and clean, and is left in satisfactory condition for relief staff. Firearm and nonlethal weapons are always clean and properly maintained.

Below Expectations

Uniform (including leather and equipment) tends to need cleaning, pressing and/or repair. Does not wear required uniform components and/or tends to wear clothing inappropriate or unauthorized for the duty. Needs reminding to improve grooming habits and is likely to report to work needing a haircut, shave or improvement in personal hygiene. Does not meet the physical fitness standards required of his/her position. Tends to lack a professional posture, demeanor and bearing. Assigned work area tends to be unkempt and/or disorganized. Relief staff finds it necessary to clean up after the employee. Inspection of the work area is inconsistent with departmental regulations. Firearm fails one or more inspections; nonlethal weapons are not maintained or damaged.

Attendance and Punctuality

Exceeds Expectations

Reports for duty for all shifts and mandatory assignments with five or less absences (40 hours or less). When an absence does occur, gives ample notice directly to the on-duty shift commander. Never late for roll call and arrives with sufficient lead-time to be properly prepared for immediate duty. . Given the flexibility of time management, consistently weighs the importance of personal and Department needs before requesting leave, including partial days off. Consistently reports to duty assignments prepared and in a timely manner. Rarely needs to be reminded to return to an assignment. When given an assignment or request, responds without unnecessary delay. Clearly understands the hardships that emergency service may impose including, but not limited to, extended work hours to complete assignments, mandatory overtime, court hours, and missed meal breaks.

Meets Expectations

Reports for duty for all shifts and mandatory assignments with 10 or less absences (80 hours or less). When an absence does occur, gives at least one-hour notice directly to the on-duty shift commander. Rarely late for roll call (2 or less documented late incidents) and arrives with sufficient lead-time to be properly prepared for immediate duty. Requests for leave are within guidelines set forth by Department, including partial days off. Typically reports to duty assignments prepared and in a timely manner. Is unlikely to need reminding to return to an assignment. When given an assignment or request, responds without unnecessary delay. Accepts the hardships that emergency service may impose including, but not limited to, extended work hours to complete assignments, mandatory overtime, court hours, and missed meal breaks.

Below Expectations

With long period of documented illness or injury aside, tends to have frequent absences from duty and/or mandatory assignments exceeding 10 days. When an absence does occur, gives less than one-hour notice or tends to avoid giving notice to the on-duty shift commander. Late for roll call on three or more occasions. Tends to arrive after roll call begins and/or is not properly prepared for immediate duty. When meal breaks are taken, employee tends to take an excessive amount of time. Tends to request leave inconsistent with Department guidelines or short notice requests for leave conflicts with investigations, reports or other assignments. Tends to be tardy for duty assignments or is otherwise not prepared. Needs to be supervised and reminded to return to an assignment. When given an assignment or request, tends to be tardy or involved in avoidable delays. Does not see the importance or fails to understand the hardships that emergency service may impose including, but not limited to, extended work hours to complete assignments, mandatory overtime, court hours, and missed meal breaks.

Court Testimony

Exceeds Expectations

Consistently aware of required court appearances and remains familiar with the particulars of the case before that date. Always presents himself/herself at court in proper attire and with adequate time to check-in with a prosecutor or Assistant District Attorney. Makes every effort to work cooperatively with court officials, including defense attorneys. Demonstrates the reserved and unbiased demeanor that is expected of police witnesses. Always adheres to court instructions and is adept at knowing what will be expected of him/her as a witness. Will seek out opportunities to assist the prosecutor or A.D.A. with case preparation. When testifying, employee is always prepared, truthful, offers effective testimony, and does not allow conflict to influence the testimony. Written materials, such as citation notes, are accurate and complete thereby allowing the prosecutor to manage hearings effectively.

Meets Expectations

Maintains awareness of required court appearances and is able to become familiar with the particulars of the case on or before that date. Presents himself/herself at court in proper attire and with time to check-in with a prosecutor or Assistant District Attorney. Works cooperatively with court officials, including defense attorneys. Demonstrates the reserved and unbiased demeanor that is expected of police witnesses. Adheres to court instructions and is familiar with the responsibilities of a witness. Assists the prosecutor or A.D.A. with case preparation. When testifying, employee is truthful, satisfactorily prepared, offers effective testimony, and does not allow conflict to influence the testimony. Written materials, such as citation notes, are complete and provide adequate information thereby allowing the prosecutor to manage the hearings.

Below Expectations

Misses a required court appearance and/or needs to be reminded of court dates. Tends to be unprepared or unfamiliar with the particulars of a case. Reports to court with improper attire and/or does not check-in with a prosecutor or Assistant District Attorney. Tends to have difficulty with court officials, including defense attorneys. On one or more occasions, employee's demeanor was inappropriate for a police witness. Tends to abuse or break court instructions. Tends to be disinterested or otherwise fails to learn his/her responsibilities as a witness. Tends to be ineffective or reluctant to assist the prosecutor or A.D.A. with case preparation. When testifying, tends to be unprepared, evasive, offers ineffective testimony, and/or allows conflict to influence the testimony. Written materials, such as citation notes, tend to be inaccurate and/or incomplete thereby hindering the prosecutor at hearings.

Additional Duties and Assignments*

Exceeds Expectations

Volunteers for and/or readily accepts additional duties and responsibilities. Understands and promotes the goals and objectives of the assignment. Effectively balances the needs of special assignments with regular duty assignments. When necessary, confidentiality is strictly maintained. Very effective and efficient at the given assignment and clearly demonstrates to others the need for specialization. Spot lights special skills and abilities that are not commonly used in regular assignments. Often identified as a key member of a special work group.

Meets Expectations

Cooperates and contributes when additional duties and responsibilities are assigned. Understands and makes a reasonable effort to meet the goals and objectives of the assignment. Completes work from special assignments and regular duty assignments with some coaching or supervision. When necessary, confidentiality is maintained. Makes valuable contributions and competently fills the specialized assignment. Works appropriately with other group members.

Below Expectations

Tends to avoid additional duties and assignments or otherwise demonstrates an inappropriate attitude or behavior. Does not understand the goals and objectives of the assignment or is otherwise counterproductive. Ineffectively performs the special assignment while satisfactorily performing regular duty assignments. Cannot be depended upon to keep information confidential. Unable to perform the special assignment and/or is detrimental to the work group.

***Additional Duties and Assignments** involve special assignments and/or part-time responsibilities such as, but not limited to, Community Impact, CID, Training, Crime Analysis, Public Information and Education, Domestic Violence, Traffic, Housing, SRO, Hospital Liaison, focus and work groups, as well as temporary full-time assignments. Supervisors must become familiar with the specific duties and responsibilities of the special assignment. When appropriate, feedback from special unit supervisors should be obtained.

2-18-16
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CITY OF BEVERLY

Police Department

**Patrol Officer & Detective
Performance Evaluation Form**

**PUBLIC SAFETY STAFF
Patrol Officer and Detective Form**

Employee Name:

Job Title:

Department:

Review Period

From:

To:

Type of Review:

Regular

Mid-year

THE RATING SYSTEM:

The Beverly Police Department's performance evaluation system involves two documents, the "Performance Expectations for Evaluation" and the "Performance Evaluation Form."

Performance Expectations for Evaluation

There are twelve criteria for measuring employee performance. Within each criterion, the Department has performance expectations separated into three rating categories (exceeds expectations, meets expectations, and below expectations). In each category, examples of work skills and performance are offered to give employees and supervisors an understanding of what should be measured. The examples provide a framework for employees and supervisors to prepare and discuss a performance evaluation but do not represent all potential measurements.

Performance Evaluation Form

This form will be used for documenting employee performance for the given rating period. A supervisor will prepare the form during each rating period. The Performance Evaluation Form has four or five parts:

- Part I: **Measuring Performance;** in this section the employee receives a rating for each criteria and a written narrative highlighting important work performance.
- Part II: **Actions for Maintaining, Improving and/or Developing Performance;** in this section, specific behavior and/or performance expectations are identified.
- Part III: **Overall Performance Summary;** in this section, the supervisor's conclusions and recommendations are presented.
- Part IV: **Comments and Signatures;** in this section, the employee and supervisory staff sign the evaluation and offer comments.
- Part V: **Attachments.** The supervisor or employee may attach documents to support or rebut any measurement, if necessary. Each attachment should be numbered and referenced within the affected section.

**PART I
MEASURING PERFORMANCE**

Professional Attitude & Development – A measurement of employee’s attitude toward the profession and willingness to improve job skills.

Exceeds Expectations **Meets Expectations** **Below Expectations**

Communication Skills – A measurement of the employee’s ability to communicate clear and accurate information, including the ability to listen attentively and record accurate and pertinent details.

Exceeds Expectations **Meets Expectations** **Below Expectations**

Teamwork and Cooperation – A measurement of the employee’s interest and desire to assist and participate with others (including peers, supervisors and members of the public).

Exceeds Expectations **Meets Expectations** **Below Expectations**

PART I

MEASURING PERFORMANCE

Beat Operations – A measurement of how well the officer handles routine duties and assignments.

Exceeds Expectations **Meets Expectations** **Below Expectations**

Desk, Dispatch and Booking Operations – A measurement of employee's ability to manage the desk, assist with dispatch operations and handle prisoners.

Exceeds Expectations **Meets Expectations** **Below Expectations**

Traffic Safety and Enforcement – A measurement of employee's understanding of traffic initiatives and enforcement of traffic laws.

Exceeds Expectations **Meets Expectations** **Below Expectations**

PART I

MEASURING PERFORMANCE

Investigation, Initiative and Problem Solving – A measurement of employee’s ability to identify and investigate crimes and unusual incidents as well as demonstrate the ability to solve problems.

Exceeds Expectations **Meets Expectations** **Below Expectations**

Safety and Emergency Response – A measurement of how well officer handles potentially hazardous and emergency situations.

Exceeds Expectations **Meets Expectations** **Below Expectations**

Neatness and Appearance – A measurement of how well officer meets uniform standards and keeps work area neat and orderly.

Exceeds Expectations **Meets Expectations** **Below Expectations**

PART I

MEASURING PERFORMANCE

Attendance and Punctuality – A measurement of employee’s attendance and punctuality to assignments.

Exceeds Expectations **Meets Expectations** **Below Expectations**

Court Testimony – A measurement of employee’s court skills including presentation of testimony, appearance, demeanor and cooperation with officials, witnesses and defendants.

Exceeds Expectations **Meets Expectations** **Below Expectations**

Additional Duties and Assignments – A measurement of employee’s performance with other assignments and responsibilities, including but not limited to Community Impact, CID, Training, Crime Analysis, Public information and Education, Domestic Violence, or other specialized skills.

Exceeds Expectations **Meets Expectations** **Below Expectations** **Not Applicable**

PART II
ACTIONS FOR MAINTAINING, IMPROVING AND/OR DEVELOPING
PERFORMANCE

1) Define performance that employee should maintain, improve or develop.

Follow-up/Review:

2) Define performance that employee should maintain, improve or develop.

Follow-up/Review:

3) Define performance that employee should maintain, improve or develop.

Follow-up/Review:

PART II
ACTIONS FOR MAINTAINING, IMPROVING AND/OR DEVELOPING
PERFORMANCE

4) Define performance that employee should maintain, improve or develop.

Follow-up/Review:

5) Define performance that employee should maintain, improve or develop.

Follow-up/Review:

6) Define performance that employee should maintain, improve or develop.

Follow-up/Review:

**PART III
OVERALL PERFORMANCE SUMMARY**

This section indicates the supervisor's conclusions as to the employee's overall level of performance.

Criteria	Exceeds	Meets	Below	
Professional Attitude & Development				
Communication Skills				
Teamwork and Cooperation				
Beat Operations				
Desk, Dispatch and Booking Operations				
Traffic Safety and Enforcement				
Investigation and Initiative				
Safety and Emergency Response				
Neatness and Appearance				
Attendance and Punctuality				
Court Testimony				N/A
Special Assignments and Duties				

Narrative:

Written evaluation prepared by:

Date:

Evaluation interview conducted by:

Date:

**PART IV
COMMENTS AND SIGNATURES**

EMPLOYEE

I have reviewed this document and discussed the contents with my supervisor. I understand that my signature does not necessarily indicate agreement with the evaluation contained in this document, and that I may attach written comments that will be reviewed by senior management staff and included with this form in my personnel file.

Comments:

Date: _____ **Signature:** _____

Administrative Review

Date: _____ **Signature:** _____

Date: _____ **Signature:** _____

Date: _____ **Signature:** _____



Handed out to
Uma
3-14-16

CITY OF BEVERLY

Police Department

Sergeants, Lieutenants, and Patrol Officer & Detective
Performance Captains Performance Evaluation Form

**PUBLIC SAFETY STAFF
Patrol Officer and Detective Form**

Employee Name:

Job Title:

Department:

Review Period

From:

To:

Type of Review:

Regular

Mid-year

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The Beverly Police Department's performance evaluation system involves two documents, the "Performance Expectations for Evaluation" and the "Performance Evaluation Form."

