

SAN DIEGO POLICE DEPARTMENT

LEADERSHIP DEVELOPMENT UNIT

OPERATIONS MANUAL

2020



MISSION STATEMENT

THE LEADERSHIP DEVELOPMENT UNIT SUPPORTS THE SAN DIEGO POLICE DEPARTMENT'S EFFORTS TO PROVIDE PROFESSIONAL, CONTEMPORARY AND COMPREHENSIVE TRAINING IN THE AREA OF LEADERSHIP AS WELL AS FOCUSING ON CAREER DEVELOPMENT FOR EVERY DEPARTMENT MEMBER.

TO FULFILL THIS MISSION, MEMBERS OF THE LEADERSHIP DEVELOPMENT UNIT WILL ENSURE THAT PERSONNEL RECEIVE LEADERSHIP TRAINING, WHICH WILL DEVELOP FUTURE LEADERS AND SUPPLEMENT THE ABILITIES OF CURRENT LEADERS AT ALL LEVELS. WE WILL IDENTIFY CURRENT ISSUES SUPERVISORS AND FUTURE LEADERS WILL FACE DURING THE UNDERTAKING OF THEIR DUTIES. THESE ISSUES WILL BE ADDRESSED WITH INNOVATIVE TRAINING PROGRAMS THAT ARE IN LINE WITH THE HIGHLY PROFESSIONAL LEADERSHIP STANDARDS TO WHICH THE SAN DIEGO POLICE DEPARTMENT SUBSCRIBES.

IN ADDITION, MEMBERS OF THE LEADERSHIP DEVELOPMENT UNIT WILL AVAIL THEMSELVES AT ALL TIMES TO PROACTIVELY ADDRESS CAREER DEVELOPMENT FOR DEPARTMENT MEMBERS OF ALL RANKS. CAREER DEVELOPMENT IS AN INTEGRAL PART OF REINFORCING EACH EMPLOYEE'S VALUE TO THE ORGANIZATION.

THE LEADERSHIP DEVELOPMENT UNIT WILL PROVIDE SUPPORT FOR THE MEMBERS OF THE SAN DIEGO POLICE DEPARTMENT TO ACHIEVE THE FOUR ESSENTIAL CHARACTERISTICS OF POLICING EXCELLENCE: GOOD CHARACTER, PROFICIENCY, PROFESSIONALISM AND LEADERSHIP.

OBJECTIVES

- I.** Ensure continuous improvement of leadership training and the development of future leaders by identifying best practices in law enforcement leadership.
- II.** To facilitate training that allows leadership teams time to think critically about the direction of the Department and reconnect with each other to strengthen the overall command structure of the Department.
- III.** Provide the leaders of this Department with the training and tools necessary to achieve excellence.
- IV.** To identify future leaders by focusing on developing strong leadership skills at every level. This will address current leadership gaps and prevent future leadership gaps within the San Diego Police Department.
- V.** Provide training and information to employees on short term and long term career planning.

PRIORITIES AND PHILOSOPHIES OF THE UNIT

I. The integral priorities of the Leadership Development Unit are Command Training as well as Leadership and Career Development.

A. Command Training:

1. Command Training is a forum to provide current leaders with the tools to navigate the rapidly changing challenges and issues facing law enforcement personnel today.
2. Command Training remains vital in giving leadership teams time away from the radio and administrative minutiae to develop skills, think critically about the direction of the Department and reconnect with each other. As defined by P.O.S.T., exemplary decisions require a critically thoughtful appraisal of the possibilities of a situation so that the tactic employed will accomplish as many elements of the policing mission as possible. Command Training is a forum where this can take place.
3. Command Training seeks to fortify our leadership cadre to maintain and rebuild our Department.
4. Command Training provides a venue for supplementary or advanced training of our leadership cadre. Command Training will seek to address current trends or training needs which affect policing. The Leadership Development Unit Lieutenant will work closely with the Training Chief and Training Captain to identify worthy and timely training.

