

Massachusetts PD – Lieutenant – Task Survey Analysis

Lieutenant Essential Tasks:

| COMMONWEALTH OF MASSACHUSETTS POLICE OFFICER TASK LIST |
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| 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). |

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| 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. |

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| 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. |

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| 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 |

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| 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). |

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| 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. |

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| 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. |