

SANTA CLARA POLICE DEPARTMENT GENERAL ORDER 16.2

SPECIALIZED ASSIGNMENTS

AMENDED OCTOBER 2017

16.2.1 Specialized Assignments

Definition

A specialized assignment is a full-time position other than basic patrol or desk duties. These positions do not include temporary or additional duties for which an officer may receive added compensation. The following officer-level positions are selections made by the Chief of Police and are exempt from selection via this policy: NSU Officer, Range-master, AB 109 Task Force Officer, Homeland Security and Special Events Officer, Recruiting/Hiring Officer, and the P.A.L. Director.

Purpose

Specialized assignments provide opportunities to employees at the officer rank to experience opportunities that are outside basic patrol or desk duty responsibilities. It is intended that these positions be filled with officers who have demonstrated the aptitude to successfully perform these assignments. The Department will make a commitment to train persons selected for specialized assignments as necessary to provide them with the skills and abilities to successfully serve in such assignments.

The reason for creating and maintaining a system of specialized assignment selection is to reward conscientious and hard-working individuals whose performance in basic patrol duties has earned them the opportunity for diversification and to select the best applicant for the position. In turn, these officers will achieve their own expertise and provide added benefit to the Department. It is therefore in the best interests of the Department to develop officers in a variety of assignments so that they will have a well-rounded expertise with which to enhance our level of service to the citizens of this community.

Personnel selections to specialized assignments will be made in accordance with current and projected workload assessments. Staffing needs will be assessed regularly to determine if continuation of the specialized assignment is beneficial and cost effective.

For purposes of this order, the following are specialized assignments currently utilized in the Police Department (by Division):

Field Operations Division

- Motorcycle Officers
- Traffic Investigators

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Investigations Division

- Special Enforcement Team (SET)
- SCCSET
- AB 109 Task Force Officer*
- RATTF
- DEA
- REACT
- Investigator: Narcotics/Asset Seizure, Auto Theft, Persons Crimes, Property Crimes

Services Division

- DARE / SRO
- PAL Director*
- NSU Officer
- Range Master*

Special Operations Division

- Homeland Security and Special Events Officer*
- Canine Officers

* = Positions selected by the Chief of Police.

16.2.2 Selection Process

Prerequisites:

The applicant must be off probation and have at least three years of full-time experience as a police officer with the Santa Clara Police Department at the time of the closing date for applications.

Applicants shall have been out of specialized assignments for eighteen (18) months prior to applying for a new specialized assignment. For the purposes of this process, 18 months will be from the last date of holding a specialized assignment to the final filing date for a new assignment.

The Division Commander will be responsible for certifying the eligibility of all applicants.

If no applicants are certified as eligible, the prerequisites for the position may be altered to meet the needs of the Department. The application process will then be reopened using the revised prerequisites. If after the process is reopened and no applications are received, a one-year extension may be granted to the officer presently in the position. If that officer declines an offer to extend, the appointment will be made at the discretion of the Chief of Police.

Selection Procedure

- Specialized assignments will typically be filled in conjunction with a shift bid. The Specialized Assignment selection process will generally follow a timeline of: available assignments announced three months prior to bid, final filing date two months prior to bid, and selections made one month prior to bid. Specialized Assignments, however, may be filled outside of the annual announcement date based on the needs of the Department.
- Applicants will submit a completed Specialized Assignment application to the Division Commander in charge of the assignment no later than the final filing date for the assignment.
- The Division Commander or designee will assign a Sergeant or Lieutenant from the unit where the opening exists to conduct the Supervisors Evaluations (to include the Watch Commander/Lieutenant portion). This assigned Sergeant or Lieutenant will be designated as the Appraising Supervisor.
- Once an Appraising Supervisor is selected, he/she will conduct the supervisor evaluations for all the applicants. All evaluations will be conducted in a one-on-one interview setting using the appropriate forms.
- The Appraising Supervisor will be responsible for completing the appropriate forms. The supervisors will not complete the forms themselves.
- Prior to beginning the evaluation process, the Appraising Supervisor will provide the rating supervisor with a copy of the appropriate Standardized Evaluation Guidelines that define ratings of “Not Acceptable,” “Acceptable,” and “Superior.”
- Comments are required for every category evaluated by the rating supervisor. The Appraising Supervisor will note these comments on the backside of the Supervisor Evaluation Forms in the respective categories.
- It will be the responsibility of the Appraising Supervisor to return the completed forms to the Division Commander, or his designee, in a timely fashion.
- The applicant will participate in an oral board interview at the date and time assigned. In the event that the applicant is unavailable on the assigned date and time, it will be the discretion of the Division Commander to reschedule the oral board.
- Sustained Internal Affairs complaints will be considered and may disqualify applicants from the selection process. Internal Affairs investigations will be reviewed by the Division Commander prior to the supervisor evaluations being completed. If the applicant is disqualified due to an Internal Affairs investigation(s), he/she will be notified by the Division Commander prior to the start of the selection process.
- At the completion of the testing process the Division Commander or designee will tally the cumulative scores achieved by the applicants that will be submitted to the Chief of Police.

