The San Leandro Police Department

Dispatch Supervisor

Training Program
Introduction

The In-House Training Program for newly promoted Supervisors is intended to facilitate the Supervisor’s transition from the dispatcher position to the supervisory duties of the San Leandro Police Department. The In-House Training Program introduces the newly promoted Supervisor to the personnel procedures & policies of the San Leandro Police Department and provides the informal training specific to the San Leandro Police Department and the day-to-day duties of its supervisors.

This manual is meant to be an ever growing resource for Supervisors. As policies and procedures change, so will the manual. The manual is not meant to be all inclusive, but rather to be an overview and resource of some of the most frequently encountered duties the first line supervisor will experience. Supervisors should add any policy or references they feel is important and have it readily available in the field.

Newly promoted Supervisors will receive daily training with a Supervisor, Civilian Manager and/or other qualified individual as appointed by the Chief of Police. Together they will review the individual training blocks and the newly promoted Supervisor will receive input and experiences from their instructors. As each training block is completed it shall be initialed and/or signed by the instructor and the new Supervisor. Many training blocks reference SLPD policies, references, and/or required documents that are used by the City of San Leandro. These policies, references, and/or guides should be reviewed by the newly promoted Supervisor prior to being signed off as completed.
Role of the Dispatch Supervisor

The Dispatcher Supervisor’s basic function is to develop a team. The Supervisor understands the different personalities of each team member and is able to adapt to his or her communication style to ensure complete understanding of the mission.

The Dispatch Supervisor must do their part to develop a team within their own rank. It is essential that the Supervisors work together in a consistent manner to keep each other apprised of current and changing work conditions, events, staffing and other issues, including policy issues and training needs, to ensure success and consistency in those whom they supervise.

The Dispatch Supervisor must identify and balance all resources to ensure that community service provided by the dispatcher is of the highest quality. This is provided through positive, assertive leadership and by attitude and example. The Dispatch Supervisor has the knowledge to make appropriate, timely decisions as they relate to events and employee performance.

The Dispatch Supervisor must identify and balance the needs of the dispatchers, which are necessary for their success, with the direction and needs of the organization. This is accomplished by ongoing identification and clarification of expectations of the dispatchers through clear, direct and cooperative communication.
Dispatch Supervisor Responsibilities

Responsibilities of the Dispatch Supervisor consist of, but are not limited to the following:

- Responsible for coordinating the activities of his/her dispatch center.
- Responsible for supervising personnel, including arranging and providing training; assigning work priorities to be met; and evaluating performance.
- Responsible for implementing departmental, divisional policies.
- Responsible for channeling information between subordinates and management personnel.
- Responsible for initial investigation of citizen’s complaints lodged against subordinates. May also be responsible for conducting internal investigations when assigned.
- Responsible for other duties as assigned by competent authority.
- Responsible for conducting duties with a demeanor and in a manner supportive of organizational goals and objectives.
- Responsible for recording, reviewing with subordinate, and managing vehicle pursuits on G drive.
- Responsible for Customer Service Surveys.
- Responsible for assisting subordinates in accessing and interacting with other city departments/resources.
- Responsible for individual employee and team development to better serve the needs of personnel, the organization and the community.
- Responsible for ensuring adequate working conditions, necessary and essential equipment.
- Responsible for staffing levels and scheduling.
- Responsible for and maintains knowledge of current policy and procedures, and dispatch policy change directives.
- Responsible for new hire training, scheduling and daily and bi-weekly evaluations.
- Responsible for yearly and probationary performance evaluations.
- Responsible for all audio and video recording equipment and all dispatch equipment.
- Responsible for ERF entries/Blue Team.
- Responsible for maintaining policy manuals (CLETs, NLETs, etc.)
- Responsible for acting in Manager’s position during Manager’s absence.
- Responsible for monthly ECATS reports.
- Responsible for attending quarterly Sergeant/Supervisory staff meetings.

Managers Expectations of Supervisor
Professionalism:

- Adherence to Departmental Philosophy
- Professional Appearance and Attitude
- Accountability
- Leadership/Role Model
- Honesty/Trust/Credibility/Fair

Teamwork:

- Trust
- Loyalty
- Supportive
- Mentor/Inspire
- Peer Support
- Identify Morale Issues/Problems/Solutions

Work Product

- Responsiveness
- Follow-through
- Quality
- Thoroughness
- Sense of Duty
- Equipment
- Policy & Directive Standards

Communication:

- Timely/Responsiveness
- Keep Informed
- Stop Rumors
- Transparency

Continued Professional Growth

- Education
- Community Involvement
- Professional Affiliations
- Ongoing Supervision and Leadership training

Role Responsibilities
• Implement, Adherence and Enforcement of Policy & Directives
• Set Performance Goals/Evaluate
• Network with Peers – Internally/Externally
• Manage Complaints
• Day to Day Supervision
• Acting Manager
• Attend Quarterly Sergeant/Supervisor Meetings
• Attend PSAP Management meetings

