

SECTION **8**
Leadership

8.1 COMPETENCY REQUIREMENTS

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Note to Administrators

In order for POST to review and approve your agency's *Field Training Guide*, you MUST submit the following electronic files:

- 1) The POST FTP Approval Checklist ([Form 2-230](#))
- 2) Your department's *Policy & Procedure Manual*
- 3) Your completed Guide (Volumes 1 & 2), including ALL competency requirements covered in Part 5, Sections 1-18.

LIST OF SUBTOPICS

8.1 IDENTIFYING LEADERSHIP

- 8.1.01 Effective Leadership Strategies
- 8.1.02 Leadership Attributes
- 8.1.03 The Role of Leadership

SECTION 8 LEADERSHIP

CHECK ONE ONLY: PHASE 1 PHASE 2 PHASE 3 PHASE 4 PHASE 5

Trainee

FTO

8.1 IDENTIFYING LEADERSHIP								
8.1.01 Effective Leadership Strategies								
The trainee shall identify and develop effective leadership strategies that provide purpose, direction, and motivation to co-workers and community members.								
Reference(s):						Case # (If applicable)	Incident #	
	Received Instruction		Competency Demonstrated		How Demonstrated?	Remedial Training		How Remediated?
	When completed, print full name	Date	When completed, print full name	Date		When completed, print full name	Date	
FTO:	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input type="checkbox"/> Field Perform <input type="checkbox"/> Role Play <input type="checkbox"/> Written Test <input type="checkbox"/> Verbal Test	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input type="checkbox"/> Field Perform <input type="checkbox"/> Role Play <input type="checkbox"/> Written Test <input type="checkbox"/> Verbal Test
Trainee:	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>		<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	
Comments <i>(field will expand automatically)</i>								

Additional Information:

8.1.01	Part A - Reference Agency Policies/Procedures, if applicable <i>(600 characters maximum)</i>	<input checked="" type="checkbox"/> N/A
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8.1.01 Part B - Agency Training Details *(field will expand automatically)*

Leadership skills and strategies are vital to the success of a police officer. In the eyes of the public, the police officer represents justice and fairness. The police officer must be able to effectively enforce the laws for which they have been entrusted by the people of the state of California, and the police officer must have the support of his/her coworkers. This is where leadership is imperative. As police officers, one must develop and have the ability to exercise influence among people using ethical values and goals for an intended change.

Leadership is the practice of influencing people while using ethical values and goals to produce an intended change. Every police officer has a responsibility to practice leadership. Leadership is essential for effective problem solving because it engages the cooperation of the community.

The exercise of leadership by a deputy results in increase respect, confidence and influence. The result will be personal and professional success, increased public trust and personal growth. Leadership, to some degree, is required to handle every contact with the community.

Leadership has no rank. Every police officer is a leader, responsible to use the authority and opportunities of the policing role in a manner that is both effective and ethical.

No member of a policing agency has more direct contact with the community than the line-level police officer. These contacts – regardless of their nature – will almost always require the responding police officer to demonstrate leadership to effectively handle the contact.

Police officers, in the exercise of leadership, put honor above all, consistently strive to live up to and manifest the core ethical values of trustworthiness, respect, responsibility, fairness, caring and good citizenship.

It is up to the individual officer to identify and develop their own strategies and approaches to an effective leadership style that provides purpose, direction and motivation to co-workers, the Department as a whole and the community.

8.1.02 Leadership Attributes
 The trainee shall illustrate through explanation or example how each of the following leadership competencies can affect his/her skills and abilities as an officer:

A. Integrity
 B. Credibility
 C. Trust
 D. Discretion
 E. Duty
 F. Loyalty
 G. Honesty

<i>Reference(s):</i>						Case # (If applicable)	Incident #	
	Received Instruction		Competency Demonstrated		How Demonstrated?	Remedial Training		How Remediated?
	When completed, print full name	Date	When completed, print full name	Date		When completed, print full name	Date	
FTO:					<input type="checkbox"/> Field Perform <input type="checkbox"/> Role Play <input type="checkbox"/> Written Test <input type="checkbox"/> Verbal Test			<input type="checkbox"/> Field Perform <input type="checkbox"/> Role Play <input type="checkbox"/> Written Test <input type="checkbox"/> Verbal Test
Trainee:								
<i>Comments (field will expand automatically)</i>								

Additional Information:

8.1.02 Part A - Reference Agency Policies/Procedures, if applicable (600 characters maximum) N/A

8.1.02 Part B - Agency Training Details (field will expand automatically)

- Integrity: Moral and intellectual honesty
- Credibility: Quality of being believed or accepted as true, real or honest
- Trust: Belief that someone or something is reliable, good, honest, effective
- Discretion: Ability to choose what should be done in a particular situation
- Duty: Something that must be done because it is morally right or because the law requires it
- Loyalty: Faithfulness to another person
- Honesty: Fairness, straightforwardness, sincerity, truthfulness

