

TUCSON POLICE DEPARTMENT EXPECTATIONS FOR LIEUTENANTS

Lieutenants are ideally situated in the department to influence and drive cultural change as well as expectations related to crime fighting, quality-of-life initiatives/enforcement, and community policing. By directly tying quality decision making to the performance measures of lieutenants—not just the output data of arrests, citations, and so on—our department seeks to advance accountability-driven leadership.

Certain management responsibilities are expected from lieutenants, *such as increased delegating, planning, and organizing*. At the same time, it is important to recognize that policy development and implementation, as well as budget decision-making responsibilities *are shared by lieutenants* with the entire command staff of the department.

Lieutenant Expectations:

- **Stay fully informed of all public safety-related data and collaborate with captains, chiefs, and community members on priorities and strategies to reduce crime and disorder** within your bureau or through your assignment (this will necessitate playing a key role in the COMPSTAT process). You should, for instance, know trends related to crime data in Tucson, and those trends compared to state and national trends.
- **Be accountable for quality decisions, not merely quantity outputs**, in your assignment and follow-up of subordinate activities. This should be done by **setting clear expectations**, but does not require setting quotas or relying *solely* on quantitative measures. It is about clearly defining a path to success for subordinate personnel. It means defining how to treat people, use and document use of force appropriately, conducting thorough investigations, thinking critically under stress, and remembering that this is a career of selfless service. *The group culture, as well as your team's actions and attitudes, are a reflection of **your expectations**.*
- **Delegate effectively**: Lieutenants should delegate to increase their efficiency as managers while instilling responsibility in their sergeants and other personnel. Delegating gives personnel an opportunity to grow through mastering new experiences. You should **clearly communicate to your subordinates what success might look like**. You should **make yourself available to your subordinates throughout the delegated task** in the event that your personnel require guidance or if unexpected issues are encountered. **Establish clear deadlines** for any task or project delegated. When appropriate, you should **confer with your personnel on the deadline to get their feedback on the deadline's reasonableness** and, more importantly, to cement their buy-in to assure that the deadline is met. You should **evaluate the completed work product providing your personnel with feedback** (positive and/or corrective) regarding the work product and when appropriate, **direct your first-line supervisors to provide feedback to the officers or others involved** (to include yourself). Remember, the ultimate responsibility for task completion lies with **you**.
- **Plan and organize effectively**: When planning, lieutenants should consider **working backwards from what a successful outcome might look like**. For example, you should consider the question, *"What steps might I take to assure that a last-minute demonstration in front of city hall is problem-free?"* A desirable end result might be *"a legal and peaceful public event with no arrests, no physical harm to persons or property, and minimal disruption to the people and*

good order of the city.” Recognizing that such an outcome will not likely occur on its own, you should **evaluate what potential conditions might cause the desired outcome to not occur** (e.g., lack of pedestrian control, lack of bystander diversion, etc.). For each condition identified as a potential obstacle to success, you should **consider at least one corresponding action that could be executed to minimize or eliminate that obstacle** (e.g., assign a sergeant to oversee traffic control). For each obstacle-related action you recommend, you should also **consider non-police-personnel resources that might be of assistance** (e.g., barricades from public works, meeting with event organizers in advance, etc.). You should **think through the timing of your actions and resources**. This might involve bringing in officers shortly before the event to minimize the impact on staffing and overtime and then releasing them as soon as the situation permitted. Finally, you should **evaluate their management of the event**. Bringing key people involved in the incident together to debrief and create an after action report allows for each event to serve as both a learning opportunity and a template for success in future similar incidents. Don’t forget to archive your work product so it can be used by others in the future.

- **Provide leadership, command presence, effective communication, and facilitate good decision-making at critical incidents, high profile calls for service, and other major events involving the police department.** This does not necessarily mean taking over a scene or micromanaging an incident. There are situations that dictate lieutenants assume Incident Command based upon the range of responsibilities that develop, but you should encourage your sergeants to evaluate options, provide good supervision, and properly deploy their personnel. There are a number of other opportunities for lieutenants to provide leadership, including:
 - Participating in or chairing a review board
 - Drafting and presenting tactical operation plans
 - Conducting audits/satisfaction surveys related to the work of their officers and detectives
 - Leading or actively participating in briefings and debriefings
 - Providing training on department policies or policing best practices