Division Responsibilities

• Scheduling
• Payroll
• Training oversight
• 911 Ring Times
• Support Dispatch
• Community Outreach
• DA Tapes/Critical Call Review
• Counseling, Training Reminders, PIP’s
• Maintain POST training records/recommend employee training
• Ad Hoc Liaison
• Audits/Quality Control
• Inspections
• Probationary Review
• Manage & Create Policy Changes
• Supplies
• Dispatcher of the Year Committee
• Administrative Functions
In-House Training Program for Newly Promoted Supervisors

Newly appointed Supervisors shall be familiar with the department’s organization and operation. To assist them with their future endeavors, Supervisors shall have or be provided access to necessary documents to aide in their newly assigned position. The received and reviewed documents shall include but not be limited to the following:

- a) SLPD Lexipol Policies
- b) City of San Leandro Administrative Codes
- c) SLPD Rules & Regulations
- d) SLPD Training Bulletins
- e) Radio Procedure Manual
- f) City of San Leandro Personnel Manual
- g) SLPD Citizen Comment, Dept. Complaints & IA Manual

__________________________________________

Acknowledged Receipt/Access/Review by Supervisor __________________________
Date __________

1. The Supervisor shall be provided:
<table>
<thead>
<tr>
<th>Task</th>
<th>Instructed/Demonstrated Date</th>
<th>Acknowledged Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor keys</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervisor ID card</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervisory privileges for RMS, Workers Comp, ISE, Mobile</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Establishing shift expectations with subordinates, conducting uniform inspections, acceptable conduct and training issues as they arise.

<table>
<thead>
<tr>
<th>Instructed/Demonstrated Date</th>
<th>Acknowledged Date</th>
</tr>
</thead>
</table>
3. The Supervisor’s role with the Support Services Division (PST’s, dispatchers, and records clerks).

___________________________________________________________________
Instructed/Demonstrated Date

___________________________________________________________________
Acknowledged Date

4. The Supervisor will be briefed about their role in respect to mentoring and leadership of dispatchers. The continued development of future generations of leaders shall be explained and stressed for the continued growth and development of our organization.

___________________________________________________________________
Instructed/Demonstrated Date

___________________________________________________________________
Acknowledged Date
5. The newly promoted Supervisor shall meet with a Support Services Manager and Captain to discuss the duties & expectations of the Dispatch Supervisor. Additionally included topics shall include; adherence to and the chain of command, the importance of conducting command notifications, and their responsibility to complete “Weekly Reports”.

____________________  ______________
Captains Signature    Date

____________________  ______________
Manager’s Signature    Date

____________________  ______________
Acknowledged          Date

6. The Supervisor shall be briefed on the implementation of the Nixel 360 communication/alert system

____________________  ______________
Instructed/Demonstrated Date

____________________  ______________
Acknowledged          Date
7. The Supervisor shall be trained in the completion and review of employee payroll in ISE Payroll. This training shall minimally include a review of and ensuring an understanding of logging normal hours worked, properly documenting overtime (Holidays and worked OT), documenting shift differential pay, specialty assignment pay and logging days off, i.e. sick time, comp time, r-time, holiday floats, furlough time, modified duty, etc. The Supervisor will also maintain current mandate logs.

____________________  ___________
Instructed/Demonstrated  Date

____________________  ___________
Acknowledged  Date

8. The Supervisor shall be trained in how to manage shift rotation, vacation sign up, vacation calculations, and pager sign up.

____________________  ___________
Instructed/Demonstrated  Date

____________________  ___________
Acknowledged  Date
9. The Supervisor shall be instructed on how to manage the Audio and Video Recording Systems; NICE/EBRCS Recorder, ATT recorder, Digital Logger, Call Rex, Watch Net.

________________________  _____________
Instructed/Demonstrated     Date

________________________  _____________
Acknowledged            Date

10. The Supervisor shall record all vehicle pursuits & use of force recordings and maintain/manage them on the “G” drive.

________________________  _____________
Instructed/Demonstrated     Date

________________________  _____________
Acknowledged            Date

11. The Supervisor shall review all police pursuits. Legal and civil sanctions shall be addressed along with review of applicable Lexipol Policy to include the importance of the dispatcher/supervisor responsibilities and the importance of ongoing training (to include policy review).

________________________  _____________
Instructed/Demonstrated     Date

________________________  _____________
Acknowledged            Date
12. The San Leandro Police Department values feedback from our citizens. Supervisor’s should call and conduct Customer Service Surveys once a month for each dispatcher. This information will be recorded and reviewed with the dispatcher upon completion of the survey.

Instructed/Demonstrated

Date

Acknowledged

Date

13. The Supervisor shall be informed of the dispatch equipment; such as EATON/Wright-Line (consoles), AT&T (phones), New World (CAD), Merritt Communications (headsets), and Office Relief (chairs). The Supervisor will also be familiar with IS Equipment room, Fire Alarm Panel (Delelect), and A/B Key box.