8.1.03 The Role of Leadership The trainee shall assess and explain his/her leadership role within the department with clear consideration of the organization’s vision, mission and values statement.								
Reference(s):						Case # (If applicable)	Incident #	
	Received Instruction		Competency Demonstrated		How Demonstrated?	Remedial Training		How Remediated?
	When completed, print full name	Date	When completed, print full name	Date		When completed, print full name	Date	
FTO:					<input type="checkbox"/> Field Perform <input type="checkbox"/> Role Play <input type="checkbox"/> Written Test <input type="checkbox"/> Verbal Test			<input type="checkbox"/> Field Perform <input type="checkbox"/> Role Play <input type="checkbox"/> Written Test <input type="checkbox"/> Verbal Test
Trainee:								
Comments <i>(field will expand automatically)</i>								

Additional Information:

8.1.03	Part A - Reference Agency Policies/Procedures, if applicable <i>(600 characters maximum)</i> SLTPD MISSION STATEMENT FROM POLICY MANUAL	<input type="checkbox"/> N/A
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8.1.03	Part B - Agency Training Details <i>(field will expand automatically)</i> MISSION STATEMENT Working in partnership with the community, to protect life and property, providing leadership in solving neighborhood problems, and enhance the quality of life in our city.	
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See next page for Attestation

Part 5 – Section 8: Leadership

ATTESTATION FOR SECTION 8

TO ENTER YOUR ELECTRONIC SIGNATURE:

- Click on the 'X' in the signature line to activate the signature field > Right click and select "Sign" from the menu.
- Click on "Select Image" > Locate your signature file > Click "Open" to place your signature (date appears automatically).
- Enter your full name next to your signature.

YOUR ELECTRONIC SIGNATURES VERIFY that the Field Training Officer (FTO) and Trainee attest to the following:

1. The FTO(s) provided all instruction, training, and related feedback/comments to the Trainee in accordance with the agency's training requirements for this portion of the Field Training Program.
 2. The Trainee demonstrated all competencies required for this portion of the Field Training Program.
 3. If remedial training was performed, the results were reviewed by the appropriate FTO(s) and accepted by the Trainee.
 4. The final evaluation of the Trainee's performance for this portion of the Field Training Program were approved by the FTO(s) and accepted by the Trainee.
-

Primary Field Training Officer:

X

Print Full Name: _____

Trainee:

X

Print Full Name: _____

IMPORTANT: After signing the Attestation, the file will be "locked" and **CANNOT BE MODIFIED**. If you need to make changes, both signatures must be removed and re-entered after the final revisions have been made.

To remove the electronic signature: Right click on the signature line > Select "Remove" from the menu.

See the following pages for Instructions to Administrators and FTOs

How to Complete Part 5 (Sections 1–18)

INSTRUCTIONS TO ADMINISTRATORS

VOLUME 2 OF THE FIELD TRAINING GUIDE CONSISTS OF 18 SECTIONS WHICH MAKE UP PART 5. Each section is provided as a separate file on the POST website (<https://www.post.ca.gov/field-training--police-training.aspx>). Prior to submitting your FTP Guide to POST for review, you must complete all 18 sections and include them as part of your Guide.

1. **Set up:** Keep an unchanged copy of each section file as a master for reference. Make a copy of the file to use for your agency-specific entries.
2. **Front cover (optional):** To keep a hard copy of Volume 2 for internal use, you can add your agency name and date to the front cover.
3. **For each section (1–18):**
 - a. Open the applicable file and add your agency name and date to the header on page 1. (DO NOT change any other headers or footers or alter any other sections of the file.)
 - b. Below each table:
 - *Part A:* Enter applicable references from your agency’s Policies & Procedure Manual.
 - *Part B:* Enter your agency’s training details.
4. **After completing ALL sections (1–18),** you MUST submit the following materials via flash drive, CD, or DVD to POST for review and approval (do not send printed copies):
 - 1) **Your completed FTP Guide**
 - 2) **FTP Approval Checklist ([POST Form 2-230](#))**
NOTE: Guides submitted without this form *will NOT be reviewed*.
 - 3) **Your Department’s Policy & Procedure Manual**
5. MAIL YOUR ELECTRONIC MEDIA TO:
Commission on POST
860 Stillwater Road, Suite 100
West Sacramento, CA 95605
Attn: Phil Caporale – BTB
6. You will receive status notification within 90 days from the date received.

See next page for Instructions to Field Training Officers

How to Complete Part 5 (Sections 1–18)

INSTRUCTIONS TO FIELD TRAINING OFFICERS (FTOs)

VOLUME 2 OF THE FIELD TRAINING GUIDE CONSISTS OF 18 SECTIONS WHICH MAKE UP PART 5. Each section has been customized by your agency administrator(s) to include references to policies and procedures and training details to meet your agency's Field Training Program requirements. Each file is provided as a separate file. For each section (1–18), complete all tables for each topic.

1. **Set up:** Keep an unchanged copy of each section file as a master for reference. Make a copy of the file to use for your training sessions.
2. **Tracking your training sessions:**
 - a. Upon completing each competency, enter the FTO and trainee names and dates, and how the competency was demonstrated, into the applicable tables.
 - b. Enter any note-worthy comments related to the trainee's performance.
3. **If trainee requires remedial training:**
 - c. Enter the FTO and trainee names and dates, and how the competency was remediated, to show that each competency was completed.
 - d. Enter any additional note-worthy comments related to the trainee's performance.
4. **Attestation:** After all competencies have been performed, including any remedial training, the primary FTO and Trainee **MUST** enter their electronic signatures on the Attestation page (see instructions) to verify that the Trainee has completed this portion of the Field Training Program.

End Section