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- Part I: Measuring Performance;** in this section the employee receives a rating for each criteria and a written narrative highlighting important work performance.
- Part II: Actions for Maintaining, Improving and/or Developing Performance;** in this section, specific behavior and/or performance expectations are identified.
- Part III: Overall Performance Summary;** in this section, the supervisor's conclusions and recommendations are presented.
- Part IV: Comments and Signatures;** in this section, the employee and supervisory staff sign the evaluation and offer comments.
- Part V: Attachments.** The supervisor or employee may attach documents to support or rebut any measurement, if necessary. Each attachment should be numbered and referenced within the affected section.

**PART I
MEASURING PERFORMANCE**

Professional Attitude & Development – A measurement of employee's attitude toward the profession and willingness to improve job skills.

Exceeds Expectations **Meets Expectations** **Below Expectations**

Communication Skills – A measurement of the employee's ability to communicate clear and accurate information, including the ability to listen attentively and record accurate and pertinent details.

Exceeds Expectations **Meets Expectations** **Below Expectations**

Teamwork, Leadership, and Cooperation – A measurement of the employee's interest and desire to assist and participate with others (including peers, supervisors and members of the public).

Exceeds Expectations **Meets Expectations** **Below Expectations**

PART I

MEASURING PERFORMANCE

Supervision of Beat Operations – A measurement of how well the officer handles routine duties and assignments.

Exceeds Expectations **Meets Expectations** **Below Expectations**

Supervision of Desk, Dispatch and Booking Operations – A measurement of employee's ability to manage the desk, assist with dispatch operations and handle prisoners.

Exceeds Expectations **Meets Expectations** **Below Expectations**

Supervision of Traffic Safety and Enforcement – A measurement of employee's understanding of traffic initiatives and enforcement of traffic laws.

Exceeds Expectations **Meets Expectations** **Below Expectations**

PART I

MEASURING PERFORMANCE

Investigation, Initiative and Problem Solving – A measurement of employee's ability to identify and investigate crimes and unusual incidents as well as demonstrate the ability to solve problems.

Exceeds Expectations **Meets Expectations** **Below Expectations**

Safety and Emergency Response – A measurement of how well officer handles potentially hazardous and emergency situations.

Exceeds Expectations **Meets Expectations** **Below Expectations**

Neatness and Appearance – A measurement of how well officer meets uniform standards and keeps work area neat and orderly.

Exceeds Expectations **Meets Expectations** **Below Expectations**

PART I

MEASURING PERFORMANCE

Attendance and Punctuality – A measurement of employee's attendance and punctuality to assignments.

Exceeds Expectations **Meets Expectations** **Below Expectations**

Court Testimony – A measurement of employee's court skills including presentation of testimony, appearance, demeanor and cooperation with officials, witnesses and defendants.

Exceeds Expectations **Meets Expectations** **Below Expectations**

Additional Duties and Assignments – A measurement of employee's performance with other assignments and responsibilities, including but not limited to Community Impact, CID, Training, Crime Analysis, Public information and Education, Domestic Violence, or other specialized skills.

Exceeds Expectations **Meets Expectations** **Below Expectations** **Not Applicable**

PART II
ACTIONS FOR MAINTAINING, IMPROVING AND/OR DEVELOPING
PERFORMANCE

1) Define performance that employee should maintain, improve or develop.

Follow-up/Review:

2) Define performance that employee should maintain, improve or develop.

Follow-up/Review:

3) Define performance that employee should maintain, improve or develop.

Follow-up/Review:

PART II
ACTIONS FOR MAINTAINING, IMPROVING AND/OR DEVELOPING
PERFORMANCE

4) Define performance that employee should maintain, improve or develop.

Follow-up/Review:

5) Define performance that employee should maintain, improve or develop.

Follow-up/Review:

6) Define performance that employee should maintain, improve or develop.

Follow-up/Review:

**PART III
OVERALL PERFORMANCE SUMMARY**

This section indicates the supervisor's conclusions as to the employee's overall level of performance.

Criteria	Exceeds	Meets	Below	
Professional Attitude & Development				
Communication Skills				
Teamwork, Leadership, and Cooperation				
Supervision of Beat Operations				
Supervision of Desk, Dispatch and Booking Operations				
Supervision of Traffic Safety and Enforcement				
Investigation and Initiative				
Safety and Emergency Response				
Neatness and Appearance				
Attendance and Punctuality				
Court Testimony				N/A
Special Assignments and Duties				

Narrative:

Written evaluation prepared by:

Date:

Evaluation interview conducted by:

Date:

**PART IV
COMMENTS AND SIGNATURES**

EMPLOYEE

I have reviewed this document and discussed the contents with my supervisor. I understand that my signature does not necessarily indicate agreement with the evaluation contained in this document, and that I may attach written comments that will be reviewed by senior management staff and included with this form in my personnel file.

Comments:

Date: _____ **Signature:** _____

Administrative Review

Date: _____ **Signature:** _____

Date: _____ **Signature:** _____

Date: _____ **Signature:** _____

Handed out to
Umean

3-14-16



CITY OF BEVERLY
Police Department

Performance Expectations For Evaluation
~~Patrol Officer & Detective~~ Sergeants, Lieutenants, and
Captains

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Performance Expectations for Evaluation

Police Officers are professionals, and as such, are expected to maintain exceptionally high standards in the performance of their duties. Police Officers are not only looked upon to keep their community safe, but to be a foundation upon which a strong community is built. Police Officers are, as part of their core functions, expected to: protect life and property; preserve the peace; prevent crime; detect, arrest, and assist in the prosecution of violators of the law; enforce the laws of the Commonwealth of Massachusetts and the ordinances of the City of Beverly; supervise public functions (such as public events or road construction); and to respond to emergencies.

The following performance expectations are designed to make sure that Beverly Police Officers are living up to the high standards expected of them by the City and the community, and to assist officers in training, as well as professional and career development.

There are twelve criteria for measuring employee performance. Within each criterion, the Department has performance expectations separated into three rating categories (exceeds expectations, meets expectations, and below expectations). In each category, examples of work skills and performance are offered to give employees and supervisors an understanding of what should be measured. The examples provide a framework for employees and supervisors to prepare and discuss a performance evaluation but do not represent all potential measurements. The performance expectations incorporate the Rules and Regulations of the Beverly Police Department, which every officer is expected to know and to follow, as well as the "Commonwealth of Massachusetts Police Officer Task List" applicable to Sergeants, Lieutenants, and Captains, respectively.

The Evaluation Process

Before the Evaluation. At the beginning of the employee's rating period, the employee should review this document. Employees are encouraged to compare their previous year(s) work performance with the expectations provided. Informal discussions with supervisors and peers will also give the employee insight into his/her performance strengths and growth areas.

Supervisory Evaluation. At the beginning of an evaluation period, supervisors will begin drafting evaluations for the employees assigned to their command. Each employee will be compared with the performance expectations and rated accordingly. Supervisors may include performance standards not mentioned in this document if they are pertinent to the employee's performance.

- a) **Measuring Performance.** The supervisory narrative should specifically cite performance that is above and/or below the overall rating.
- b) **Actions for Maintaining, Improving and/or Developing Performance.** The supervisor should highlight up to six performance issues the employee can maintain, improve or develop further. These areas will be subject to further discussion and review.
- c) **Overall Performance Summary.** The supervisor should give an overall rating giving each criterion approximately the same weight. The supervisor should also give an overall view of the employee's performance.

d) **Comments and Signatures.** The employee and evaluation reviewers should sign and offer comments that are appropriate to the evaluation period.

e) **Attachments.** The supervisor or employee may attach materials that support comments made on the evaluation tool. Each should be numbered and referenced within the evaluation.

Employee Interview. The employee and supervisor should discuss the evaluation thoroughly. The evaluation tool will be most effective when the employee full understands the comments offered by the supervisor and acknowledges the performance expectations.

Review. If an employee is rated as below expectations in one or more categories, the employee will receive additional training and instruction in the applicable category or categories and will be subject to review in said categories. The time of such review will be determined based on the nature of the deficiency, but will occur within 6 months from the date the evaluation is completed.

These performance standards in no way limit the Chief's ability to discipline an employee separate and apart from any consequences enforced due to a below expectations rating in one or more categories, if the facts, circumstances, or events that led to the rating warrant discipline on their own.

Professional Attitude and Development

Exceeds Expectations:

Consistently displays a positive attitude when dealing with other employees as well as with the public. Routinely reports for duty ready to meet the duties and responsibilities of his/her position. Consistently participates in discussions and endeavors to better the Department, its goals and initiatives. Input is consistently constructive and rarely divisive. Open to other ideas and suggestions. Tolerant of others with diverse backgrounds and/or opinions, and strives to make each encounter a positive experience. Consistently willing to help fellow employees and members of the public resolve issues in a mature and responsible manner. Regularly seeks to improve self by being self-aware and willing to accept coaching from others. Seeks out training and educational opportunities, on and off the job. Maintains an understanding of modern policing philosophy and consistently puts that understanding into practice in the performance of duties. Leads by example.

Meets Expectations:

Displays a positive attitude when dealing with other employees and members of the public. Prepared for duty and the responsibilities associated with his/her position. Participates in discussions and displays a willingness to improve the Department, its goals and initiatives. Constructive when offering ideas and suggestions. Works well with others of diverse backgrounds and/or opinions. Will offer assistance to fellow employees and members of the public. Will participate in Department training initiatives and will at times seek out other training and educational opportunities. Responds to criticism in a positive manner, accepting it as an opportunity for growth. Aware of modern policing philosophy and makes an effort to apply these in the performance of duties.

Below Expectations:

Tends to display a negative attitude when dealing with other employees and/or the public. Has a tendency to report for duty unprepared to perform required duties and responsibilities. Unlikely to participate in discussions and shows little interest in improving the Department, its goals and initiatives. Tends to be inflexible and may even appear to intentionally hinder the efforts of the Department to move forward. Tends to offer input that is not constructive and may appear to be divisive. Tends to be intolerant and/or at times disrespectful of others. Has a tendency to engage in gossip or other unproductive discussions. Tends to avoid or deny areas of growth and is reluctant to participate in training and educational opportunities. Tends to be excessively defensive when offered constructive criticism. Tends to be unfamiliar with modern policing philosophy and is unlikely to use these practices in the performance of duties.

Communications Skills

Exceeds Expectations:

Has an excellent working knowledge of the English language including proper grammar, vocabulary and sentence structure. Speaks clearly and concisely, listens attentively and is able to retain information precisely. Versatile at speaking in a wide variety of situations and is skilled at speaking on the phone and radio. Easily understood and can communicate effectively with a diverse group of people. Written communications are consistently completed in a timely manner, using appropriate forms and/or media. Written communications consistently contain all necessary information and require little or no revision. In all forms of communication (written, verbal, and nonverbal), employee is actively aware of what is being communicated and is alert to subject matter or language that may provoke or offend others. Understands when and who to speak with in any given situation, and the types of information that should be shared.

Meets Expectations:

Has a satisfactory working knowledge of the English language and generally uses proper grammar, vocabulary and sentence structure. Employee usually speaks clearly and is generally understood, listens effectively and is able to retain information accurately. Reasonably adept at speaking in different situations and effectively communicates on the phone and radio. Usually has no difficulty in speaking with individuals of diverse backgrounds. Written communications are completed on appropriate forms and generally submitted in a timely manner. Written communications contain most of the information required and may require some revision. In all forms of communication (written, verbal, and nonverbal), employee is aware of what is being communicated and is aware of subject matter or language that may provoke or offend others. With minimum assistance, understands when and who to speak with in any given situation, and the types of information that should be shared.

Below Expectations:

Tends to have difficulty with the English language. Tends to make errors with grammar, vocabulary and sentence structure. Prone to being misunderstood and/or fails to communicate effectively (including a tone or manner that may provoke others). Does not listen effectively and/or retains information inaccurately. Tends to be inflexible or limited in his/her ability to handle different situations. Tends to have difficulty communicating on the phone and/or radio. Has a tendency to communicate ineffectively with individuals of differing or diverse backgrounds. Written communications tend to lack sufficient information, regularly require revision and/or unnecessary correction. Has a tendency to submit reports or other required material late. In all forms of communication (written, verbal, and nonverbal), employee tends to be unaware of what is being communicated and is likely to discuss subject matter or use language that may provoke or offend others (or this behavior may be intentional). Has a tendency not to recognize who to speak with in any given situation and/or tends to share improper information.

Team Work, Leadership, and Cooperation

Exceed Expectations

Regularly available to other employees as a source of guidance, leadership and assistance. Makes every effort to understand and be sensitive to others with differing beliefs and styles. In conflict situations, strives to reach a consensus, is willing to make concessions, and is able to contribute to a professional resolution of the conflict. Able to make decisions and implement those decisions with his or her supervisees. Is responsible for implementing policies of the Chief. Consistently treats others with respect and courtesy and can be depended upon to offer assistance to others, particularly during difficult or stressful situations. Routinely offers constructive advice. Makes every effort to carry his/her portion of the team's workload, and can be expected to accept extra duty. Routinely commends and shares credit for success with team members. Consistently encourages other employees to work together to accomplish Department goals and objectives. Actively seeks out new ways to improve the agency and the community through team-oriented activities and projects. Makes those he/she supervises better through leadership.