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Applicants' scores will be based on cumulative points obtained from supervisors, lieutenant/Watch Commander evaluations, and oral board interviews using the Scoring Procedure Worksheet for Specialized Assignments.

- Per the [MOU](#) with the POA, applicants for Specialized Assignments in, DEA and SCCSET will be required to undergo a drug screening upon entering and exiting these units. This will include the Administrative Narcotics/Asset Forfeiture position.

Evaluation Weighting

The testing process will consist of three (3) parts:

- Supervisors Evaluations - 35%
- Oral Board - 50%
- Lieutenant/Watch Commander Eval. - 15%

Supervisor Evaluations

In a one-on-one interview, the Appraising Supervisor will conduct the Supervisor's Evaluation with the applicant officer's immediate supervisor. In the event the applicant has had more than one supervisor in the preceding 12 months, the appraising supervisor will also consult with those supervisors and arrive at a consensus rating.

The twelve (12) General of non-position specific areas to be evaluated by the supervisors include:

- Time management
- Oral communication
- General law enforcement knowledge
- Teamwork
- Decision making
- Officer Safety
- Dependability
- Acceptance of criticism
- Report writing
- Self initiation
- Overall work quantity
- Overall work quality

In addition to the above listed areas, Supervisors will be asked to evaluate the applicant officer on the three (3) appropriate Position Specific Questions. These questions will be on the lower portion of the Supervisor's Evaluation Form.

A Standardized Supervisor's Evaluation Guideline will be provided with the Supervisor Evaluations.

Lieutenant/Watch Commander Evaluation

When an applicant is assigned to the Field Operations Division, the lieutenant who served as the applicant's Watch Commander the previous twelve months will complete a Lieutenant/Watch Commander evaluation form. The lieutenant who serves as the manager of a specialized unit will complete the evaluation form in the event the applicant has an assignment other than in Field Operations.

In the event that an applicant has been managed by more than one lieutenant/Watch Commander in the previous year, the lieutenant/Watch Commander with current responsibility for the applicant will seek the input of other managers in completing the form.

The applicant will be evaluated against the Standardized Lieutenant/Watch Commander Evaluation Guidelines.

Once completed, the evaluation form will be returned to the Appraising Supervisor.

Oral Board

Unless circumstances dictate otherwise, an oral board will be composed of at least three members. Two members will be from the Division responsible for the specialized assignment and one member from the division where the applicant officer is currently assigned. The Appraising Supervisor may be one of the oral board raters. In the case of multi-agency task force assignments, outside agencies may be asked to supply a board member where their input in the selection process is warranted.

In these special cases, the representative from the task force will have significant input in selecting any applicant for assignment to the specialized unit regardless of the final numerical ranking arrived at during the evaluation process. The unique qualifications required for such assignments, along with the ability to fit in as a team member in such a unit, may be best judged by the representative of that unit (who is required to be a member of the oral board).

Oral board raters who are not the Appraising Supervisor will not be allowed to view the applicant Officer's Supervisor or Lieutenant/Watch Commander Evaluations, nor will they be discussed with the board by the Appraising Supervisor. This is done to maintain the integrity of the Oral Board without any influences from other components of the testing process.