B. Leadership Development:

1. The Leadership Development Unit has consolidated numerous leadership courses offered by the Urban Area Security Initiative (UASI) under the training umbrella. These courses will help the In-Service Training Unit and Leadership Development Unit develop a “leadership track” for officers who are considering leadership roles. Every Department member should feel cultivated and know where they can go to be professionally developed.
2. The Leadership Development Unit seeks to afford specific leadership training to every sergeant and lieutenant. This training will give the Department’s leaders concrete skills to facilitate the challenging tasks set to them. The Leadership Development Unit will seek out courses relevant to leadership theory and practice.
3. A successful leadership cadre must demonstrate the four essential elements of proficiency. The four essential elements of policing are knowledge, skills, abilities and judgment. The Leadership Development Unit will seek course work and practical exercises to enhance these abilities.
4. In today’s era of data driven policing, successful leaders must be knowledgeable about current technology and the resources available to help them accomplish the Department’s policing mission. The Leadership Development Unit will seek out training regarding technology and resources.

C. Career Development:

1. Every Department member should have a clear understanding of the different career path tracks available to them. Ensuring that is taking place is a primary goal of the Leadership Development Unit.

2. The Regional Academy is the foundation on which the San Diego Police Department is built. The instructors who teach at the Academy provide the recruits with knowledge in all of the Learning Domains required by POST. Excellence in the area of instruction is a must. The Leadership Development Unit will take a role in recruiting, mentoring and developing future instructors for the Academy.

3. Promotions are a means to move qualified individuals into positions where their talents, leadership and job knowledge can best be used. The Leadership Development Unit will seek out opportunities to become involved in the promotional process (to include rank promotions and FTO certification) by providing mock interviews as well as one-on-one career development sessions.

DUTIES AND RESPONSIBILITIES OF PERSONNEL

I. The Leadership Development Unit is currently staffed by one Lieutenant (who is also the In-Service Training Lieutenant) and two Sergeants. The following are the main duties of the members:

A. Lieutenant

1. The Lieutenant is accountable to the Captain of the In-Service Training Unit.
2. The Lieutenant provides direct supervision and development of the two Sergeants.
3. The Lieutenant provides vision, plans, direction and controls the daily operation of the Leadership Development Unit in consultation with his staff.
4. The Lieutenant oversees the development and implementation of the annual Command Training Program. The Lieutenant monitors and identifies current training and best practices in the public and private sector to bring to the Department.
5. The Lieutenant monitors instructor(s) quality of instruction. The Lieutenant collects feedback and provides both positive and negative feedback to instructors. The Lieutenant will provide developmental feedback to the instructors.
6. The Lieutenant finds and develops leadership courses for members of the Department to attend.
7. The Lieutenant recognizes opportunities to establish work partnerships with private sector companies, other law enforcement agencies, military, academia and Urban Area Security Initiative.

8. The Lieutenant obtains funding from varied sources in support of quality training to members of the Department. The Lieutenant audits prospective courses.
9. The Lieutenant provides developmental and candid feedback to Chief level officers. The feedback will provide Chiefs with an unvarnished appraisal of current leadership issues.
10. The Lieutenant finds, develops, instructs and/or facilitates leadership courses.

B. Sergeant (Command Training/ Career Development Coordinator)

1. The Sergeant is accountable to the Lieutenant of the Leadership Development Unit.
2. The Sergeant finds, develops, instructs and/or facilitates leadership courses.
3. The Sergeant schedules and tracks annual Command Training as follows:
 - a. Send out Command Training announcement and Department Order.
 - b. Ensure all Commands/Units are scheduled to attend.
 - c. Approximately two weeks prior to the start of each class, send a “course reminder” to the commanding officer of each command.
 - d. Maintain a log of compliance/attendance. Maintain an archived record of attendance. Proactively communicate with commands to avoid members missing Command Training.

- e. Contact Department members regarding their absence. If the Department member missed Command Training for a legitimate reason, contact the Department member to reschedule. Ensuring attendance of Command Training shall fall to the supervisors of the Department members.
4. The Sergeant presents training programs before groups as necessary.
5. The Sergeant is available to assist the In-Service Training Unit with any projects or presentations as deemed appropriate by the Lieutenant.
6. The Sergeant seeks out opportunities to facilitate career development in the areas of promotions and FTO by facilitating mock interviews.
7. The Sergeant will assist the Academy CORE Instructors with vetting future instructor candidates by reviewing their resumes and providing appropriate feedback.
8. The Sergeant presents training programs before groups as necessary.
9. The Sergeant is available to assist the In-Service Training Unit with any projects or presentations as deemed appropriate by the Lieutenant.