- **“Lead by example”**, with enthusiasm and passion, but do so in a manner that supports **departmental goals**. Lieutenants who practice an active supervisory style can supplement training, build the self-confidence of subordinates, and strengthen community policing efforts, but such supervision and engagement must be aligned with department expectations and priorities. Have the courage to embrace a new direction or a new program without fear of rejection from the line level. Do not delegate the authority of your entrusted and mission-critical position. Instead of deflecting criticism by pointing up to the captain or above, take ownership of change, explain it, and facilitate discussion about it. Promote the vision of the department as your own. Instead of saying, *“The Chief says we need to . . .”* or *“The Captain wants you to . . .”*, consider making the message your own, such as, *“What I want you to do is . . .”* or *“It is my expectation that you . . .”* If you hear criticism of another peer lieutenant or commander, take ownership of the situation to support your peers. Overly critical and non-supportive working environments are not conducive for individual or agency growth. Be seen by your subordinates often, interact with them, get to know them by their first name. You’re not going to understand their needs, desires, wishes, or career expectations if you only interact with them at major incidents. You can have a “chain of command” and still have an open door policy. Walking into the lieutenant’s office does not have to be accompanied with trepidation, nor should you fear this walking into your subordinate’s work environment.

- **Show initiative** by identifying a problem or issue, developing a strategy to mitigate the problem (including an evaluation process), and then enacting the strategy without having to be told to do it. First-line supervisors or commanders who either ignore issues or feel they neither have the authority or skill set to address the problem are *under-performing*. Failure to act only enforces the implicit notion that the issue is allowable, which tolerates and reinforces mediocrity. Initiative is making things happen, as opposed to watching things happen.
- Recognize that as an exempt employee, **there is no commander position where you should be working fewer than 40 hours a week**. Some people believe they can work fewer than 40 hours in a week if they "get their work done," but this is unrealistic and unacceptable. The work we are trying to accomplish often requires many hours beyond the basic work week; it often necessitates evening and weekend commitments. It means making sacrifices for the good of the agency. Commanders unwilling to make such sacrifices may be better suited for an hourly (non-exempt) classification. That said, finding the appropriate balance between your personal life and your career is also important. If you find yourself stressed or overwhelmed by work responsibilities, never hesitate to reach out to your colleagues, including your captain and/or chief for guidance and assistance.
- **Practice ways to communicate effectively.** Listen carefully and completely to others' thoughts, opinions and needs; encourage others to express their views; be articulate in expressing their own ideas, views and thoughts; challenge others viewpoints in a professional manner; and deliver presentations with confidence and professionalism. One of your key roles is to **effectively and accurately convey information up and down the chain of command**. We have to be able to receive constructive criticism, as well as give it. We may never know how well we are truly doing unless we ask, but we have to promote an environment so our colleagues will answer . . . and yes, listen actively and intently.
- **Build relationships.** Lieutenants need to establish themselves and use their position as a ranking member of the department's leadership team to build relationships with community members, community leaders, business people, care providers, non-profits, faith leaders, school administrators, neighborhood groups/associations, *and of course—your subordinates and supervisors*.
- **Highlight the accomplishments of colleagues and subordinates** by sharing successes and achieving goals within your work group, relaying information to upper level command staff and community stakeholders, utilizing social media, nominating personnel for awards and other recognition, and finding creative ways to celebrate progress. Our folks do great things every day, and we need to continue sharing examples of this! Praise and recognition goes much further than we often realize.
- **Exemplify integrity** by demonstrating and modeling honest and ethical behavior with others, both on and off duty; demanding others demonstrate high ethical standards on duty and encouraging the same standard off-duty; demonstrating an awareness that if you carry the public trust, you must not abuse this trust on or off duty; and evaluating situations using good judgment to make the best decisions even when no clear policy exists.