The areas to be evaluated in the oral board will include:

- Specific job knowledge
- Suitability for the position
- Preparation for assignment
- Judgment/Decision making ability
- Oral communication
- Problem solving ability

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A Standardized Oral Board Evaluation Guideline will be provided with the oral board evaluations.

The Division Commander will review and approve questions utilized by the oral board.

Standardized Evaluation Guidelines

General Law Enforcement Knowledge:

#1 - Lacks basic knowledge of laws with an apparent inability or lack of desire to learn and improve.

#4 - Possesses knowledge of commonly used laws to include Penal, Health & Safety, Vehicle, Business and Professions, Welfare & Institutions. Is able to relate appropriate laws to observations of criminal activity.

#7- Consistently demonstrates exceptional knowledge of applicable laws and rarely needs supervisory assistance.

Officer Safety:

#1 - Regularly ignores officer safety principles and displays minimal concern for safety of self and others. Examples: Exposes weapons to suspect, fails to control suspect's movements, and fails to cover other officers.

#4 - Generally displays awareness of potential dangers and is mentally, physically and tactically able to respond to all situations.

#7 - Always works safely. Foresees dangerous situations and prepares for them. Keeps partner informed and determines best position for self and partner. Is not overconfident.

Judgment/Decision making ability:

#1- Acts without thought or good reason. Is indecisive, naïve. Is unable to reason through a problem and come to a conclusion. Cannot recall previous solutions and apply them in like situations.

#4- Is able to reason through a problem and come to an acceptable conclusion in routine situations. Makes reasonable decisions based on information available. Perceives situations as they really are. Makes decisions without assistance.

#7- Is able to reason through even the most complex situations. Has excellent perception. Anticipates problems and prepares resolutions in advance. Relates past solutions to current problems.

Oral Communication/Conflict resolution:

#1- Speaks too softly or timidly, speaks too loudly, confuses or angers listener by what is said and/or how it is said. Fails to use “voice skills” when appropriate or speaks when inappropriate.

#4 - Speaks with authority in a calm, clear voice. Uses proper selection of words. Displays knowledge of how and when to speak. Commands usually result in compliance.

#7- Completely controls situations with voice tone, word selection, inflection, and body language which supports what is said. Restores order in even the most trying situation through voice and language usage.

Team Work/Attitude:

#1 - Consistently unavailable to assist other officers. Does not handle calls in his/her assigned beat. Is consistently negative about the Department and voices his/her displeasure in verbal as well as non-verbal ways.

#4 - Handles calls in his/her assigned beat. Provides assistance to teammates upon request and displays an overall positive attitude about the Department.

#7 - Consistently offers assistance to teammates. Cognizant of team workload and provides assistance in other beats. Always conscientious of beat responsibilities. The applicant expresses positive/constructive opinions as opposed to focusing on the negative.

Self Initiation:

#1- Avoids or fails to self-initiate activity. Does not follow-up leads. Rationalizes suspicious activity. Makes few car stops, FI's, on-view arrests.

#4- Recognizes suspicious activity, makes cases from routine activity. Actively patrols beat, makes average number of stops, FI's, on-view arrests.

#7- Recalls and uses info from briefings, APB's, watch bulletins for PC in making stops and subsequent searches and arrests. High level of activity.

Report Writing:

#1 - Reports lack neatness, legibility and objectivity. Written communications are incomplete and contain slang, jargon, non-standard abbreviations, officer's theories, opinions and assumptions.

#4 - Has ability to communicate ideas effectively; completes all sections of reports; uses proper grammar. Written communications are clear, concise, legible, accurate, and objective.

#7 - Reports reflect a complete, detailed account of the situation, which assists the reader in comprehending exactly what occurred. Proper grammar and spelling are present in all forms of written communication.

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Acceptance of Criticism:

#1- Rationalizes mistakes, denies that errors were made; is argumentative; refuses to, or does not attempt to, make corrections. Considers criticism personal.

#4 - Accepts criticism in a positive way and applies it to improve performance and further learning.

#7 - Actively solicits criticism/feedback in order to further learning and improve performance. Does not argue or blame other persons/things for errors.

Overall work quantity:

#1 - Consistently under the production average of employees working under like circumstances; seldom initiates activities. Avoids performing assigned tasks.