Meets Expectations

Is usually available to other employees as a source of guidance, leadership and assistance. Usually understands and is sensitive to others with differing beliefs and styles. In conflict situations, understands the importance of a consensus, is able to make concessions, and contributes to a professional resolution of the conflict. Usually able to make decisions and implement those decisions with his or her supervisees and is responsible for implementing policies of the Chief. Treats others with respect and courtesy. Usually offers assistance to others, especially during difficult or stressful situations. Will usually offer constructive advice. Will perform his/her portion of the team's workload, and occasionally accepts extra duty. Commends and shares credit for success with team members. Encourages other employees to work together to accomplish Department goals and objectives. Able to seek out new ways to improve the agency and the community through team oriented activities and projects. Those he/she supervises generally meet departmental expectations.

Below Expectations

Tends to be unavailable to other employees as a source of guidance and assistance. Tends to misunderstand and/or be insensitive to others with differing beliefs and styles. In conflict situations, employee tends to resist a consensus, is unwilling to make concessions, and impedes a professional resolution of the conflict. Unable to make decisions and implement those decisions with his or her supervisees. Consistently is unable to implement policies of the Chief. Has a tendency to mistreat others and/or fail to use common courtesy. Tends not to give assistance to others. Tends to avoid giving advice and/or may give inappropriate advice. Tends not to carry his/her portion of the team's workload, and/or avoids extra duty. Demonstrates a tendency to diminish the contributions of others and/or exaggerates his/her own contributions to the team's success. Tends not to encourage other employees to work together and at times causes divisive behavior. Unlikely to seek out new ways to improve the agency and the community through team oriented activities and projects. Tends to be unnecessarily critical of other employees, the Department and/or community. Those he/she supervises fail to live up to department expectations.

Supervision of Beat Operations

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Exceeds Expectations

Supervises employees so that they consistently plans and schedules his/her/their activities to make the most efficient use of time with strong focus on the goals of the Department. Skilled at performing multiple tasks and duties simultaneously. Preliminary, follow-up, accident and other reports of supervisees are consistently submitted with all required information on or before required deadlines and timetables. Manages his/her time independently and is self-directed. Consistently keeps his/her supervisor informed about the status of projects and work assignments. Ensures that employees understands and applies the philosophy of community policing by engaging the community, establishing partnerships and focusing on long range problem solving. Is routinely aware of criminal activity and quality of life issues within the assigned beat that he/she is supervising. On a daily basis, the employee is very effective at handling the routine events that occur on the beat and is skilled at anticipating problems or other special needs. Actively contributes to the beat book, bulletin board, computer records, and/or any other resource that improves the daily operations of the Department. Maintains a strong familiarization with the role of other agencies and the resources they may have available.

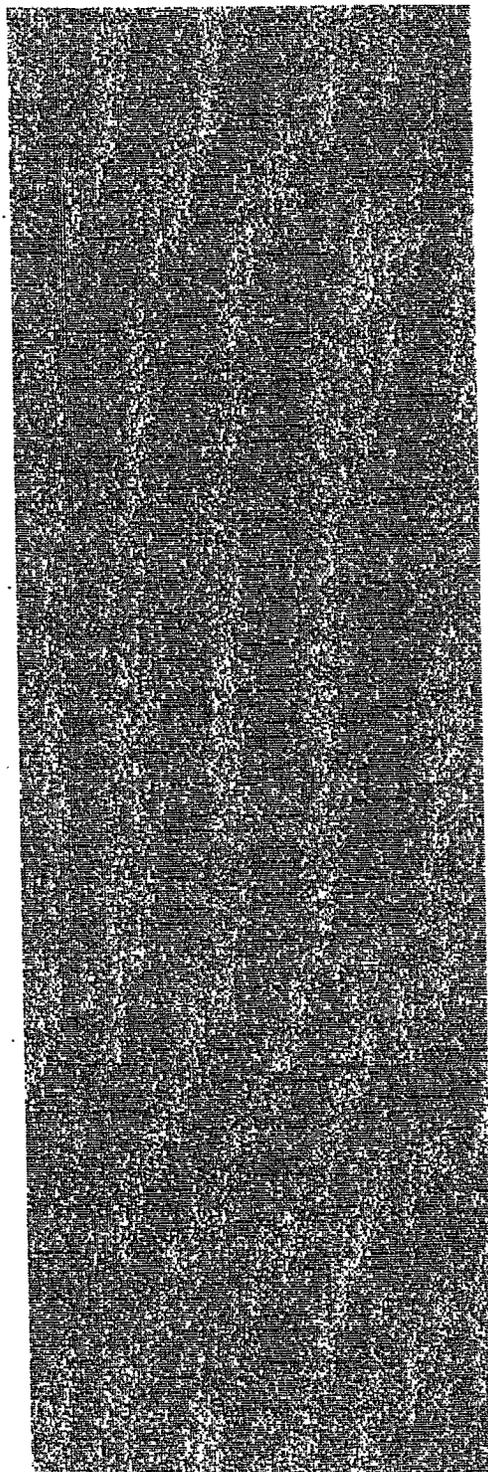
Meets Expectations

Supervises employees so that they satisfactorily plans and schedules his/her/their activities so that work can be completed efficiently with focus on the goals of the Department. Is able to perform several tasks and duties simultaneously. Preliminary, follow-up, accident and other reports of supervisees are generally submitted with all required information in accordance with required deadlines and timetables. Manages his/her time with a reasonable amount of coaching and will use free time to self-initiate activity. Keeps his/her supervisor informed about the status of projects and work assignments. Attempts to ensure that employees is observed practicing the philosophy of community policing by engaging the community, establishing partnerships and focusing on long range problem solving. Often is aware of criminal activity and quality of life issues within the assigned beat. On a daily basis, the employee handles the routine events that occur on the beat and is able to anticipate problems or other special needs. Likely to contribute to the beat book, bulletin board, computer records, and/or any other resource that improves the daily operations of the Department. Maintains familiarization and/or is able to identify the role of other agencies and the resources they may have available.

Below Expectations

Tends to be ineffective or fails in supervising employees so that they to plan his/her/their activities and employees' work is not completed in an efficient manner. Work effort tends to be inconsistent with the goals of the Department. Tends to focus on single tasks or is otherwise rigid in the handling of duties. Preliminary, follow-up, accident and other reports of supervisees are likely to be overdue. Tends to need direction, close supervision, and/or guidance from his/her supervisor. Does not understand or does not otherwise ensure that employees apply the philosophy of community policing on any regular basis. Tends to overlook or be unaware of criminal activity and quality of life issues within the assigned beat. On a daily basis, the employee unsatisfactorily handles the routine events that occur on the beat and is unlikely to anticipate problems or other special needs. Tends not to contribute to the beat book, bulletin board, computer records, and/or any other resource that improves the daily operations of the

Department. Lacks the familiarization or ability to identify the role of other agencies and the resources they may have available.



Supervision of Desk, Dispatch and Booking Operations

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Exceeds Expectations

Consistently demonstrates awareness that desk and dispatch operations are critical to the effectiveness of the Department whether or not assigned to the desk position. When assigned, readily ~~accepts~~ supervises the desk responsibilities and immediately tends to the required duties. Consistently uses good judgment and is capable of making decisions without close supervision. Consistently demonstrates effective communication skills when dealing with the public, field units, dispatchers, supervisees and supervisors. Demonstrates awareness of (or is able to quickly obtain information for) most community events, issues and circumstances and is able to respond to inquiries. Regularly monitors the activity of field units, and routinely assists dispatchers, ~~and keeps supervisors informed.~~ Ensures that accurate information is collected and assumes responsibility for accurate data entry into the journal, reports, restraining orders and other records kept at the desk position. Has a strong working knowledge of dispatch operations and equipment and is able to readily assist when activity levels or serious incidents require his/her attention. Skilled at ensuring that supervisees properly conduct the booking of detainees and ensuring that all paperwork is processed correctly. Adept at handling difficult and/or combative detainees and is able to avoid foreseeable problems with cellblock operations. ~~Makes wise decisions when to assist desk, dispatch, and booking operations when not assigned to these duties.~~

Meets Expectations

Aware that desk and dispatch operations are critical to the effectiveness of the Department whether or not assigned to the desk position. When assigned, satisfactorily ~~tends to~~ supervises the desk duties. Is able to communicate effectively with the public, field units, dispatchers, supervisees and supervisors. Makes good decisions and does not require unnecessary supervision. Is able to answer general inquiries about community events, issues and circumstances. Monitors the activity of field units, ~~assists dispatchers and keeps supervisors informed~~ assists dispatchers. Is able to collect information and make accurate data entry into the journal, reports, restraining orders and other records kept at the desk position. Satisfactorily ~~performs~~ supervises dispatch operations and is able to assist when activity levels or serious incidents require his/her attention. ~~Can~~ Supervises the booking of detainees and ensures the correct processing all paperwork correctly of paperwork. Generally does not have difficulty handling detainees and is able to avoid foreseeable problems with cellblock operations. Understands that any officer while present in the station may be called upon to assist with these duties, and does so to the best of his/her abilities.

Below Expectations

Tends to be unwilling to assume desk responsibilities. Tends to be unaware of the desk position's importance to the effectiveness of the Department (whether assigned to the desk position or not). Tends to be lax when ~~assuming~~ supervising the desk. Tends to be ineffective when dealing with the public, field units, dispatchers, supervisees, and supervisors. Tends to use poor judgment, ~~and/or does not keep supervisors informed.~~ Tends to be unaware of (or shows a lack of interest in) community events, issues and circumstances and is not effective at answering inquiries. Tends to be inattentive to the activity of field units and reluctant to assist dispatchers. Information collected for the journal, reports, restraining orders and other records tends to be incomplete and/or requires regular inspection by a supervisor. Tends to be ineffective with dispatch operations and equipment, and hesitates (or fails to) assist when activity levels or serious incidents require his/her attention. Demonstrates unsatisfactory skill at supervising the booking of detainees and has difficulty ensuring that processing the paperwork of supervisees is filed correctly. Tends to have problems with difficult and/or combative detainees and is not likely to foresee problems with cellblock operations. Tends to be unaware and/or unwilling to assist with these duties when present in the station, or tends to impede or disrupt the operations.

Supervision of Traffic Safety and Enforcement

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Exceeds Expectations:

Frequently speaks of the importance of traffic law enforcement, education and engineering. MV collision reports of the employee and his or her supervisees are always investigated thoroughly; operators and witnesses are accurately quoted or paraphrased; and accurate measurements and diagrams are made. Supplemental reports explain how and why the collision occurred, and specify why a citation was issued. Traffic related documents are always submitted in a timely manner. Demonstrates strong knowledge of traffic laws and related case law. Ensures that supervisees actively enforces MV infractions. Overall traffic enforcement effort is well balanced between the types of citations issued and the offenses charged. Supervisees routinely identify criminal MV offenders. Traffic and other road hazards are routinely identified and reported. Teams up with others to identify traffic problems and frequently uses unassigned time to self-initiate traffic enforcement. Uses the CJIS system routinely and effectively. When employed on a traffic detail, demonstrates a conscientious handling of traffic safety while meeting Department goals and public perception.

Meets Expectations:

Demonstrates ability to discuss, in a constructive manner, the importance of traffic law enforcement, education and engineering. MV collision reports of the employee and his or her supervisees are organized and provide sufficient information (including suitable measurements and diagrams) to meet the needs of the Department. Traffic related documents are submitted in a timely manner. Demonstrates a working knowledge of traffic laws and related case law. Supervisees meet Department expectations for enforcing MV infractions. Overall traffic enforcement effort is balanced between the types of citations issued and the offenses charged. Supervisees are able to identify criminal MV offenders. Is able to identify road hazards and is able to work with others to identify traffic problems. Uses unassigned time to self-initiate traffic enforcement and regularly uses the CJIS system. When employed on a traffic detail, satisfactorily provides traffic safety while meeting Department goals and public perception.

Below Expectations:

Demonstrates unwillingness to accept the importance of traffic law enforcement, education and engineering. MV collision reports of the employee and his or her supervisees tend to be incomplete and/or require revision. Traffic related documents tend to be overdue and/or lost. Tends to make unnecessary mistakes with traffic laws and/or related case law. Enforcement of hazardous moving violations is inconsistent and/or below Department standards. Traffic enforcement tends to rely on one type of citation or narrowly focused on a few charges. Supervisees Criminal MV offenders are infrequently identify criminal MV offenders. Parking enforcement is uncommon. Does not make an effort to identify road hazards or identify traffic problems. Unassigned time is not used for self-initiated traffic enforcement. The CJIS system is used uncommonly or ineffectively.

Investigation, Initiative and Problem Solving

Exceeds Expectations

Efficiently and effectively investigates all assigned cases. Consistently preserves evidence and crime scenes from many different types of incidents. Understands and applies investigative methods that significantly improve the quality of the investigation. Preliminary reports are thorough and follow-up investigations are completed as quickly as the investigation permits without prompting from a supervisor. Frequently self-initiates investigations and routinely conducts threshold inquiries. Routinely uses computer and other resources to identify leads, similar incidents, property records, or otherwise enhance the quality of the investigation. Seeks out opportunities to identify problems, suggest solutions and/or implement corrective initiatives. Routinely demonstrates skill at asking appropriate and timely questions while keeping supervisors and other staff members informed. Uses effective interview and interrogation methods. Effectively and routinely conducts follow-up interviews with victims, witnesses and/or parents. Effectively demonstrates crime prevention initiatives as well as identifying and helping potential victims to avoid future problems. Demonstrates a sound use of discretion when making decisions and working through problem solving activities. Effectively supervises investigations.