C. Sergeant (TTC Coordinator)

1. Plans, directs and controls the daily operation of the In-Service Training Facility at NTC. He / she oversees the development and implementation of training programs in regards to NTC training facilities.
2. Coordinates and approves all training requests for NTC training facilities from the San Diego Police Department, San Diego Regional Academy and all outside agencies.

3. Responsible for overall on-site safety at NTC.
4. Oversees the maintenance of all NTC training facilities. Coordinates and request all repairs through San Diego Facilities Maintenance Department.
11. Oversees the landscaping of all NTC Training Facilities.
12. Recognize opportunities to establish professional work partnerships and facilitate employee opportunities to establish professional partnerships within the community.
13. Maintains partnership with other stakeholders at NTC: SD Fire Training, EMS Training, SD Urban Search & Rescue, SDPD SRT, & San Diego Human Resources (for city testing).

STANDARD OPERATING PROCEDURES

STAFF SELECTION PROCESS

LEADERSHIP DEVELOPMENT LIEUTENANT

Selection for this position is done administratively by the Assistant Chief of Training/Employee Development or their designee. The final selection for this position is subject to approval by Human Resources Manager and Training Division Commanding Officer.

LEADERSHIP DEVELOPMENT UNIT SERGEANT

Applicants for this position must have a minimum of one year as a Sergeant. They must be non-probationary and receive their Commanding Officer's recommendation and approval. Applicants must have demonstrated a strong ability to lead, organize and train others. Applicants must possess positive interpersonal skills and be able to perform well in a team environment. Applicants should have strong understanding of how the Department functions, specifically the various career paths that any Department member can take. Applicants should have strong interpersonal and communication skills and be prepared to fill varied roles as necessary. A background in training and/or instructing is preferred.

UNIFORM AND PLAIN CLOTHES ATTIRE FOR LEADERSHIP DEVELOPMENT UNIT STAFF

The following are considered proper attire for the Leadership Development Unit staff:

Class “B” Uniform

- Short sleeve shirt with patches
- Department regulation trousers
- Black uniform belt
- Plain black or metal watch with matching band
- Black socks
- Black shoes (Department approved)
- Department name tag
- White or black crew neck tee shirt

Leadership Development Staff Uniform

- Short sleeve, black polo shirt with San Diego Regional Public Safety Training Institute logo on left breast
- Department regulation pants or tan pants (5.11 or Dockers type pants)
- Matching black or tan belt
- Shoes and socks to coordinate with pants (i.e. black or tan boots)
- White or black crew neck tee shirt

The class “B” uniform, training center staff uniform or business attire will be worn when facilitating or instructing classes.

Jacket

- Department authorized jackets or sweaters may be worn by personnel wearing the class “B” uniform.

Business Attire

- Male employees shall wear a suit or sport coat, slacks, shirt and tie
- Female employees shall dress in business-like manner. Jewelry shall not be excessive and the hair shall be worn in a neat style.

WORK HOURS

Normal business hours for the Leadership Development Unit are 0600-1600 hours, Monday through Friday. Leadership Development Unit's sworn personnel currently work a 4-10 work week. The Lieutenant of the Unit generally works from 0600-1600. The Sergeants must remain flexible in their scheduling based on the needs of Command Training and Leadership Training.

Overtime may be assigned when necessary. Adjustment of normal work hours will be in accordance with Department Procedure 5.12. Pre-approval is required in most cases.

COMPENSATORY TIME, VACATIONS, AND SICK LEAVE

Compensatory time, vacations and sick leave shall be taken in accordance with Department policy.

INJURIES

All personnel assigned to the Leadership Development Unit shall promptly report injuries and illness and receive medical treatment in accordance with Department policy.

UNIT DESIGNATORS

The unit designators for sworn personnel assigned to Leadership Development Unit are as follows:

2430L	=	Leadership Development Unit Lieutenant
2451S	=	Leadership Development Unit Sergeant
2452S	=	Leadership Development Unit Sergeant
2453D	=	<i>Leadership Development Unit Detective or P.O. II</i>

STAFF VEHICLES

Each Leadership Development Unit Sergeant will be assigned a Department vehicle to utilize during the course of their duties. The vehicles assigned to the Leadership Development Unit Sergeants are not authorized “take home” vehicles unless a specific assignment of a Department vehicle is made at the discretion of the Training/Employee Development Chief or their designee.