#4 - Maintains production averages equal to employees working under like circumstances; occasionally initiates activity. Completes reports as required.

#7 - Consistently above production averages of employees working under like circumstances; actively initiates activity. Frequently offers assistances when need exists.

Overall Work Quality:

#1 - Unable to complete assigned task within reasonable time limits. Finished work is sloppy, inaccurate or incomplete. Does not conduct basic investigation or conducts investigation improperly. Unable to accurately diagnose offense committed.

#4 - Performs assigned tasks in a reasonable and competent manner. Finished work is neat, clear and concise with only occasional minor corrections needed. Follows proper investigatory procedure in routine cases. Is generally accurate in diagnosis of nature of offenses committed.

#7 - Consistently performs all assigned tasks efficiently, accurately, and in a timely manner. Finished work is of the highest quality. Always follows proper investigatory procedure and is always accurate in diagnosis of offenses committed.

Dependability:

#1 - Shows little interest in the job, excessive sick leave, shuns opportunities to take on new responsibilities or duties. Arrives late and unprepared. Fails to complete assignments given by supervisor.

#4 - Possesses a positive interest in police work, involves self in the department and its activities. Normally arrives on time and prepared for duty. Follows instructions or directions of a supervisor with little explanation.

#7 - Maintains a positive outlook. Applies self to any assignment regardless of its importance. Accepts and seeks out new opportunities to develop career. Is always prepared for duty, in complete full uniform. Readily accepts and understands instructions. Accomplishes tasks assigned.

Time Management:

#1 - Unable to complete tasks. Uses excessive overtime due to lack of planning. Shifts burden for work responsibilities to others.

#4 - Structures time so as to provide maximum coverage to beat. Allots sufficient time to complete assigned task on schedule and during normal duty hours. Demonstrates appropriate use of time commensurate with responsibilities.

#7 - Consistently finishes assigned tasks in a timely manner. Frequently takes on additional tasks. Manages time effectively to obtain maximum results and avoid use of overtime. Utilizes available on-duty time to accomplish work.

Leadership Ability:

#1 - Openly criticizes and fails to adhere to departmental values. Fails to foster a productive work environment.

#4 - Promotes a positive work environment through leadership by example. Adheres to departmental values.

#7 - Serves as a role model. Actively teaches, demonstrates and influences others.

Knowledge of Search and Seizure and Miranda Laws:

#1 - Violates procedural requirements. Attempts to conduct illegal searches, fails to search when appropriate, and attempts to seize evidence illegally.

#4 - Follows required procedure in commonly encountered situations. Conducts proper searches and seizes evidence legally. Arrests within guidelines.

#7 - Follows required procedure in all cases, accurately applying laws relative to searching, seizing evidence, release of information and effecting arrests.

Ability to Work Independently With Little or No Direct Supervision:

#1 - Requires continual supervision and direction to complete routine tasks. Is incapable of setting proper priorities in work situations.

#4 - Requires little supervision or direction to complete routine tasks in a timely matter. Regularly demonstrates ability to correctly prioritize tasks.

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#7 - Accomplishes all tasks by managing time effectively. Requires no supervision to complete even complex assignments. Consistently recognizes critical issues and takes appropriate action.

Willingness to do Traffic Enforcement and Investigations:

#1 - Does not know even the most often used section of the vehicle code. Does not recognize violations when committed, or incorrectly identifies violations. Fails to take enforcement action.

#4 - Knows and recognizes commonly used sections of the vehicle code. Applies appropriate sections. Locates lesser-known sections in vehicle code. Takes appropriate enforcement action.

#7 - Displays outstanding knowledge of traffic codes including lesser-known sections. Quickly and effectively applies codes. Consistently seeks out enforcement opportunities.

Motivation to Learn New Skills:

#1 - Sees career only as a job, demonstrates little dedication to the principles of the profession. Is disinterested and lacks motivation.

#4 - Demonstrates an active interest in career and responsibilities. Is not afraid to take on new career challenges.

#7 - Utilizes off-duty time to further professional knowledge. Actively solicits assistance from others to increase knowledge and improve skills. Faces new career challenges with enthusiasm.