Meets Expectations

Efficiently and effectively investigates assigned cases. Is able to preserve commonly found evidence and preserve obvious crime scenes. Applies routine investigative methods that are adequate for Department needs. Preliminary reports are submitted in a timely manner and follow-up investigations are completed as needed with minimum prompting from a supervisor. Self-initiates investigations and conducts threshold inquiries. Competently uses the computer and other resources to improve the quality of an investigation. Identifies some problems independently; suggests solutions and/or implements corrective initiatives. Asks appropriate and timely questions while keeping supervisors and other staff members informed. Interview and interrogation methods are adequate. Satisfactorily conducts follow-up interviews with victims, witnesses and/or parents. Satisfactorily demonstrates crime prevention initiatives as well as identifying and helping potential victims to avoid future problems. Uses appropriate discretion when making decisions and working through problem solving activities. Is able to adequately supervise investigations.

Below Expectations

Assigned investigations tend to be incomplete, abbreviated, or at times avoided. Demonstrates a tendency to overlook (or not recognize) evidence or neglects to preserve crime scenes properly. Tends to use only basic investigative methods. Preliminary and follow-up reports tend to be late, in need of revision, and/or missing basic elements. Tends to need supervision to complete reports. Infrequently initiates investigations and threshold inquiries. Computer and other resources are not used effectively to improve an investigation. Infrequently engages in problem solving and other related skills. Demonstrates difficulty obtaining information and/or keeping supervisors and other staff informed in a timely manner. Interview and interrogation methods need improvement. Tends to neglect or fail to conduct follow-up interviews with victims, witnesses and/or parents. Fails to demonstrate (or demonstrates poorly) crime prevention initiatives. Demonstrates an unsatisfactory ability to identify and help potential victims to avoid future problems. Tends to use questionable (or inappropriate) discretion when making decisions and working through problem solving activities. Fails to adequately supervise investigations.

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Safety and Emergency Response

Exceeds Expectations:

Alert to hazards that may endanger the officer, the public or other employees. Takes immediate action to reduce or eliminate hazards. Decisions during emergency and/or stressful conditions rarely need to be modified or corrected by a supervisor. Very skilled at managing and de-escalating volatile situations and individuals who are agitated, aroused or emotionally charged thereby reducing the potential need for force. When necessary, the reasonable level of force is used. Avoids high-speed pursuits (except where permitted by policy) and recognizes the inherent danger of high-speed pursuits. Calls off MV stops consistent with guidelines. Always uses safety equipment* as needed. Consistently wears ballistic vest despite heat or assignment. Routinely uses care and caution when handling any potentially hazardous duty** and encourages others do so. Qualifies as an expert with Department issued firearm, qualifies with shotgun, and takes additional time to practice and become proficient with firearm handling.

Meets Expectations:

Demonstrates awareness of hazards that may endanger the officer, the public or other employees. Takes action to reduce or eliminate hazards. Makes good decisions during emergency and/or stressful conditions that do not require unnecessary supervision. Satisfactorily manages and de-escalates volatile situations and individuals who are agitated, aroused or emotionally charged thereby reducing the potential need for force. When necessary, the reasonable level of force is used. Adheres to guidelines governing the use of high-speed pursuits. Calls off MV stops consistent with guidelines. Uses safety equipment* as needed. Regularly wears ballistic vest. Routinely uses care and caution when handling any potentially hazardous duty**. Qualifies with Department issued firearm and shotgun, and demonstrates proficiency with firearm handling.

Below Expectations:

Misses or must be reminded of hazards that may endanger the officer, the public or other employees. Fails to take action, or takes insufficient measures, to reduce or eliminate hazards. Decisions during emergency and/or stressful conditions cause problems or require additional supervision. Tends to be ineffective at managing and de-escalating volatile situations and individuals who are agitated, aroused or emotionally charged. Uses force more frequently than others to control situations (or force was deemed unnecessary or unreasonable). Engages in one or more pursuits inconsistent with Department guidelines. Does not call off MV stops consistent with guidelines. Fails, neglects or inconsistently uses safety equipment* as needed. The handling of potentially hazardous duty** places the officer or others at risk, or otherwise causes unnecessary problems. Fails to qualify with Department issued firearm and/or shotgun, or fails to demonstrate proficiency with firearm handling.

*safety equipment – includes handcuffs, rubber gloves, CPR face shields, white gloves, traffic vests, reversible coats, rain & snow equipment, emergency lights & siren.

**potentially hazardous duty – includes operation of MV, handling of firearms, arrest situations, prisoner handling, MV stops, threshold inquiries, hazardous materials, single officer assignments, inclement weather

Neatness and Personal Appearance

Exceeds Expectations

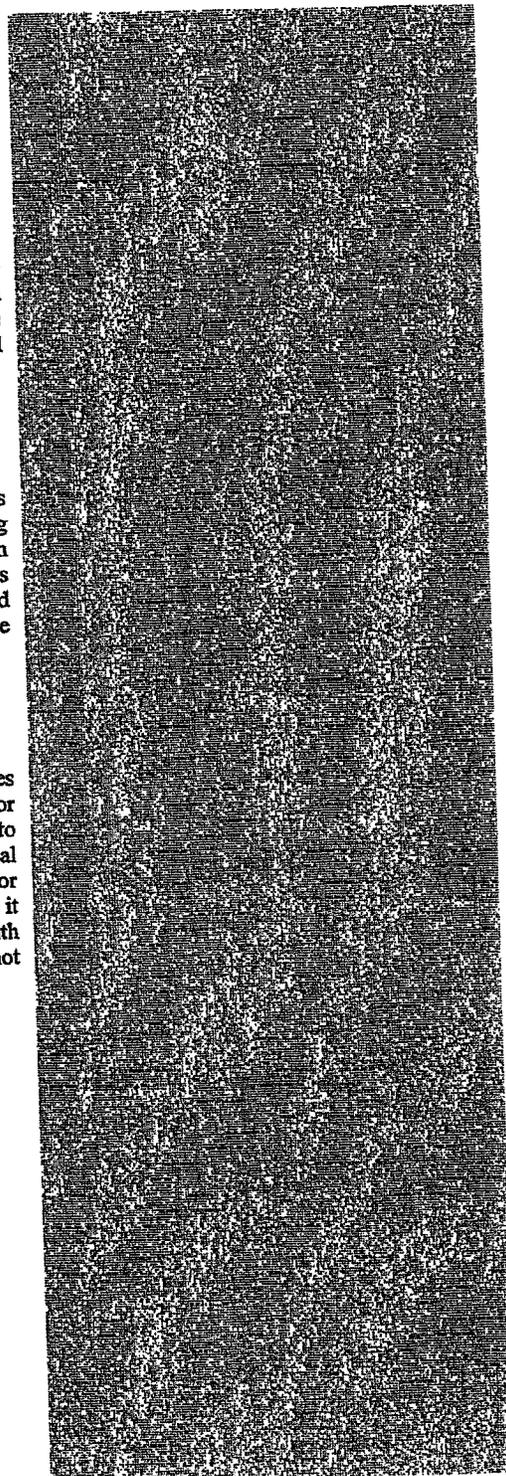
Uniform (including leather and equipment) is consistently neat, clean and well pressed. Wears all uniform components and other clothing appropriate for assigned duties. Continuously aware of his/her grooming habits and never has to be reminded about haircuts, shaving or personal hygiene in general. Consistently presents himself/ herself with a professional posture, demeanor and bearing. Meets physical fitness standards required of his/her position. Assigned work area is kept neat and clean, and is always left in this condition for relief staff. Consistently replaces the supplies needed in the work area. Firearm and nonlethal weapons are always clean and properly maintained.

Meets Expectations

Uniform (including leather and equipment) is generally neat, clean and pressed. Wears uniforms and other clothing appropriate for assigned duties. Demonstrates awareness of his/her grooming habits and does not typically need to be reminded about haircuts, shaving or personal hygiene in general. Presents himself/ herself with a professional posture, demeanor and bearing. Meets physical fitness standards required of his/her position. Assigned work area is kept neat and clean, and is left in satisfactory condition for relief staff. Firearm and nonlethal weapons are always clean and properly maintained.

Below Expectations

Uniform (including leather and equipment) tends to need cleaning, pressing and/or repair. Does not wear required uniform components and/or tends to wear clothing inappropriate or unauthorized for the duty. Needs reminding to improve grooming habits and is likely to report to work needing a haircut, shave or improvement in personal hygiene. Does not meet the physical fitness standards required of his/her position. Tends to lack a professional posture, demeanor and bearing. Assigned work area tends to be unkempt and/or disorganized. Relief staff finds it necessary to clean up after the employee. Inspection of the work area is inconsistent with departmental regulations. Firearm fails one or more inspections; nonlethal weapons are not maintained or damaged.



Attendance and Punctuality

Exceeds Expectations

Reports for duty for all shifts and mandatory assignments with five or less absences (40 hours or less). When an absence does occur, gives ample notice directly to the on-duty shift commander. Never late for roll call and arrives with sufficient lead-time to be properly prepared for immediate duty. Given the flexibility of time management, consistently weighs the importance of personal and Department needs before requesting leave, including partial days off. Consistently reports to duty assignments prepared and in a timely manner. Rarely needs to be reminded to return to an assignment. When given an assignment or request, responds without unnecessary delay. Clearly understands the hardships that emergency service may impose including, but not limited to, extended work hours to complete assignments, mandatory overtime, court hours, and missed meal breaks.

Meets Expectations

Reports for duty for all shifts and mandatory assignments with 10 or less absences (80 hours or less). When an absence does occur, gives at least one-hour notice directly to the on-duty shift commander. Rarely late for roll call (2 or less documented late incidents) and arrives with sufficient lead-time to be properly prepared for immediate duty. Requests for leave are within guidelines set forth by Department, including partial days off. Typically reports to duty assignments prepared and in a timely manner. Is unlikely to need reminding to return to an assignment. When given an assignment or request, responds without unnecessary delay. Accepts the hardships that emergency service may impose including, but not limited to, extended work hours to complete assignments, mandatory overtime, court hours, and missed meal breaks.

Below Expectations

With long period of documented illness or injury aside, tends to have frequent absences from duty and/or mandatory assignments exceeding 10 days. When an absence does occur, gives less than one-hour notice or tends to avoid giving notice to the on-duty shift commander. Late for roll call on three or more occasions. Tends to arrive after roll call begins and/or is not properly prepared for immediate duty. When meal breaks are taken, employee tends to take an excessive amount of time. Tends to request leave inconsistent with Department guidelines or short notice requests for leave conflicts with investigations, reports or other assignments. Tends to be tardy for duty assignments or is otherwise not prepared. Needs to be supervised and reminded to return to an assignment. When given an assignment or request, tends to be tardy or involved in avoidable delays. Does not see the importance or fails to understand the hardships that emergency service may impose including, but not limited to, extended work hours to complete assignments, mandatory overtime, court hours, and missed meal breaks.

Court Testimony

Exceeds Expectations

Consistently aware of required court appearances and remains familiar with the particulars of the case before that date. Always presents himself/herself at court in proper attire and with adequate time to check-in with a prosecutor or Assistant District Attorney. Makes every effort to work cooperatively with court officials, including defense attorneys. Demonstrates the reserved and unbiased demeanor that is expected of police witnesses. Always adheres to court instructions and is adept at knowing what will be expected of him/her as a witness. Will seek out opportunities to assist the prosecutor or A.D.A. with case preparation. When testifying, employee is always prepared, truthful, offers effective testimony, and does not allow conflict to influence the testimony. Written materials, such as citation notes, are accurate and complete thereby allowing the prosecutor to manage hearings effectively.

Meets Expectations

Maintains awareness of required court appearances and is able to become familiar with the particulars of the case on or before that date. Presents himself/herself at court in proper attire and with time to check-in with a prosecutor or Assistant District Attorney. Works cooperatively with court officials, including defense attorneys. Demonstrates the reserved and unbiased demeanor that is expected of police witnesses. Adheres to court instructions and is familiar with the responsibilities of a witness. Assists the prosecutor or A.D.A. with case preparation. When testifying, employee is truthful, satisfactorily prepared, offers effective testimony, and does not allow conflict to influence the testimony. Written materials, such as citation notes, are complete and provide adequate information thereby allowing the prosecutor to manage the hearings.

Below Expectations

Misses a required court appearance and/or needs to be reminded of court dates. Tends to be unprepared or unfamiliar with the particulars of a case. Reports to court with improper attire and/or does not check-in with a prosecutor or Assistant District Attorney. Tends to have difficulty with court officials, including defense attorneys. On one or more occasions, employee's demeanor was inappropriate for a police witness. Tends to abuse or break court instructions. Tends to be disinterested or otherwise fails to learn his/her responsibilities as a witness. Tends to be ineffective or reluctant to assist the prosecutor or A.D.A. with case preparation. When testifying, tends to be unprepared, evasive, offers ineffective testimony, and/or allows conflict to influence the testimony. Written materials, such as citation notes, tend to be inaccurate and/or incomplete thereby hindering the prosecutor at hearings.

Additional Duties and Assignments*

Exceeds Expectations

Volunteers for and/or readily accepts additional duties and responsibilities. Understands and promotes the goals and objectives of the assignment. Effectively balances the needs of special assignments with regular duty assignments. When necessary, confidentiality is strictly maintained. Very effective and efficient at the given assignment and clearly demonstrates to others the need for specialization. Spot lights special skills and abilities that are not commonly used in regular assignments. Often identified as a key member of a special work group.

