

SECTION **8**  
**Leadership**

## 8.1 COMPETENCY REQUIREMENTS

| Contents                       |
|--------------------------------|
| 8.1 Identifying Leadership     |
| List of Subtopics              |
| Attestation                    |
| Instructions to Administrators |
| Instructions to FTOs           |

### 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 type="checkbox"/> Field Perform<br><input type="checkbox"/> Role Play<br><input type="checkbox"/> Written Test<br><input type="checkbox"/> Verbal Test |                                 |            | <input type="checkbox"/> Field Perform<br><input type="checkbox"/> Role Play<br><input type="checkbox"/> Written Test<br><input type="checkbox"/> Verbal Test |
| Trainee:                                   |                                 |      |                                 |      |   |                                 |            |   |
| Comments (field will expand automatically) |                                 |      |                                 |      |   |                                 |            |   |

**Additional Information:****8.1.01 Part A - Reference Agency Policies/Procedures, if applicable (600 characters maximum)**☐ N/A

Preface: Law Enforcement Code of Ethics, Department Mission, Philosophy, and Core Goals

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

The above / below information will be read by the trainee and then discussed with the FTO.

Peer behaviors are a strong influence on peace officers. It is incumbent on every peace officer to recognize that he or she has the opportunity to influence peers by modeling positive behaviors, taking charge, and sharing information if and when appropriate.

Positive modeling behaviors include:

- Maintaining ethical standards
- Exhibiting technical competence
- Practicing officer safety
- Paying attention to duties
- Maintaining professional appearance (first impressions)
- Demonstrating respect for the community
- Taking opportunities to improve the agency and profession
- Pursuing self development

People pay more attention to what you do than what you say.

Officers make hundreds of “first impressions” each shift. Your personal grooming, demeanor, language, cleanliness, equipment and expression will create a “first impression” before you say a single word. Lead by example.

A peace officer’s leadership begins with his or her realization that officers are an integral part of the community. As highly visible and specially trained members of the community, peace officers are looked upon as leaders. Some ways peace officers demonstrate leadership in the community are:

- being accessible and proactive
- being responsive to community issues and concerns
- being empathetic to the community’s specific needs
- sharing information and expertise
- facilitating problem solving
- being accountable
- serving as an example of a good citizen, both on- and off-duty
- recognizing problems or potential problems and taking action to prevent or resolve them
- influencing the community to face its problems

In addition to service while on duty, there are other ways in which officers fulfill leadership roles in the community (e.g., school boards, fire boards, coaching, service clubs, volunteer service, and elected positions).

When peace officers and community members share a common sense of values, communicate openly and regularly, and when they have a common regard for each other, the result will be trust. Trust is the critical link in the community/policing partnership.

Officers who exercise ethical leadership will learn to be effective problem solvers, better skilled to mobilize communities to address issues of crime and disorder, and proactive in developing crime prevention strategies.

What you do affects peace officers everywhere. While you may work for just one agency, the public often identifies all officers or deputies as one. There are no jurisdictional borders on the impact of your behavior.

Enhancing communication and mutual respect between officers and their agencies is extremely important. It is each peace officer's responsibility to:

- Maintain lines of communication with:
  - Peers
  - Supervisors
  - Administration
- Develop professional relationships with allied public safety agencies
- Share emerging tactics or information by providing:
  - Training bulletins
  - Professional articles
  - Training Courses

**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   | E. Duty    |
| B. Credibility | F. Loyalty |
| C. Trust       | G. Honesty |
| D. Discretion  |            |

| Reference(s):                              |                                 |      |                                 |      | Case # (If applicable)  | Incident #                      |      |   |
|--|---------------------------------|------|---------------------------------|------|---|---------------------------------|------|---|
| FTO:                                       | 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 |   |
|  |                                 |      |                                 |      |   |                                 |      |   |
| Trainee:                                   |                                 |      |                                 |      | <input type="checkbox"/> Field Perform<br><input type="checkbox"/> Role Play<br><input type="checkbox"/> Written Test<br><input type="checkbox"/> Verbal Test |                                 |      | <input type="checkbox"/> Field Perform<br><input type="checkbox"/> Role Play<br><input type="checkbox"/> Written Test<br><input type="checkbox"/> Verbal Test |
| Comments (field will expand automatically) |                                 |      |                                 |      |   |                                 |      |   |

**Additional Information:****8.1.02 Part A - Reference Agency Policies/Procedures, if applicable (600 characters maximum)**☐ N/A

Preface: Law Enforcement Code of Ethics, Department Mission, Philosophy, and Core Goals

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

The above / below information will be read by the trainee and then discussed with the FTO.

Integrity – the quality of being honest and having strong moral principles

Credibility – the quality of being trusted and believed in

Trust – the firm belief in the reliability, truth, ability, or strength of someone or something

Discretion – The quality of behaving or speaking in such a way as to avoid causing offense or revealing private information

Duty – a moral or legal obligation; a responsibility

Loyalty – a strong feeling of support or allegiance; the quality of being loyal to someone or something

Honesty – the quality of being fair and truthful

**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 # <i>(If applicable)</i>   |      | Incident #  |  |
| FTO:  | 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 |   |  |
|   |                                 |      |                                 |      |   |                                 |      |   |  |
| Trainee:  |                                 |      |                                 |      | <input type="checkbox"/> Field Perform<br><input type="checkbox"/> Role Play<br><input type="checkbox"/> Written Test<br><input type="checkbox"/> Verbal Test |                                 |      | <input type="checkbox"/> Field Perform<br><input type="checkbox"/> Role Play<br><input type="checkbox"/> Written Test<br><input type="checkbox"/> Verbal Test |  |
| Comments <i>(field will expand automatically)</i> |                                 |      |                                 |      |   |                                 |      |   |  |

**Additional Information:****8.1.03 Part A - Reference Agency Policies/Procedures, if applicable** *(600 characters maximum)*
☐ N/A

Preface: Law Enforcement Code of Ethics, Department Mission, Philosophy, and Core Goals

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

The above information will be read by the trainee and then discussed with the FTO.

**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**