

Preparation for Lieutenant's Board

Bring a small notebook, pen, and highlighter.

- a) If the questions are written down and handed to you, highlight the key aspects and points of the question so you can ensure you have addressed them all.
- b) If the questions are verbally given to you, write down only the key words.

Visualize the **problem** and the **incident**, then answer it **honestly** and **truthfully**. Utilize the word **"WE"** when answering the questions. Avoid the "I" sickness.

Speak from the position as if you are already a Lt and not as a Sgt. Once again state, "In the given scenario, **"WE** would . . ."

Make sure you refer back to your **Incident Command System training - ICS – 300** training on Intermediate ICS for expanding Incidents. (Put on by FEMA)

You should see questions that are critical incident-based and scenario driven:

Break down the questions Step-by-Step

- 1) **Preparation** – familiar with Policy and procedure manual, attend critical incident trainings, i.e., Active Shooter, etc.
- 2) **Response** - be concise and stick to the points
- 3) **Aftermath** - After action reports, notifying chain of command

Another question you will have a high probability of seeing is as followed:
What have you done to prepare yourself for this promotion of Lt?

Be pro-active NOW. With a Pen and Paper in hand do the following:

- 1) Ask to shadow a Lt. for several days on your days off.
- 2) Ask your Lt., "Is there anything that I can do, that you can delegate to me, so I can become more familiar with the position and expectations of a Lt.?"
- 3) Go in and talk to the captain and ask him what his expectations are of his Lt's?

MOST GRADING IS BASED ON THE FOLLOWING: 0 - 5

0 – You do not know anything and could not answer the question.

1 or 2 - Means that you had minimal comprehension of how to assess the question.

3 - Handled incident what is expected from a Sgt.'s perspective – You would answer the question by identifying the appropriate resources to be dispatched to handle the incident.

4-5 - Integrate police resources with other public safety and private applicable safety resources. Provide proper communication and notification with your chain of command (Make sure you say the words, "Notify our chain of command") You will then follow up with an "after action report" with all participants and parties present.

Know the 4 C's of incident management

- 1) Command
- 2) Control
- 3) Communications
- 4) Coordination

The following are general expectations of a police Lieutenant:

- Be a leader rather than a manager. Be a positive leader.
- Take care of and connect with your people.
- Lead with character and with competence.
- Set and lead by example.
- Be a Lieutenant: that is, you are the shift supervisor/commander/unit commander. It is your job to supervise sergeants in their operational capacity, to provide on-scene command at major incidents, and to handle the administrative duties assigned to you by your command.
- Make decisions, whether it is at a scene, it involves a personnel matter, or you are asked questions on how to handle an incident or issue by your direct reports.
- Handle most administrative matters on your shifts so your sergeants can concentrate on their roles of direct supervisors – especially those assigned to the Patrol Division.
- Share the work load with your fellow lieutenants and work together as a team.
- Handle a situation or issue that needs to be handled. This is especially true when you observe something involving your sergeants and/or officers, even if the employee is not assigned to you.
- Remember that yours is both operational and an administrative role. Please know that the Chief, Assistant Chief, your captains, and I are here to answer your questions and/or handle bigger situations that are actually, or you feel are, beyond your ability to handle. You will be in charge until you are relieved by another supervisor based on their rank and/or expertise.
- Be on time for work, to training, to court, and to all work-related appointments.
- Ensure that all your paperwork, and the paperwork you review, is clear, accurate, well written, and complete. If you recognize that an employee has difficulty writing, get him or her into a writing or other appropriate class if need be.
- Be aware of and to heed deadlines: Please ensure that you and your sergeants and officers turn in all reports on time, that they are well written and contain all appropriate information. Some examples of important

paperwork that have deadlines are (but not limited to): Use of Force Reports, Investigative Reports, IBRs, Crash Reports, Time Sheets, prosecution files, Planned Patrols and AARs, workmen's compensation/injury reports, and your findings at the conclusion of an administrative investigations.

- Share information across all units and divisions within the Police Department. Encourage those from other divisions to visit your musters and provide updates on trends or issues on which they may be working.
- Approach all administrative investigations in a fair, objective, and critical manner. If someone must be held accountable, please do so regardless of your relationship or opinion of that person.
- Provide recognition for your personnel when they deserve it. Please remember to praise in public and to criticize in private.
- Ensure that you and your sergeants are writing fair, objective, and **individualized** performance evaluations. Do not simply cut and paste from one evaluation to another and simply change names. Not only is this inherently unfair to the employee and their potential career aspirations, but it is the ultimate abdication of your responsibility as a supervisor.
- Become knowledgeable of the policies and procedures of the agency and the city. If you are unsure of something, please know how to access the proper resource (policy manual) for the answers you seek.
- Be honest, fair, and consistent with your personnel.
- Uphold Unity of Command. Command decisions should be presented in a united front. When giving an order, suggestion, or directive to your personnel, present it as though it was your idea, even if it wasn't. Do not present something as "The lieutenant wants..." "The captain said...the chief said" etc. If you have reservations or concerns with something presented to you by the command staff, bring those concerns up the chain, do not complain or express your reservations in front of your direct reports.
- Know the department's goals and objectives and its strategic plan and strive to find the best way to carry them out in a collaborative effort with your officers.
- Coach, mentor, assist, and develop your sergeants and officers. Draw on your experiences to help to your sergeants and officers act as genuine problem solvers and thinkers rather than just be report takers. Challenge them to find their own ideas and solutions, through your guidance.
- Be aware of your manpower minimums and do your best not to go below them. If you suspect your manpower will dip below the set minimum let your assigned shift commander know as soon as possible.

- Notify your supervisors of any situation that is relevant to the mission of the command or is critical in nature. This includes personnel issues that may lead to disciplinary or other action.
- Let your supervisors know who will cover for you when you request leave.

Strongly encouraged expectations of a successful Police Lieutenant:

- Continue with higher education if you haven't done so
- Seek out varied assignments and opportunities
- Seek out relevant training in addition to that required to maintain your certification
- Be innovative and forward thinking
- Volunteer for committees and workgroups designed to improve internal and external processes and be involved in departmental activities
- Give your best everyday
- Attend Command Staff meetings.