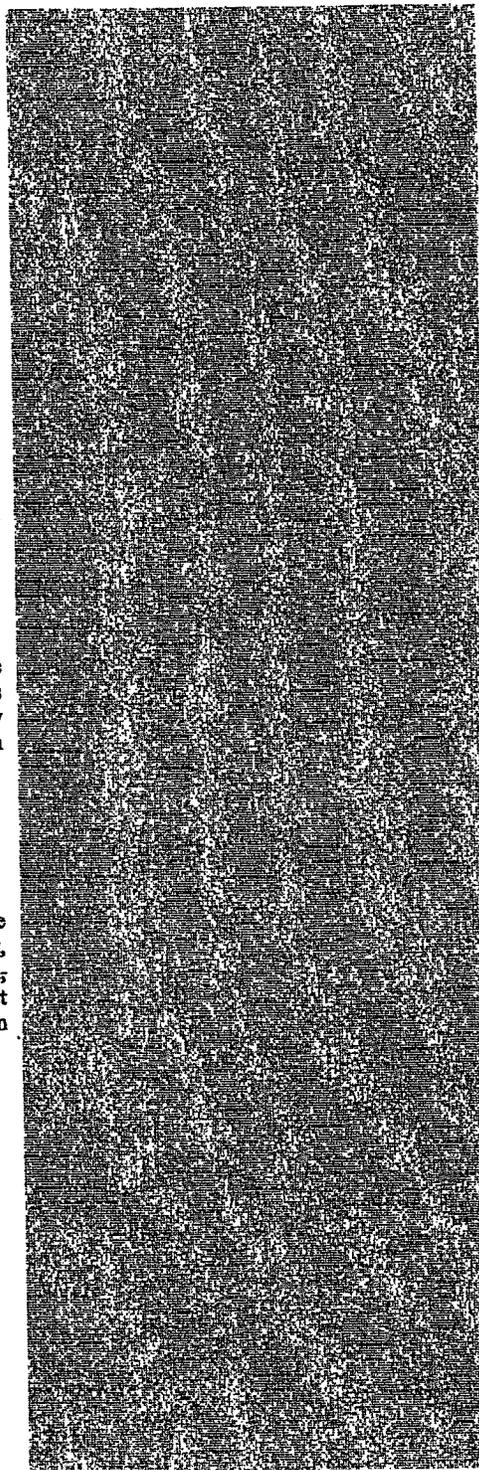
Meets Expectations

Cooperates and contributes when additional duties and responsibilities are assigned. Understands and makes a reasonable effort to meet the goals and objectives of the assignment. Completes work from special assignments and regular duty assignments with some coaching or supervision. When necessary, confidentiality is maintained. Makes valuable contributions and competently fills the specialized assignment. Works appropriately with other group members.

Below Expectations

Tends to avoid additional duties and assignments or otherwise demonstrates an inappropriate attitude or behavior. Does not understand the goals and objectives of the assignment or is otherwise counterproductive. Ineffectively performs the special assignment while satisfactorily performing regular duty assignments. Cannot be depended upon to keep information confidential. Unable to perform the special assignment and/or is detrimental to the work group.

*Additional Duties and Assignments involve special assignments and/or part-time responsibilities such as, but not limited to, Community Impact, CID, Training, Crime Analysis, Public Information and Education, Domestic Violence, Traffic, Housing, SRO, Hospital Liaison, focus, focus and work groups, as well as temporary full-time assignments. Supervisors must become familiar with the specific duties and responsibilities of the special assignment. When appropriate, feedback from special unit supervisors should be obtained.



LIST

Handed out
to Umar
3-14-16

A. PATROL AND INCIDENT RESPONSE CAPTAIN

Respond to incidents requiring your presence as specified in Departmental policies.

Provide back-up to other police personnel.

Request assistance from other police personnel.

Use communications equipment (e.g., radio, computer, telephone) to exchange information relative to official duties (e.g., reporting status and location to dispatcher, maintaining contact with other agencies).

Participate in a large scale coordinated search for one or more persons (e.g., escapees, mental patients, lost people, etc) to locate or apprehend the person(s).

Serve on special details to help maintain peace (e.g., abortion demonstrations, animal rights).

Erect physical barriers, bodily serve as a barrier, issue verbal commands, and/or utilize the necessary degree of authority to effect the safe, peaceful, and orderly flow of a crowd of people.

B. TRAFFIC ENFORCEMENT

C. INVESTIGATIONS

Make recommendation for disciplinary actions (as authorized) based on facts of investigation, Departmental policy, and precedent.

Conduct investigations of subordinates who may be in violation of the law or Police Department policies and procedures.

Investigate citizen complaints involving subordinates.

Investigate accidents/complaints involving police personnel and take appropriate action.

D. ARREST-RELATED ACTIVITIES

Display or discharge a Departmentally approved firearm to protect self and/or the public.

Determine whether suspects require medical attention.

Ensure prisoners are held and detained in compliance with Departmental policy and applicable statutes.

Make judgments about probable cause for warrantless searches.

Distinguish between felony and misdemeanor classifications when making arrests.

Review computer and/or booking sheet to obtain information about booked suspects (e.g., criminal history, outstanding warrants).

Physically restrain or subdue a violent or resisting individual or arrestee to protect self, the person being restrained, and the public, or to effect custody of an arrestee.

Determine applicability of Miranda when arresting and detaining suspects.

Physically restrain or control a non-violent individual or arrestee to protect self, the person being restrained, and the public, or to effect custody of an arrestee.

E. EVIDENCE/PROPERTY MANAGEMENT

Ensure the secure storage of evidence and property in the designated location.

Determine which methods are to be used to invoice and store property or evidence.

F. RECORD AND REPORT MANAGEMENT

Review and file Departmental orders to maintain policy manuals and ensure appropriate procedures are followed when performing job functions.

Complete administrative forms and reports (e.g., personnel schedules, observation reports, overtime) to record and document information needed for administrative purposes and submit through the chain of command as appropriate.

Review contents of logs to get an accurate overview of district conditions and subordinate activities.

Document incoming communications (e.g., requests for information, training) and communicate that information to other personnel as necessary.

Place information (e.g., activity sheets, reports) into files to ensure records remain updated and complete and for future reference.

Write formal reports (e.g., research reports, reports documenting special programs).

Review reports of subordinates and own reports to ensure compliance with applicable policies (e.g., format, accuracy, timely completion) and for informational purposes and return reports containing irregularities.

Write narrative reports (e.g., incident reports, intelligence reports) providing complete, accurate and consistent information.

Record information required by Department guidelines in proper logs.

Integrate information from multiple documents into summaries and synopses (e.g., internal investigations) and submit through the chain of command as appropriate.

Write letters to citizens or others as representative of the police Department.

Fill in forms requiring specific information accurately and completely.

Prepare periodic (daily and weekly) reports documenting significant activities and events in assigned operational area (e.g., Daily Crime Sheet) and submit through the chain of command as appropriate.

Gather necessary data and compile statistical reports on unit activity, productivity, etc.

Write and/or review press releases.

Maintain logs (written and/or computerized) of activities occurring during the shift (e.g., accidents, significant incidents) to maintain a record.

Design and modify forms to document and summarize activities.

G. COURT

Review search and arrest warrants prior to presentation to judge or prosecutor for signing.

Appear and testify as a witness in an official proceeding (e.g., traffic court, trial, Civil Service hearing) to assist in fulfilling the Department's role in the judicial and administrative process.

H. COMMUNITY RELATIONS

Participate in cooperative operations (e.g., Task Forces, executing warrants) to address community conditions and crime.

Design and develop new community relations programs aimed at facilitating police-community relationships and reducing crime.

Explain the disposition of citizen complaint incidents to complainants.

Attend meetings (e.g., community meetings, concerned citizens) to discuss and exchange information, address problems, coordinate and develop plans of action, etc.

Communicate with neighborhood youths to facilitate police-community relationships and deter criminal behavior.

Maintain current information about available social agencies and their roles for use in referring citizens seeking help.

Interview community members to gain information concerning officers' interactions with the community and community problems.

Provide information upon request to individuals and groups (e.g., business people, neighborhood groups) to increase awareness of potential victimization and deter crime.

Discuss police actions with relatives of prisoners or complainants.

Provide assistance and information to civilians seeking help (e.g., directions, explanations of municipal codes and ordinances, referrals to other Department personnel or other agencies/entities).

Contact the immediate family of an individual (in person) or notify uniformed personnel to provide information to the family concerning that person's injury or death.

I. POLICE DEPARTMENT PROPERTY MANAGEMENT

Maintain personal copies of Departmental directives as required by Department policy.

Clean and inspect weapons.

Oversee the storage, distribution, and maintenance of equipment and back-up equipment (e.g., radios, shotguns).

Maintain clothing and personal equipment to satisfy inspection requirements.

Assess equipment needs.

Conduct inventory of assigned vehicles and equipment to ensure that necessary equipment is available when needed.

Make recommendations for supply orders to replace and maintain an inventory.

Recognize vehicle and/or equipment damage or malfunctions(s) and ensure that necessary repairs are performed.

Ensure that building conforms to ADA and OSHA and advise appropriate personnel of the need for repairs.

Attend equipment demonstrations for Department evaluation.

J. DIRECT SUPERVISION

Visit hospital to check on officers involved in shooting incidents.

Ensure investigative activities (e.g., court affidavits, court-ordered surveillance, searches) are executed in compliance with legal requirements.

Direct activities at scene involving accidental discharge of Department personnel's firearm according to policy.

Determine whether or not to terminate vehicle pursuits based on location of pursuit, weather, severity of crime, etc.

Attempt to resolve conflicts that arise between subordinates.

Monitor activities of office staff and desk personnel to ensure appropriate performance of duties (e.g., taking citizen complaints correctly and courteously, identifying self and district when answering phone calls).

Field check activities of subordinates to monitor performance and compliance with Department policies, procedures and applicable laws.

Take steps to keep subordinate complaints from escalating into grievances.

Attend or conduct roll call.

Monitor radio traffic to keep informed of personnel activities and ensure proper assignment (e.g., need for backup, reassignment of officers).

K. PERSONNEL EVALUATION AND COUNSELING

Request investigation of subordinates based on factors such as symptoms of possible narcotics use.

Identify problematic behavior patterns and take steps to resolve the problem(s).

Recommend transfer or additional training for subordinate based on performance.

Suspend from duty violators of laws, rules or regulations.

Discuss performance of subordinate with other supervisory personnel to obtain others' input and ensure consistency in dealing with personnel matters.

Maintain subordinate activity statistics (e.g., tardiness, sick days).

Inform subordinate of disciplinary action taken.

Discuss job performance individually with subordinate personnel during performance rating period and at other times, to recognize strengths, provide encouragement/guidance in areas of needed improvement, and set performance goals.

Evaluate Department personnel to determine suitability for specialized training, assignment, or program.

Write questions for and/or participate on interview boards for promotion/selection of personnel to special units.

Counsel subordinates regarding personal problems and/or provide necessary referrals when requested by subordinates or when problems are affecting job performance.

Investigate instances of superior performance or unusual heroism by subordinates to prepare a report for superiors.

Counsel officers about career development and advancement.

Conduct interviews with Department personnel to ensure compliance with policies and procedures.

Complete formal performance evaluation procedures for subordinate personnel to identify and document strengths and areas in need of improvement.

Inspect grooming (e.g., personal hygiene), uniform, and personal equipment of subordinate personnel to ensure compliance with policies and procedures.

L. PERSONNEL ASSIGNMENT AND COORDINATION

Provide information regarding shift's activities (e.g., cars tied up, situations in progress) to supervisor in charge of succeeding shift.

Review and monitor leave requests, overtime requests, sick leave usage, and court overtime to ensure accuracy and recommend approval or disapproval.

Ensure personnel attend and complete mandatory training.

Assign or delegate tasks to personnel based on unit needs and priorities as well as personnel considerations (e.g., availability, workload, capabilities).

Review requests for changes in days off, hours, or special duty and recommend approval or disapproval.

Prepare/adjust work schedule in accordance with Departmental guidelines and as needed to accommodate special needs (e.g., absences, holidays, training).

Keep track of assignments distributed among personnel as well as scheduled completion dates.

Maintain personnel files.

Receive input from Department units on personnel allocations.

Provide necessary resources (e.g., information, guidance, personnel, equipment) to aid another Department at a scene (e.g., Traffic Safety personnel to escort Fire Department personnel, K-9).

Gather and review information regarding previous shift's activities for use in planning the current shift assignments.

M. TRAINING DELIVERY

Provide orientation training to new subordinate personnel.

Provide informal instruction or guidance to Department personnel to relay information regarding new policies and procedures, correct subordinate deficiencies, and reinforce previous learning (e.g., use of force/pursuit policies).

Monitor implementation of field training to ensure compliance with established standards.

Provide staff development in areas of functional specialization.

Request external resources to conduct special training.

Identify training needs based on observation of personnel performance (e.g., report writing, policy, and procedures) and make training recommendations.

Provide formal training to Department personnel (e.g., straight baton).

N. COMMAND

Assume command at incident scene during emergency and/or unexpected situations, issue assignments, orders, and instructions to personnel to coordinate, direct, and assist them with their activities (e.g., perimeter control, evacuation).

