

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 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 (field will expand automatically)								

Additional Information:

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

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

The trainee will be instructed by a Field Training Officer (FTO) on the following:

>That peace officers are expected to be leaders in the community and to identify neighborhood problems. The success of problem-solving partnerships depends upon the leadership of officers.

> The FTO will discuss different types of leadership such as tactical leadership, strategic leadership and by demonstration of leadership in setting a good example.

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	

<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)

The trainee shall demonstrate or explain the above leadership attributes to his/her FTO

(A) Integrity: Adherence to moral and ethical principles; soundness of moral character; honesty. The state of being whole, entire, or undiminished. A sound, unimpaired, or perfect condition.

(B) Credibility: The quality of being believable or worthy of trust.

(C) Trust: Reliance on the integrity, strength, ability, surety, etc., of a person or thing; confidence. The obligation or responsibility imposed on a person in whom confidence or authority is placed.

(D) Discretion: The power or right to decide or act according to one's own judgment; freedom of judgment or choice.

(E) Duty: Something that one is expected or required to do by moral or legal obligation. The binding or obligatory force of something that is morally or legally right; moral or legal obligation. An action or task required by a person's position or occupation; function.

(F) Loyalty: Faithfulness to commitments or obligations.

(G) Honesty: Uprightness and fairness. Truthfulness, sincerity, or frankness. Freedom from deceit or fraud.

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>	<input checked="" type="checkbox"/> N/A
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8.1.03 Part B - Agency Training Details *(field will expand automatically)*

The trainee shall know the Mission Statement and Statement of Organizational Values of the Antioch Police Department and demonstrate this knowledge to his/her FTO.

MISSION STATEMENT OF THE ANTIOCH POLICE DEPARTMENT

The mission of the Antioch Police Department, in partnership with our community, is to promote the quality of life in Antioch by proactively reducing crime with integrity and commitment to excellence.

STATEMENT OF ORGANIZATIONAL VALUES**INTEGRITY**

The core of our public service is built around integrity. We are responsible for our actions and are willing to admit to our mistakes, thereby insuring that our behavior builds credibility with the public.

OPENNESS AND SENSITIVITY

Openness and sensitivity are qualities we strive to bring out when interacting with the public. We will respond to the public's requests for assistance in a caring, helpful and understanding manner.

PROFESSIONALISM AND COMPETENCY

Our employees are dedicated to providing the community with professional and competent service at its highest level. We are clear in direction and perspective and in our sense of commitment.

ACCOUNTABILITY AND RESPONSIBILITY

The fabric which binds our organization together is accountability and responsibility. Using good judgment in conjunction with taking calculated risks nurtures innovation. As we learn from our experience, both positive and negative, we learn to challenge the future with optimism.

ENCOURAGEMENT AND RECOGNITION

We instill self pride in our work force and encourage independence, action and initiative. We recognize our employees as a valuable asset and acknowledge our success as an organization is realized through team excellence.

FUN AND VITALITY

Remaining active, intuitive and curious while approaching our work with a sense of enjoyment only fosters an environment of excitement. Fun and vitality is the spirit behind all of our efforts.

See next page for Attestation

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