- **Exemplify courage** by standing up for what you believe, even under pressure; taking reasonable, calculated risks; demonstrating perseverance and commitment in difficult situations; supporting others under difficult or challenging circumstances; demonstrating innovativeness; and challenging the conventional ways of doing things. Challenge our traditional methods of operation with new and more effective ways to get the job done. Celebrate calculated risks and failures as much as successes. Intervene to stop unethical behavior when it occurs, or better yet, work to prevent it. Make it clear this is the responsibility and duty of each and every one of us.
- **Exemplify accountability** by accepting responsibility for successes and failures experienced by your subordinates, team, unit or bureau, and yourself; accepting ownership for your decisions and accepting responsibility for any consequences; and making realistic commitments and determining ability to follow through with commitments before accepting them. Understand mistakes will be made, but the most serious mistake is not learning from them.
- **Nurture a culture of disciplined performance** within your work group that does the right things, at the right times, for the right reasons without emotion or prejudice and for the good of the community at-large. By establishing a culture of disciplined performance, having to deal with actual discipline will often be limited to minor mistakes that can be handled and put into the past. Lieutenants send a powerful example when they hold both themselves and others accountable. If you make a mistake—acknowledge it. Many mistakes are important learning opportunities.
- **Exemplify respect for others** by recognizing desired behavior and rewarding such behavior; avoiding public displays of anger and criticism; appreciating the value of diversity regardless of culture, race, ethnicity, gender, religion, sexual orientation, age, etc.; and not tolerating destructive comments about people or groups, and taking the necessary steps to ensure a bias-free work environment tolerant and respectful of diversity. There is always work to be done in striving for a well-balanced, unified command structure. How we treat each other sets the tone of acceptable behavior for the entire agency. If you have conflict with a peer, have the courage to work through the situation with that peer. Passive-aggressive behavior or engaging in gossip about others is unacceptable behavior that does not embrace or support our department values. When it comes to these kinds of work place challenges, you would think this goes without saying—but we'll say it: *We can't be afraid to confront it; and there is never an excuse to ignore it.*
- **Exemplify excellence** by consistently identifying high standards for self and others and **following up to ensure the standards are being met**; demonstrating professionalism in the performance of job duties; promoting creativity, innovation, imagination and fresh ideas, and fostering same in subordinates; managing progress to ensure that desired results are achieved; and modeling a positive attitude to others, all in support of the department's values. Allow inclusiveness in decision-making when possible. We have all had decisions made that affect us without having the ability to give input, which can be both frustrating and demoralizing.
- **Exhibit strong personal character** by maintaining a positive demeanor, handling public criticism effectively, and exhibiting self-confidence. Lieutenants can never have a "bad day"—at least not visibly!

- **Strive to be a “Level 5 Leader”¹:** Level 5 leaders demonstrate that it is more about the job and their officers than about themselves. They **share a passion for learning, teaching, and leading their colleagues in the proper way to police.** Ultimately, level 5 leaders realize their success comes through making those they lead successful.

Level 5 leadership—consists of the duality, some would consider to be paradoxical, of professional will and personal humility.

- Professional will:
 - Creates superb results, a clear catalyst in the transition from good to great.
 - Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult.
 - Sets the standard of building an enduring great company; will settle for nothing less.
 - Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck.
- Personal humility:
 - Demonstrates a compelling modesty, shunning public adulation; never boastful.
 - Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate.
 - Channels ambition into the company, not the self; sets up successors for even greater success in the next generation.
 - Looks out the window, not in the mirror, to apportion credit for the success of the company—to other people, external factors, and good luck.

- **Take a leadership role in training the members of your workgroup** by assigning team members to develop and present training, by encouraging constructive debate and discussion of current issues relevant to policing, by utilizing guest presenters from the community, by reviewing departmental policies and training materials, and by working with subordinates to identify appropriate training opportunities. It’s critical that you focus on your own development especially since leadership is a perishable skill. Take advantage of every leadership training opportunity presented to be constantly reminded of the importance of leadership, otherwise it is easy to fall back on the poor traits you struggle with. Training yourself to be a great leader means self-responsibility for your own development. We owe this to those we ask to follow us.
- **Champion the challenges of implementing real community-oriented and engaged policing.** “Full service policing” is more than responding to calls for service, investigating crimes, and doing traffic enforcement. It has to involve reaching out to neighborhood residents, businesses, non-profit organizations, schools, and faith communities and building relationships. These folks have to be involved in setting public safety priorities and partnering with police to reduce crime. You are expected to do *proactive outreach* to these constituencies, involving your subordinates every step of the way. It is important for you to be seen and heard in the field—getting out of the office and engaging in full-service policing activities yourself from time to time.
- **Evaluate your first-line supervisors** as required and provide ongoing positive and critical feedback to subordinates that is properly documented. Audit your subordinates’ work product to monitor performance and growth. This means attending briefings, conducting debriefings of critical incidents, and selectively auditing incident reports, as well as personnel files. Look for

¹ Collins, Jim C. (2001). *Good to Great*. New York, NY: Harper Collins

good work as well as for areas in which improvement is needed. Lieutenants need to have a “higher altitude view of situations so they can identify and recognize positive (as well as problematic) behaviors and/or actions that occur.

- **Be mindful of your section’s budget and manage it appropriately.** Although at times, conditions dictate that we must use overtime, look for opportunities to minimize or streamline expenditures to stay within your section’s budget. This includes approving/denying purchases, training requests, and P-Card expenditures, which should be reviewed and approved monthly.
- **Look for grant opportunities that would benefit your section and the department.** In sections where grants have been awarded, review grant funded activities to ensure grant objectives are being met and funds are appropriately expended.

These expectations have been presented, reviewed and discussed.

Presented by:

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