Establish staging area at serious incident scene for briefing of personnel, etc.

Recognize emergency situation and implement emergency mobilization plan.

Respond to major crime and incident scenes or in sensitive situations to ensure that proper actions are taken by police personnel and that other law enforcement and public service agencies are contacted.

Establish a command post for the purpose of directing operations at serious incident scene (e.g., bomb threat, hostage situation).

Direct evacuations to ensure the safety of police personnel and the public.

Assume command at hostage/barricaded suspect situations pending arrival of specialized units.

Monitor police activity by radio.

Attend briefings to discuss tactical plans and assignments.

O. INTERNAL/EXTERNAL COMMUNICATIONS & COORDINATION

Ensure specialty units and external agencies are notified of situations warranting their attention and involvement (e.g., hostage negotiator, Tactical Response Team, HAZMAT, Fire Department).

Respond to questions from the media regarding specific incidents in accordance with Department guidelines for release of information.

Conduct/facilitate meetings with subordinate personnel to discuss and exchange information, review new policies, address problems, critique incidents, coordinate activities, develop plans, etc.

Notify dispatcher of special conditions that may affect or are affecting sector operations as required by Department procedures.

Consult with superior to provide/receive assistance with assigned operational activities and keep him/her apprised of potential developments/problems.

Provide guidance and suggestions to subordinate personnel to assist them in performing assigned duties and addressing any problems that arise.

Receive and relay directives, assignments, and special orders to subordinates.

Prepare material for City meetings and make notes of content of meetings.

Attend meetings to be apprised of organizational or procedural changes or to provide or exchange information.

Communicate with other Department personnel informally to discuss and exchange information (e.g., intelligence), address problems, etc.

Communicate with individuals from other city/state/federal agencies/entities to exchange information and accomplish work objectives.

Contact other Police Departments and law enforcement agencies (e.g., FBI) for information and assistance.

Notify other Police Department units of unusual situations and conditions as necessary and appropriate.

Request documents in records systems (e.g., pictures, criminal histories, etc.).

Respond to requests for information from superior personnel.

Attend governmental hearings to answer questions, provide information concerning budget, contract, purchase requests and proposed ordinances, statutes, and laws.

Contact outside agencies and organizations (e.g., social service agencies) for information.

Answer investigative inquiries from other law enforcement agencies or refer inquiry appropriately.

Monitor and respond to routine communications (e.g., phone).

Attend meetings, police functions, or ceremonies as Police Department representative and prepare and deliver speeches as requested.

P. RESEARCH AND PLANNING

Formulate policies and regulations governing activities of the Police Department.

Review and maintain crime statistics and information to identify trends in criminal activity (e.g., known trouble spots & individuals).

Read and review professional literature, technical journals, and newsletters to determine their application to Division operations and to keep abreast of current practices and developments.

Set operating goals for Division or Department.

Assist in the writing of policy and procedures.

Discuss controversial legal issues with Department or City legal advisor.

Prepare or direct the preparation of ordinances and resolutions for the City.

Review requests for policy changes and forward to appropriate personnel for recommendations.

Make suggestions to improve the effectiveness or efficiency of Department units.

Q. FINANCIAL MANAGEMENT

Monitor budget expenditures (e.g., overtime, equipment, grants, divisions).

Obtain and evaluate bid proposals and price quotations on various articles of police equipment including vehicles.

Supervise the purchase and acquisition of supplies and equipment.

Review and approve requests for equipment, personnel and building expenditures.

R. PROFESSIONAL DEVELOPMENT

Read and keep up-to-date on federal, state, and local statutes/ordinances and court decisions to ensure appropriate enforcement and investigatory activities.

Read internal reports and training materials to keep current on procedures and issues.

Read and keep up-to-date on Departmental policies and procedures to ensure appropriate enforcement, investigatory, and administrative activities.

Participate in in-service training and recertification programs including firearms, policies, and practical/tactical exercises (e.g., defensive tactics) to receive information and develop skills.

Assume duties of superior during superior's absence.

Read outside literature (e.g., texts and journals) to keep current on law enforcement topics.

Massachusetts PD – Lieutenant – Task Survey Analysis
 Lieutenant Essential Tasks:

*Handed out
to chairs
3-14-16*

COMMONWEALTH OF MASSACHUSETTS POLICE OFFICER TASK LIST
A. PATROL AND INCIDENT RESPONSE
In response to a report of child abuse, observe and evaluate the physical or mental condition of the child, notify the appropriate agencies, and/or place the child in protective custody to protect the child from physical or mental harm.
When confronted with victim(s), conduct patient assessment and administer immediate care to prevent further injury, trauma, or death.
Communicate/negotiate with a hostage taker to reduce his/her anxiety and prevent the loss of life pending arrival of hostage negotiator.
Use communications equipment (e.g., radio, computer, telephone) to exchange information relative to official duties (e.g., reporting status and location to dispatcher, maintaining contact with other agencies).
Respond to a crime in progress and secure the area to effect an arrest.
Operate a Department vehicle at a high rate of speed, using emergency lights and siren and maintaining public safety, to respond to emergency calls for service.
Appraise the situation, separate individuals, and discuss the grievances to restore order at a domestic dispute.
Provide back-up to other police personnel.
Participate in a large scale coordinated search for one or more persons (e.g., escapees, mental patients, lost people, etc) to locate or apprehend the person(s).
Request assistance from other police personnel.
Protect one or more persons (confidential sources, witnesses, etc.) to provide for the safety and security of the person(s) and the public.
Respond to incidents requiring your presence as specified in Departmental policies.
Separate individuals in a fight or disturbance (not a domestic dispute) to restore order and minimize injury to those individuals or property.
Identify a person as disturbed (e.g., mentally, emotionally) or incapacitated (e.g., drunk, epileptic) and detain that person in order to provide for placement.
Respond to an alarm, secure area, and inspect for entry to protect life and property and apprehend the violator or violators.
Erect physical barriers, bodily serve as a barrier, issue verbal commands, and/or utilize the necessary degree of authority to effect the safe, peaceful, and orderly flow of a crowd of people.
Maintain current information such as names, faces, and previous arrest records of known criminals believed to be in the area.
Operate a Department vehicle under non-emergency conditions within a specific geographic area to observe and detect unusual activities or circumstances, or violations of the law in order to deter crime and provide service to the public.
Serve on special details to help maintain peace (e.g., abortion demonstrations, animal rights).
B. TRAFFIC ENFORCEMENT
When outside of vehicle (e.g., making a traffic stop), monitor pedestrian or vehicular traffic to reduce risk of injury to self or others and take evasive action when necessary.
Conduct field sobriety tests to determine probable cause for breath or blood test and/or arrest for alcohol or drug use.
Protect an accident scene to allow for a determination of the facts of the accident.
Direct/reroute traffic, place emergency signaling devices (e.g., flares) or take other necessary action to ensure a safe and orderly flow of traffic when confronted with unusual traffic conditions (e.g., accidents, stoplight out, parades).

Massachusetts PD – Lieutenant – Task Survey Analysis

Lieutenant Essential Tasks:

Stop vehicles for cause and check for required documents, defective equipment (e.g., headlights, tires), and other violations to issue citations or warnings and to aid in the safe and legal operation of vehicles on the road.
Determine the status (e.g., stolen, disabled) of a stopped or abandoned vehicle, including checking for inhabitants (e.g., children, victims).
Issue a citation to a traffic violator.
Impound or supervise impounding of equipment or vehicles left on the roadway.
C. INVESTIGATIONS
Conduct investigations of subordinates who may be in violation of the law or Police Department policies and procedures.
Investigate citizen complaints involving subordinates.
Make recommendation for disciplinary actions (as authorized) based on facts of investigation, Departmental policy, and precedent.
Identify and collect evidence at a crime scene to preserve that evidence for use in an investigation.
Investigate accidents/complaints involving police personnel and take appropriate action.
Protect a crime scene from contamination by controlling access to the scene and erecting physical barriers to preserve the evidence of a crime.
Evaluate evidence (e.g., article, substance) to determine its relationship to an investigation.
Interview and take written statements from the general public, witnesses, victims, or suspects to obtain and record information pertinent to the enforcement, regulatory, and service functions of the Department.
Inspect a suspected controlled substance to make a preliminary determination of its identity and request further lab tests as needed.
Determine the probable facts of the incident from examination and comparison of statements and other evidence.
Document the elements of a crime and identify potential witnesses and suspects to produce a prosecutable case.
Evaluate individuals to determine their credibility and/or manner in which they should be handled (e.g., during interrogations).
Observe one or more persons, places, and/or things to collect information and evidence of criminal activities.
D. ARREST-RELATED ACTIVITIES
Display or discharge a Departmentally approved firearm to protect self and/or the public.
Ensure prisoners are held and detained in compliance with Departmental policy and applicable statutes.
Display or utilize a Departmentally issued non-firearm weapon (baton, spray) in a defensive manner to control one or more persons in accordance with Department policy.
Make judgments about probable cause for warrantless searches.
Search one or more persons for weapons, fruits of a crime, or contraband to effect an arrest, protect oneself and the public, and/or to obtain evidence.
Determine whether suspects require medical attention.
Physically restrain or subdue a violent or resisting individual or arrestee to protect self, the person being restrained, and the public, or to effect custody of an arrestee.
Distinguish between felony and misdemeanor classifications when making arrests.
Operate a Department vehicle at a high rate of speed, maintaining public safety and in compliance with Departmental pursuit policy, to pursue and apprehend one or more violators.

Massachusetts PD – Lieutenant – Task Survey Analysis

Lieutenant Essential Tasks:

Signal a felon to stop (e.g., emergency light, siren, P.A.) in order to effect an arrest or contain the felon and await backup.
Determine applicability of Miranda when arresting and detaining suspects.
Physically restrain or control a non-violent individual or arrestee to protect self, the person being restrained, and the public, or to effect custody of an arrestee.
Pursue a suspect or violator on foot.
Record the arrest of an individual (e.g., fill out forms, photograph) to document that arrest and possible detention.
Make recommendations for strip or body cavity search.
Review computer and/or booking sheet to obtain information about booked suspects (e.g., criminal history, outstanding warrants).
Legally force entry into building to apprehend suspect and/or evidence.
Search a vehicle for weapons, fruits of crime, or contraband to effect an arrest, protect self and the public, and/or to obtain evidence.
Search a building for individuals, weapons, fruits of a crime, or contraband to effect an arrest, protect self and the public, and/or to obtain evidence.
Transport person(s) (e.g., witness, victim), maintaining safety, for some official purpose.
E. EVIDENCE/PROPERTY MANAGEMENT
Ensure the secure storage of evidence and property in the designated location.
Ensure the maintenance of chain of custody for evidence.
Determine which methods are to be used to invoice and store property or evidence.
Release property or evidence to authorized individuals.
F. RECORD AND REPORT MANAGEMENT
Review reports of subordinates and own reports to ensure compliance with applicable policies (e.g., format, accuracy, timely completion) and for informational purposes and return reports containing irregularities.
Write narrative reports (e.g., incident reports, intelligence reports) providing complete, accurate and consistent information.
Fill in forms requiring specific information accurately and completely.
Review contents of logs to get an accurate overview of district conditions and subordinate activities.
Complete administrative forms and reports (e.g., personnel schedules, observation reports, overtime) to record and document information needed for administrative purposes and submit through the chain of command as appropriate.
Record information required by Department guidelines in proper logs.
Place information (e.g., activity sheets, reports) into files to ensure records remain updated and complete and for future reference.
Review and file Departmental orders to maintain policy manuals and ensure appropriate procedures are followed when performing job functions.
Summarize in writing the statements of witnesses and complainants.
Document incoming communications (e.g., requests for information, training) and communicate that information to other personnel as necessary.
Integrate information from multiple documents into summaries and synopses (e.g., internal investigations) and submit through the chain of command as appropriate.
Maintain logs (written and/or computerized) of activities occurring during the shift (e.g., accidents, significant incidents) to maintain a record.
Write formal reports (e.g., research reports, reports documenting special programs).
Gather necessary data and compile statistical reports on unit activity, productivity, etc.