Instructed/Demonstrated

Date

Acknowledged

Date
14. The Supervisor shall be informed about outside resources such as BAWAR, CALICO, Children’s Hospital, and applicable call-outs/notification of Detectives, HNT/SWAT call-outs and Command Staff notification.

____________________  __________
Instructed/Demonstrated  Date

____________________  __________
Acknowledged  Date

15. The Supervisor shall meet with the AD-Hoc team on a quarterly basis to address dispatch issues and/or concerns and develop solutions to said issues.

____________________
Instructed/Demonstrated  Date

____________________
Acknowledged  Date
16. The Supervisor shall be briefed on their responsibilities involving newly hired dispatch trainees; such as In-House Academy, training manuals, training workbooks, CTO Meetings, training schedule, daily evals, Bi-Weekly evals, Bi-Weekly meetings/recording review, probationary quarterly review and end of probation interview.

____________________  __________
Instructed/Demonstrated Date

____________________  __________
Acknowledged Date

17. The Supervisor shall be shown the task of maintaining POST Mandated Training Hours for dispatchers.

____________________  __________
Instructed/Demonstrated Date

____________________  __________
Acknowledged Date
18. The San Leandro Police Department values its employees and wishes to assist and support those who have been involved in critical incidents or are experiencing acute or chronic stress. Supervisors shall be briefed on peer support the department offers by members of the Critical Incident Stress Management Team. Members may also seek assistance through the city’s Employee Assistance Program.

____________________  __________________
Instructed/Demonstrated  Date

____________________  ______________
Acknowledged  Date

19. Training personnel shall ensure the Supervisor is up to date on their sexual harassment/discrimination training. Minimal training shall also include city policy review, the reviewing of applicable Lexipol Policies & Administrative Procedures to ensure the Supervisor is aware of complaint procedures and notification policy. Supervisor shall attach a signed policy review to each annual evaluation.

____________________  ___________
Instructed/Demonstrated  Date

____________________  ___________
Acknowledged  Date
20. The Supervisor will receive training in the proper completion of workers compensation forms. Training shall minimally include a review of the applicable Lexipol Policies, training in completion of the 5020 form, the supervisor’s memorandum, and the workers injury log (supervisor and employee forms) in a timely manner. Further discussions can include obtaining return to work documentation and proper & timely notifications.

____________________   __________
Instructed/Demonstrated  Date

____________________   __________
Acknowledged  Date

21. The Supervisor shall be briefed in the handling of citizens’ complaints. Training shall minimally cover; a review of applicable Lexipol Policies, procedural steps to include the identification of the complainant, identifying witnesses, handling the incident at the lowest possible level, conducting proper investigations, notification of command staff, dispositions and distribution of investigated complaints.

____________________   __________
Instructed/Demonstrated  Date

____________________   __________
Acknowledged  Date
22. The Dispatch Supervisor shall receive POST approved training in Internal Affairs and Departmental Action Investigations soon after their promotion. In the interim, Supervisors will be briefed in the handling of IA and DA investigations to minimally include: a review of the applicable SLPD Lexipol Policies, a review of Peace Officers Bill of rights, Lybarger and Miranda warnings, applicable IA & DA forms and a review of Skelly hearings.

__________________________________________________________________
Instructed/Demonstrated Date

__________________________________________________________________
Acknowledged Date

23. The Supervisor will be responsible for meeting the State 911 Standards spelled out by CAL NENA Call Answering Standard/Model Recommendations.

__________________________________________________________________
Instructed/Demonstrated Date

__________________________________________________________________
Acknowledged Date

24. The Supervisor will be familiar with the activation of an Amber Alert. This training shall minimally include the review of the applicable Lexipol Policy and shall include; conditions
that must be met, steps for implementing an alert and notifications and whom is authorized to initiate an alert.

Instructed/Demonstrated Date

Acknowledged Date

25. The Supervisor shall be briefed on the importance of employee evaluations and how they are used for improved efficiency and effectiveness. Evaluations have the ultimate goal of improving employee performance and are often referenced in consideration for specialty assignments and promotions. Supervisors will be briefed on completing evaluations in a fair and unbiased manner, reviewing past evaluations for improved or decreased performance, utilizing ERF files and recognizing current performance, to include specialty assignments, awards and any other accolades or documented incidents (reference Lexipol Policy)

Instructed/Demonstrated Date

Acknowledged Date
26. The Supervisor shall be briefed on the handling of Missing Person cases. They will monitor dispatcher’s performance ensuring missing persons are entered into MUPS in accordance with the current Lexipol Policy.

____________________  ___________
Instructed/Demonstrated  Date

____________________  ___________
Acknowledged  Date

27. A Performance Improvement Plan (PIP) is designed to assist employees who have demonstrated substandard performance or behavior and who may benefit from intervention before it results in discipline or other negative consequences. The PIP itself is not intended as discipline. The Supervisor shall be instructed in the use and implementation of PIP’s that seeks a desirable performance or behavior outcome.

____________________  ___________
Instructed/Demonstrated  Date

____________________  ___________
Acknowledged  Date