Interview and Interrogation Techniques:

#1 - Fails to use proper questioning techniques. Does not elicit and/or record available information. Does not establish appropriate rapport with subject. Does not control interrogation of suspect. Fails to follow department/legal procedures.

#4 - Generally uses proper questioning techniques. Elicits most available information and records it. Establishes proper rapport with most victims/witnesses. Controls the interrogation of most suspects.

#7 - Always uses proper questioning techniques. Establishes rapport with victims/witnesses under the most difficult circumstances. Controls the interrogation of all suspects. Conducts stressful interrogations.

Thoroughness of Investigation(s):

#1 - Does not conduct a basic investigation or conducts investigation improperly. Unable to accurately diagnose offense committed. Fails to discern readily available evidence. Fails to evaluate case resulting in unsuccessful conclusion.

#4 – Follows proper investigatory procedure in routine cases. Is generally accurate in diagnosis of nature of offense committed. Connects evidence with suspect when apparent. Performs appropriate investigation and follow-up as needed.

#7 – Always follows proper investigatory procedure and is always accurate in diagnosis of offense committed. Connects evidence with suspect even when not apparent. Consistently performs proper investigative follow-up.

Speaking to Groups and Individuals:

#1 - Lacks command of the English language. Experiences great difficulty in expressing thoughts and ideas. Frequently uses improper grammar. Lacks command bearing when dealing with conflict situations.

#4 - Possesses an adequate understanding and ability to use the English language. Speaks in a calm, smooth, soothing voice when dealing with conflict situations. Seldom uses improper grammar.

#7 - Expresses thoughts in an understandable manner. Demonstrates knowledge of the subject matter. Speaks effectively to a variety of groups and audiences. Presents a desired image and is courteous when responding to inquiries from the public.

Ability to Initiate and Foster Community Partnerships:

#1 - Openly criticizes any interaction with the community. Fosters a negative community image through lack of community contact.

#4 - Demonstrates familiarity with and promotes neighborhood watch and business watch programs. Understands importance of personal contact with residents and business owners.

#7- Actively participates in neighborhood watch and business watch programs and continues to monitor progress.

Ability to Interact with Family and Children:

#1 - Abrupt, belligerent, overbearing, arrogant, uncommunicative. Overlooks or avoids “service” aspects of the job. Is introverted, insensitive and uncaring. Has poor “non-verbal” skills. Is unable to establish rapport with children.

#4 - Is courteous, friendly and empathetic. Communicates in a professional and unbiased manner. Is service-oriented. Has good “non-verbal” skills. Establishes rapport with children.

#7 - Is very much at ease with citizens and suspect contacts. Quickly establishes rapport and leaves people with the feeling that the officer was interested in providing service for them. Is objective in all contacts. Has excellent “non-verbal” skills. Establishes good rapport with children and is comfortable with interactions.

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Field Performance- Stress Conditions:

#1- Becomes emotional and panics. Is unable to function, loses temper/control. Has poor officer safety or makes dangerous errors in officer safety. Is a hazard to self, other officers and citizens. Has poor command bearing.

#4- Maintains calm and self-control in most situations. Determines proper course of action and takes it. Does not allow a situation to further deteriorate. Reactions are acceptable.

#7- Maintains calm and self-control in even the most extreme situations. Quickly restores control of the situation and takes command. Course of action taken is the best possible.

Specific Job Knowledge:

#1- Lacks basic knowledge of laws relating to the position. Has an apparent inability or lack of desire to learn and improve.

#4- Possesses knowledge of commonly used laws relating to the position. Utilizes appropriate knowledge, skills and abilities in applicable situations.

#7- Consistently demonstrates exceptional knowledge of applicable laws. Uses exceptional skills when applying knowledge to applicable situations.

Suitability for the Position:

#1- Lacks basic job knowledge and skills. Is unsuitable for the position.

#4- Possesses the appropriate job knowledge and skills for the position. Is suitable for the position.

#7- Actively seeks and utilizes job knowledge and skills. Is an exceptional candidate for the position.

Judgment/Decision making ability:

#1- Acts without thought or good reason. Is indecisive, naïve. Is unable to reason through a problem and come to a conclusion. Cannot recall previous solutions and apply them in like situations.