Massachusetts PD – Lieutenant – Task Survey Analysis

Lieutenant Essential Tasks:

Write letters to citizens or others as representative of the police Department.
Write and/or review press releases.
Prepare periodic (daily and weekly) reports documenting significant activities and events in assigned operational area (e.g., Daily Crime Sheet) and submit through the chain of command as appropriate.
Design and modify forms to document and summarize activities.
G. COURT
Prepare search or arrest warrants.
Review search and arrest warrants prior to presentation to judge or prosecutor for signing.
Appear and testify as a witness in an official proceeding (e.g., traffic court, trial, Civil Service hearing) to assist in fulfilling the Department's role in the judicial and administrative process.
Review and discuss the details of a specific investigation with prosecutor to plan investigatory strategy, prepare for a court presentation, etc.
H. COMMUNITY RELATIONS
Contact the immediate family of an individual (in person) or notify uniformed personnel to provide information to the family concerning that person's injury or death.
Communicate with neighborhood youths to facilitate police-community relationships and deter criminal behavior.
Design and develop new community relations programs aimed at facilitating police-community relationships and reducing crime.
Attend meetings (e.g., community meetings, concerned citizens) to discuss and exchange information, address problems, coordinate and develop plans of action, etc.
Participate in cooperative operations (e.g., Task Forces, executing warrants) to address community conditions and crime.
Provide assistance and information to civilians seeking help (e.g., directions, explanations of municipal codes and ordinances, referrals to other Department personnel or other agencies/entities).
Discuss police actions with relatives of prisoners or complainants.
Explain the disposition of citizen complaint incidents to complainants.
Interview community members to gain information concerning officers' interactions with the community and community problems.
Maintain current information about available social agencies and their roles for use in referring citizens seeking help.
Provide information upon request to individuals and groups (e.g., business people, neighborhood groups) to increase awareness of potential victimization and deter crime.
I. POLICE DEPARTMENT PROPERTY MANAGEMENT
Clean and inspect weapons.
Maintain clothing and personal equipment to satisfy inspection requirements.
Assess equipment needs.
Make recommendations for supply orders to replace and maintain an inventory.
Conduct inventory of assigned vehicles and equipment to ensure that necessary equipment is available when needed.
Recognize vehicle and/or equipment damage or malfunctions(s) and ensure that necessary repairs are performed.
Maintain personal copies of Departmental directives as required by Department policy.
Oversee the storage, distribution, and maintenance of equipment and back-up equipment (e.g., radios, shotguns).
J. DIRECT SUPERVISION

Massachusetts PD – Lieutenant – Task Survey Analysis

Lieutenant Essential Tasks:

Determine whether or not to terminate vehicle pursuits based on location of pursuit, weather, severity of crime, etc.
Visit hospital to check on officers involved in shooting incidents.
Monitor radio traffic to keep informed of personnel activities and ensure proper assignment (e.g., need for backup, reassignment of officers).
Direct activities at scene involving accidental discharge of Department personnel's firearm according to policy.
Monitor activities of office staff and desk personnel to ensure appropriate performance of duties (e.g., taking citizen complaints correctly and courteously, identifying self and district when answering phone calls).
Monitor subordinates who have contact with seized property (e.g., narcotics).
Attempt to resolve conflicts that arise between subordinates.
Ensure investigative activities (e.g., court affidavits, court-ordered surveillance, searches) are executed in compliance with legal requirements.
Field check activities of subordinates to monitor performance and compliance with Department policies, procedures and applicable laws.
Attend or conduct roll call.
Take steps to keep subordinate complaints from escalating into grievances.
K. PERSONNEL EVALUATION AND COUNSELING
Request investigation of subordinates based on factors such as symptoms of possible narcotics use.
Identify problematic behavior patterns and take steps to resolve the problem(s).
Inform subordinate of disciplinary action taken.
Discuss performance of subordinate with other supervisory personnel to obtain others' input and ensure consistency in dealing with personnel matters.
Counsel subordinates regarding personal problems and/or provide necessary referrals when requested by subordinates or when problems are affecting job performance.
Discuss job performance individually with subordinate personnel during performance rating period and at other times, to recognize strengths, provide encouragement/guidance in areas of needed improvement, and set performance goals.
Counsel officers about career development and advancement.
Recommend transfer or additional training for subordinate based on performance.
Maintain subordinate activity statistics (e.g., tardiness, sick days).
Complete formal performance evaluation procedures for subordinate personnel to identify and document strengths and areas in need of improvement.
Conduct interviews with Department personnel to ensure compliance with policies and procedures.
Inspect grooming (e.g., personal hygiene), uniform, and personal equipment of subordinate personnel to ensure compliance with policies and procedures.
Investigate instances of superior performance or unusual heroism by subordinates to prepare a report for superiors.
Evaluate Department personnel to determine suitability for specialized training, assignment, or program.
L. PERSONNEL ASSIGNMENT AND COORDINATION
Provide information regarding shift's activities (e.g., cars tied up, situations in progress) to supervisor in charge of succeeding shift.
Assign or delegate tasks to personnel based on unit needs and priorities as well as personnel considerations (e.g., availability, workload, capabilities).

Massachusetts PD – Lieutenant – Task Survey Analysis

Lieutenant Essential Tasks:

Ensure personnel attend and complete mandatory training.
Gather and review information regarding previous shift's activities for use in planning the current shift assignments.
Provide necessary resources (e.g., information, guidance, personnel, equipment) to aid another Department at a scene (e.g., Traffic Safety personnel to escort Fire Department personnel, K-9).
Prepare/adjust work schedule in accordance with Departmental guidelines and as needed to accommodate special needs (e.g., absences, holidays, training).
Maintain personnel files.
Review requests for changes in days off, hours, or special duty and recommend approval or disapproval.
Keep track of assignments distributed among personnel as well as scheduled completion dates.
Review and monitor leave requests, overtime requests, sick leave usage, and court overtime to ensure accuracy and recommend approval or disapproval.
M. TRAINING DELIVERY
Provide orientation training to new subordinate personnel.
Monitor implementation of field training to ensure compliance with established standards.
Provide informal instruction or guidance to Department personnel to relay information regarding new policies and procedures, correct subordinate deficiencies, and reinforce previous learning (e.g., use of force/pursuit policies).
Identify training needs based on observation of personnel performance (e.g., report writing, policy, and procedures) and make training recommendations.
Request external resources to conduct special training.
N. COMMAND
Monitor police activity by radio.
Assume command at incident scene during emergency and/or unexpected situations, issue assignments, orders, and instructions to personnel to coordinate, direct, and assist them with their activities (e.g., perimeter control, evacuation).
Respond to major crime and incident scenes or in sensitive situations to ensure that proper actions are taken by police personnel and that other law enforcement and public service agencies are contacted.
Assume command at hostage/barricaded suspect situations pending arrival of specialized units.
Attend briefings to discuss tactical plans and assignments.
Establish a command post for the purpose of directing operations at serious incident scene (e.g., bomb threat, hostage situation).
Recognize emergency situation and implement emergency mobilization plan.
Direct evacuations to ensure the safety of police personnel and the public.
Establish staging area at serious incident scene for briefing of personnel, etc.
Assume command at incident scene during routine situations, issue assignments, orders, and instructions to personnel to coordinate, direct, and assist them with their activities (e.g., rerouting traffic, securing crime scene, evidence collection).
O. INTERNAL/EXTERNAL COMMUNICATIONS & COORDINATION
Ensure specialty units and external agencies are notified of situations warranting their attention and involvement (e.g, hostage negotiator, Tactical Response Team, HAZMAT, fire Department).
Provide guidance and suggestions to subordinate personnel to assist them in performing assigned duties and addressing any problems that arise.
Consult with superior to provide/receive assistance with assigned operational activities and keep him/her apprised of potential developments/problems.

Massachusetts PD – Lieutenant – Task Survey Analysis

Lieutenant Essential Tasks:

Conduct/facilitate meetings with subordinate personnel to discuss and exchange information, review new policies, address problems, critique incidents, coordinate activities, develop plans, etc.
Notify dispatcher of special conditions that may affect or are affecting sector operations as required by Department procedures.
Communicate with other Department personnel informally to discuss and exchange information (e.g., intelligence), address problems, etc.
Respond to requests for information from superior personnel.
Receive and relay directives, assignments, and special orders to subordinates.
Request documents in records systems (e.g., pictures, criminal histories, etc.).
Monitor and respond to routine communications (e.g., phone).
Attend meetings to be apprised of organizational or procedural changes or to provide or exchange information.
Notify other Police Department units of unusual situations and conditions as necessary and appropriate.
Communicate with individuals from other city/state/federal agencies/entities to exchange information and accomplish work objectives.
Contact other police Departments and law enforcement agencies (e.g., FBI) for information and assistance.
Answer investigative inquiries from other law enforcement agencies or refer inquiry appropriately. Contact outside agencies and organizations (e.g., social service agencies) for information.
Attend meetings, police functions, or ceremonies as police Department representative and prepare and deliver speeches as requested.
Respond to questions from the media regarding specific incidents in accordance with Department guidelines for release of information.
P. RESEARCH AND PLANNING
Read and review professional literature, technical journals, and newsletters to determine their application to Division operations and to keep abreast of current practices and developments.
Discuss controversial legal issues with Department or City legal advisor.
Make suggestions to improve the effectiveness or efficiency of Department units.
Assist in the writing of policy and procedures.
Review and maintain crime statistics and information to identify trends in criminal activity (e.g., known trouble spots & individuals).
Q. FINANCIAL MANAGEMENT
Monitor budget expenditures (e.g., overtime, equipment, grants, divisions).
R. PROFESSIONAL DEVELOPMENT
Read and keep up-to-date on federal, state, and local statutes/ordinances and court decisions to ensure appropriate enforcement and investigatory activities.
Assume duties of superior during superior's absence.
Participate in in-service training and recertification programs including firearms, policies, and practical/tactical exercises (e.g., defensive tactics) to receive information and develop skills.
Read and keep up-to-date on Departmental policies and procedures to ensure appropriate enforcement, investigatory, and administrative activities.
Read internal reports and training materials to keep current on procedures and issues.
Read outside literature (e.g., texts and journals) to keep current on law enforcement topics.

Massachusetts PD – Sergeant – Task Survey Analysis
Sergeant Essential Tasks:

Handed out to Union

3-14-16

COMMONWEALTH OF MASSACHUSETTS POLICE OFFICER TASK LIST
A. PATROL AND INCIDENT RESPONSE
Provide back-up to other police personnel.
In response to a report of child abuse, observe and evaluate the physical or mental condition of the child, notify the appropriate agencies, and/or place the child in protective custody to protect the child from physical or mental harm.
Operate a Department vehicle at a high rate of speed, using emergency lights and siren and maintaining public safety, to respond to emergency calls for service.
When confronted with victim(s), conduct patient assessment and administer immediate care to prevent further injury, trauma, or death.
Appraise the situation, separate individuals, and discuss the grievances to restore order at a domestic dispute.
Use communications equipment (e.g., radio, computer, telephone) to exchange information relative to official duties (e.g., reporting status and location to dispatcher, maintaining contact with other agencies).
Communicate/negotiate with a hostage taker to reduce his/her anxiety and prevent the loss of life pending arrival of hostage negotiator.
Respond to incidents requiring your presence as specified in Departmental policies.
Respond to a crime in progress and secure the area to effect an arrest.
Request assistance from other police personnel.
Protect one or more persons (confidential sources, witnesses, etc.) to provide for the safety and security of the person(s) and the public.
Participate in a large scale coordinated search for one or more persons (e.g., escapees, mental patients, lost people, etc) to locate or apprehend the person(s).
Separate individuals in a fight or disturbance (not a domestic dispute) to restore order and minimize injury to those individuals or property.
Operate a Department vehicle under non-emergency conditions within a specific geographic area to observe and detect unusual activities or circumstances, or violations of the law in order to deter crime and provide service to the public.
Respond to an alarm, secure area, and inspect for entry to protect life and property and apprehend the violator or violators.
Identify a person as disturbed (e.g., mentally, emotionally) or incapacitated (e.g., drunk, epileptic) and detain that person in order to provide for placement.
Maintain current information such as names, faces, and previous arrest records of known criminals believed to be in the area.
Observe and check entrances to buildings and premises to maintain security of property.
Erect physical barriers, bodily serve as a barrier, issue verbal commands, and/or utilize the necessary degree of authority to effect the safe, peaceful, and orderly flow of a crowd of people.
Serve on special details to help maintain peace (e.g., abortion demonstrations, animal rights).
B. TRAFFIC ENFORCEMENT
When outside of vehicle (e.g., making a traffic stop), monitor pedestrian or vehicular traffic to reduce risk of injury to self or others and take evasive action when necessary.
Conduct field sobriety tests to determine probable cause for breath or blood test and/or arrest for alcohol or drug use.
Direct/reroute traffic, place emergency signaling devices (e.g., flares) or take other necessary action to ensure a safe and orderly flow of traffic when confronted with unusual traffic conditions (e.g., accidents, stoplight out, parades).

Massachusetts PD – Sergeant – Task Survey Analysis

Sergeant Essential Tasks:

Protect an accident scene to allow for a determination of the facts of the accident.
Determine the status (e.g., stolen, disabled) of a stopped or abandoned vehicle, including checking for inhabitants (e.g., children, victims).
Impound or supervise impounding of equipment or vehicles left on the roadway.
Stop vehicles for cause and check for required documents, defective equipment (e.g., headlights, tires), and other violations to issue citations or warnings and to aid in the safe and legal operation of vehicles on the road.
Issue a citation to a traffic violator.
Estimate vehicle speed visually or use speed detection equipment (e.g., radar, lidar, vascar, stopwatches) to determine the speed of a vehicle.
C. INVESTIGATIONS
Conduct investigations of subordinates who may be in violation of the law or Police Department policies and procedures.
Identify and collect evidence at a crime scene to preserve that evidence for use in an investigation.
Protect a crime scene from contamination by controlling access to the scene and erecting physical barriers to preserve the evidence of a crime.
Investigate citizen complaints involving subordinates.
Transport evidence to various locations (e.g., lab, court), maintaining an unbroken chain of custody.
Document the elements of a crime and identify potential witnesses and suspects to produce a prosecutable case.
Evaluate evidence (e.g., article, substance) to determine its relationship to an investigation.
Make recommendation for disciplinary actions (as authorized) based on facts of investigation, Departmental policy, and precedent.
Investigate accidents/complaints involving police personnel and take appropriate action.
Determine the probable facts of the incident from examination and comparison of statements and other evidence.
Interview and take written statements from the general public, witnesses, victims, or suspects to obtain and record information pertinent to the enforcement, regulatory, and service functions of the Department.
Canvass the neighborhood, asking questions of persons in order to locate and identify one or more witnesses, victims, or suspects of a crime.
Observe one or more persons, places, and/or things to collect information and evidence of criminal activities.
Inspect a suspected controlled substance to make a preliminary determination of its identity and request further lab tests as needed.
Evaluate individuals to determine their credibility and/or manner in which they should be handled (e.g., during interrogations).
Identify assets for potential seizure at a crime scene.
D. ARREST-RELATED ACTIVITIES
Display or discharge a Departmentally approved firearm to protect self and/or the public.
Determine applicability of Miranda when arresting and detaining suspects.
Search one or more persons for weapons, fruits of a crime, or contraband to effect an arrest, protect oneself and the public, and/or to obtain evidence.
Make judgments about probable cause for warrantless searches.
Determine whether suspects require medical attention.
Ensure prisoners are held and detained in compliance with Departmental policy and applicable statutes.

Massachusetts PD – Sergeant – Task Survey Analysis

Sergeant Essential Tasks:

Display or utilize a Departmentally issued non-firearm weapon (baton, spray) in a defensive manner to control one or more persons in accordance with Department policy.
Distinguish between felony and misdemeanor classifications when making arrests.
Search a vehicle for weapons, fruits of crime, or contraband to effect an arrest, protect self and the public, and/or to obtain evidence.
Physically restrain or subdue a violent or resisting individual or arrestee to protect self, the person being restrained, and the public, or to effect custody of an arrestee.
Search a building for individuals, weapons, fruits of a crime, or contraband to effect an arrest, protect self and the public, and/or to obtain evidence.
Operate a Department vehicle at a high rate of speed, maintaining public safety and in compliance with Departmental pursuit policy, to pursue and apprehend one or more violators.
Record the arrest of an individual (e.g., fill out forms, photograph) to document that arrest and possible detention.
Legally force entry into building to apprehend suspect and/or evidence.
Signal a felon to stop (e.g., emergency light, siren, P.A.) in order to effect an arrest or contain the felon and await backup.
Physically restrain or control a non-violent individual or arrestee to protect self, the person being restrained, and the public, or to effect custody of an arrestee.
Make recommendations for strip or body cavity search.
Review computer and/or booking sheet to obtain information about booked suspects (e.g., criminal history, outstanding warrants).
Pursue a suspect or violator on foot.
Transport person(s) (e.g., witness, victim), maintaining safety, for some official purpose.
E. EVIDENCE/PROPERTY MANAGEMENT
Ensure the maintenance of chain of custody for evidence.
Ensure the secure storage of evidence and property in the designated location.
Release property or evidence to authorized individuals.
Determine which methods are to be used to invoice and store property or evidence.
F. RECORD AND REPORT MANAGEMENT
Summarize in writing the statements of witnesses and complainants.
Review reports of subordinates and own reports to ensure compliance with applicable policies (e.g., format, accuracy, timely completion) and for informational purposes and return reports containing irregularities.
Write narrative reports (e.g., incident reports, intelligence reports) providing complete, accurate and consistent information.
Fill in forms requiring specific information accurately and completely.
Record information required by Department guidelines in proper logs.
Maintain logs (written and/or computerized) of activities occurring during the shift (e.g., accidents, significant incidents) to maintain a record.
Document incoming communications (e.g., requests for information, training) and communicate that information to other personnel as necessary.
Review contents of logs to get an accurate overview of district conditions and subordinate activities.
Review and file Departmental orders to maintain policy manuals and ensure appropriate procedures are followed when performing job functions.
Complete administrative forms and reports (e.g., personnel schedules, observation reports, overtime) to record and document information needed for administrative purposes and submit through the chain of command as appropriate.

Massachusetts PD – Sergeant – Task Survey Analysis

Sergeant Essential Tasks:

Place information (e.g., activity sheets, reports) into files to ensure records remain updated and complete and for future reference.
Prepare periodic (daily and weekly) reports documenting significant activities and events in assigned operational area (e.g, Daily Crime Sheet) and submit through the chain of command as appropriate.
Write formal reports (e.g., research reports, reports documenting special programs).
Gather necessary data and compile statistical reports on unit activity, productivity, etc.
G. COURT
Prepare search or arrest warrants.
Review and discuss the details of a specific investigation with prosecutor to plan investigatory strategy, prepare for a court presentation, etc.
Review search and arrest warrants prior to presentation to judge or prosecutor for signing.
Appear and testify as a witness in an official proceeding (e.g., traffic court, trial, Civil Service hearing) to assist in fulfilling the Department's role in the judicial and administrative process.
H. COMMUNITY RELATIONS
Contact the immediate family of an individual (in person) or notify uniformed personnel to provide information to the family concerning that person's injury or death.
Participate in cooperative operations (e.g., Task Forces, executing warrants) to address community conditions and crime.
Explain the disposition of citizen complaint incidents to complainants.
Communicate with neighborhood youths to facilitate police-community relationships and deter criminal behavior.
Maintain current information about available social agencies and their roles for use in referring citizens seeking help.
Attend meetings (e.g., community meetings, concerned citizens) to discuss and exchange information, address problems, coordinate and develop plans of action, etc.
Discuss police actions with relatives of prisoners or complainants.
Provide assistance and information to civilians seeking help (e.g., directions, explanations of municipal codes and ordinances, referrals to other Department personnel or other agencies/entities).
Provide information upon request to individuals and groups (e.g., business people, neighborhood groups) to increase awareness of potential victimization and deter crime.
I. POLICE DEPARTMENT PROPERTY MANAGEMENT
Clean and inspect weapons.
Recognize vehicle and/or equipment damage or malfunctions(s) and ensure that necessary repairs are performed.
Oversee the storage, distribution, and maintenance of equipment and back-up equipment (e.g., radios, shotguns).
Assess equipment needs.
Conduct inventory of assigned vehicles and equipment to ensure that necessary equipment is available when needed.
Maintain clothing and personal equipment to satisfy inspection requirements.
Maintain personal copies of Departmental directives as required by Department policy.
Make recommendations for supply orders to replace and maintain an inventory.
J. DIRECT SUPERVISION
Determine whether or not to terminate vehicle pursuits based on location of pursuit, weather, severity of crime, etc.
Direct activities at scene involving accidental discharge of Department personnel's firearm according to policy.

Massachusetts PD – Sergeant – Task Survey Analysis

Sergeant Essential Tasks:

Visit hospital to check on officers involved in shooting incidents.
Ensure investigative activities (e.g., court affidavits, court-ordered surveillance, searches) are executed in compliance with legal requirements.
Monitor radio traffic to keep informed of personnel activities and ensure proper assignment (e.g., need for backup, reassignment of officers).
Monitor subordinates who have contact with seized property (e.g., narcotics).
Attempt to resolve conflicts that arise between subordinates.
Field check activities of subordinates to monitor performance and compliance with Department policies, procedures and applicable laws.
Monitor activities of office staff and desk personnel to ensure appropriate performance of duties (e.g., taking citizen complaints correctly and courteously, identifying self and district when answering phone calls).
Attend or conduct roll call.
Take steps to keep subordinate complaints from escalating into grievances.
K. PERSONNEL EVALUATION AND COUNSELING
Request investigation of subordinates based on factors such as symptoms of possible narcotics use.
Identify problematic behavior patterns and take steps to resolve the problem(s).
Counsel subordinates regarding personal problems and/or provide necessary referrals when requested by subordinates or when problems are affecting job performance.
Inform subordinate of disciplinary action taken.
Complete formal performance evaluation procedures for subordinate personnel to identify and document strengths and areas in need of improvement.
Discuss performance of subordinate with other supervisory personnel to obtain others' input and ensure consistency in dealing with personnel matters.
Evaluate Department personnel to determine suitability for specialized training, assignment, or program.
Investigate instances of superior performance or unusual heroism by subordinates to prepare a report for superiors.
Discuss job performance individually with subordinate personnel during performance rating period and at other times, to recognize strengths, provide encouragement/guidance in areas of needed improvement, and set performance goals.
Recommend transfer or additional training for subordinate based on performance.
Conduct interviews with Department personnel to ensure compliance with policies and procedures.
Maintain subordinate activity statistics (e.g., tardiness, sick days).
Counsel officers about career development and advancement.
Inspect grooming (e.g., personal hygiene), uniform, and personal equipment of subordinate personnel to ensure compliance with policies and procedures.
L. PERSONNEL ASSIGNMENT AND COORDINATION
Provide information regarding shift's activities (e.g., cars tied up, situations in progress) to supervisor in charge of succeeding shift.
Gather and review information regarding previous shift's activities for use in planning the current shift assignments.
Assign or delegate tasks to personnel based on unit needs and priorities as well as personnel considerations (e.g., availability, workload, capabilities).
Keep track of assignments distributed among personnel as well as scheduled completion dates.
Provide necessary resources (e.g., information, guidance, personnel, equipment) to aid another Department at a scene (e.g., Traffic Safety personnel to escort Fire Department personnel, K-9).

Massachusetts PD – Sergeant – Task Survey Analysis

Sergeant Essential Tasks:

Prepare/adjust work schedule in accordance with Departmental guidelines and as needed to accommodate special needs (e.g., absences, holidays, training).
M. TRAINING DELIVERY
Provide informal instruction or guidance to Department personnel to relay information regarding new policies and procedures, correct subordinate deficiencies, and reinforce previous learning (e.g., use of force/pursuit policies).
Monitor implementation of field training to ensure compliance with established standards.
Identify training needs based on observation of personnel performance (e.g., report writing, policy, and procedures) and make training recommendations.
N. COMMAND
Assume command at hostage/barricaded suspect situations pending arrival of specialized units.
Establish staging area at serious incident scene for briefing of personnel, etc.
Respond to major crime and incident scenes or in sensitive situations to ensure that proper actions are taken by police personnel and that other law enforcement and public service agencies are contacted.
Direct evacuations to ensure the safety of police personnel and the public.
Establish a command post for the purpose of directing operations at serious incident scene (e.g., bomb threat, hostage situation).
Assume command at incident scene during emergency and/or unexpected situations, issue assignments, orders, and instructions to personnel to coordinate, direct, and assist them with their activities (e.g., perimeter control, evacuation).
Recognize emergency situation and implement emergency mobilization plan.
Monitor police activity by radio.
Assume command at incident scene during routine situations, issue assignments, orders, and instructions to personnel to coordinate, direct, and assist them with their activities (e.g., rerouting traffic, securing crime scene, evidence collection).
Attend briefings to discuss tactical plans and assignments.
O. INTERNAL/EXTERNAL COMMUNICATIONS & COORDINATION
Ensure specialty units and external agencies are notified of situations warranting their attention and involvement (e.g, hostage negotiator, Tactical Response Team, HAZMAT, fire Department).
Notify dispatcher of special conditions that may affect or are affecting sector operations as required by Department procedures.
Provide guidance and suggestions to subordinate personnel to assist them in performing assigned duties and addressing any problems that arise.
Consult with superior to provide/receive assistance with assigned operational activities and keep him/her apprised of potential developments/problems.
Receive and relay directives, assignments, and special orders to subordinates.
Communicate with individuals from other city/state/federal agencies/entities to exchange information and accomplish work objectives.
Request documents in records systems (e.g., pictures, criminal histories, etc.).
Conduct/facilitate meetings with subordinate personnel to discuss and exchange information, review new policies, address problems, critique incidents, coordinate activities, develop plans, etc.
Respond to requests for information from superior personnel.
Notify other Police Department units of unusual situations and conditions as necessary and appropriate.
Communicate with other Department personnel informally to discuss and exchange information (e.g., intelligence), address problems, etc.
Contact other police Departments and law enforcement agencies (e.g., FBI) for information and assistance.

Massachusetts PD – Sergeant – Task Survey Analysis
Sergeant Essential Tasks:

Contact outside agencies and organizations (e.g., social service agencies) for information.
Monitor and respond to routine communications (e.g., phone).
Attend meetings to be apprised of organizational or procedural changes or to provide or exchange information.
Answer investigative inquiries from other law enforcement agencies or refer inquiry appropriately.
Attend meetings, police functions, or ceremonies as police Department representative and prepare and deliver speeches as requested.
Respond to questions from the media regarding specific incidents in accordance with Department guidelines for release of information.
P. RESEARCH AND PLANNING
Read and review professional literature, technical journals, and newsletters to determine their application to Division operations and to keep abreast of current practices and developments.
Make suggestions to improve the effectiveness or efficiency of Department units.
Q. FINANCIAL MANAGEMENT
R. PROFESSIONAL DEVELOPMENT
Participate in in-service training and recertification programs including firearms, policies, and practical/tactical exercises (e.g., defensive tactics) to receive information and develop skills.
Assume duties of superior during superior's absence.
Read and keep up-to-date on federal, state, and local statutes/ordinances and court decisions to ensure appropriate enforcement and investigatory activities.
Read internal reports and training materials to keep current on procedures and issues.
Read and keep up-to-date on Departmental policies and procedures to ensure appropriate enforcement, investigatory, and administrative activities.
Read outside literature (e.g., texts and journals) to keep current on law enforcement topics.