#4- Is able to reason through a problem and come to an acceptable conclusion in routine situation. Makes reasonable decisions based on information available. Perceives situations as they really are. Makes decisions without assistance.

#7- Is able to reason through even the most complex situations. Has excellent perception. Anticipates problems and prepares resolutions in advance. Relates past solutions to current problems.

Preparation for Assignment:

#1 - Does not demonstrate knowledge of position. Did not elicit information from current/previous members of assignment. Does not know appropriate manual sections.

#4 - Possesses basic knowledge of assignment. Has knowledge of appropriate manual sections.

#7 - Possesses exceptional knowledge of assignment and appropriate sections. Actively seeks out members of assignment to elicit information.

Problem Solving Ability:

#1 - Unable or unwilling to recognize and resolve problems. Lacks the basic knowledge and understanding to resolve problems in the most basic situations.

#4 - Accurately accesses a situation, analyzes known facts and develops reasonable solutions.

#7 - Selects the most appropriate solutions, demonstrating excellent judgment, common sense, logic, confidence and flexibility.

Appointment

Selection of the applicant to fill the position shall be by the Division Commander, with the concurrence of the Chief of Police.

The number and type of specialized assignments previously held by an applicant, along with the dates of those assignments may be a consideration in the final selection. Further, the numerical scoring process used is not pass/fail in nature. The final scores establish a relative ranking among competing applicants, but do not by themselves dictate which applicant will be selected. Overall suitability for the assignment, taking into account the nature of the job to be performed, will be considered prior to the selection being made. All appointments will be in accordance with [General Order 16.2](#).

The establishment of a list for future selections shall be at the discretion of the Division Commander. However, if the same specialized assignment becomes available within six (6) months of a previous selection, the selection process should not be repeated if there are already qualified applicants available. Selection is defined by the first day an applicant is assigned to the specialized unit or the first day of training.

The Chief of Police reserves the right in extraordinary circumstances, to make an appointment to a specialized assignment independent of the guidelines present in this policy.

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Upon completion of the entire selection process, an applicant officer can request to review the completed Supervisor, Lieutenant/Watch Commander and Oral Board Evaluation Forms. This request shall be made to the Appraising Supervisor. However, any material shown to the applicant officer will be done without divulging the identity of any peer-rating officer. The primary purpose for this is to allow the applicant officer to become aware of any deficiencies and be able to self-improve.

16.2.3 Length of Assignments

Specialized assignments are subject to the following time limitations. The purpose of limiting assignments is to allow other officers opportunities to expand their areas of expertise.

Field Operations Division

- Traffic Investigator - Two Years*
- Motorcycle Officer - Three Years**

Investigations Division

- Persons Crimes, Property Crimes, Narcotics/Asset Seizure - Two years*
- S.C.C.S.E.T. - Two years*
- DEA – Two years*
- R.A.T.T.F. - Two years*
- AB 109 Task Force Officer – Two years* (appointed by the Chief of Police)
- R.E.A.C.T. – Two years*
- Special Enforcement Team - Two years*

Services Division

- School Resource Officer / DARE Officer / SRO / SBO - Two years***
- NSU Officer – Two Years* (appointed by the Chief of Police)
- P.A.L. Director – Two years* (appointed by the Chief of Police)
- Range Master****
- Recruiting and Hiring Officer*****

Special Operations Division

- Homeland Security Special Events Officer – Two years*
- Canine - Minimum Five years or working life of canine

* A one-year extension may be granted upon the approval of the Division Commander, based on the officer's desire to stay for an additional year and very exceptional work during the assignment.

** Traffic Officers can be granted two 1-year extensions in addition to their three year assignment by the Division Commander, provided that they complete accident reconstruction training and are performing in a satisfactory level.

*** DARE Officers spend their first year in the Services Division assigned as a School Resource Officer while they undergo DARE Training. This time does not count against their assignment to DARE. Their 2+1 year time frame starts after they complete 1 year as an SRO, making their maximum time in the Services Division 4-years.

**** The Range Master and the Recruiting and Hiring Officer serve at the discretion of the Chief of Police.