The San Leandro Police Department
Sergeant In-House Training Program

Sgt. XX
Introduction

The In-House Training Program for newly promoted Sergeants is intended to facilitate the Sergeant’s transition from the Police Officer position to the supervisory duties of the San Leandro Police Department. The In-House Training Program re-introduces the newly promoted Sergeant 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 Sergeants. As policies and procedures change, so will the manual. Although the manual cites specific policies, it is the Sergeant’s responsibility to review all polices to ensure their responsibilities are understood as it pertains to their new role. This 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 Sergeants will receive daily training with a Sergeant, Watch Commander, 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 Sergeant 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 Sergeant. 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 Sergeant prior to being signed off as completed.
Role of the Sergeant

The Patrol Sergeant’s basic function is to develop a patrol team. The Patrol Sergeant should be able to understand the different personalities of each team member and should be able to adapt to his or her communication style to ensure complete understanding of the mission.

A key goal of the team is to balance calls for service, the needs of the community, the direction of the department, and a department wide approach to community policing.

The Patrol Sergeant must do their part to develop a team within their own rank. It is essential that the Patrol Sergeants 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 Patrol Sergeant must identify and balance all field resources to ensure that community service provided by the police officer is of the highest quality. This is provided through positive, assertive leadership and by attitude and example. The Patrol Sergeant has the knowledge to make appropriate, timely decisions as they relate to field events and employee performance.

The Patrol Sergeant must identify and balance the needs of the patrol officers, 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 officers through clear, direct and cooperative communication.
Police Sergeant Responsibilities

Responsibilities of the Patrol Sergeant consist of, but are not limited to the following:

- Responsible for coordinating the activities of the units of his/her watch.
- Responsible for supervising watch personnel, including arranging and providing training; assigning work priorities to be met; and evaluating performance.
- Responsible for developing effective patrol responses as well as long term resolutions to identify crime patterns, trends, and activities.
- Responsible for implementing departmental, divisional, and unit policies.
- Responsible for channeling information between subordinates and management personnel.
- Responsible for providing facility security.
- Responsible for assuming field command of incidents requiring coordinated efforts of various officers and units.
- Serve as Watch Commander when required.
- Responsible for initial investigation of citizen’s complaints lodged against subordinates. May also be responsible for conducting internal investigations when assigned.
- Responsible for facilitating and coordinating Community Policing efforts for their shift and/or other units.
- Responsible for attending community meetings to allow discussion of police-related issues between departmental representatives and the public.
- Responsible for attending business and civic meetings, recreation centers, and other community gatherings in order to represent the department and maintain awareness of citizen problems and concerns.
- Responsible for observing, reporting, and when feasible, following up on conditions which pose potential threats to public safety and health.
- 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 managing critical incidents and police vehicle pursuits.
- 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 press/media relations if the PIO is not available.
- Responsible to ensure that efforts including, but not limited to, community engagement, problem solving, report writing, and investigations are timely, accurate and thorough.
- Responsible for ensuring adequate working conditions, staffing levels, necessary and essential equipment is afforded to patrol officers.
- Responsible for and maintains knowledge of current policy, procedures and case laws.
LAW ENFORCEMENT CODE OF ETHICS

AS A LAW ENFORCEMENT OFFICER, my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all men to liberty, equality and justice.

I WILL keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I WILL never act officiously or permit personal feelings, prejudices, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I RECOGNIZE the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God, to my chosen profession...law enforcement.

SAN LEANDRO POLICE DEPARTMENT

Mission Statement

We are committed to providing professional police services and safety to our community in manner in which we, ourselves, expect.

Core Values

TEAMWORK - The San Leandro Police Department values teamwork which fosters cooperation through a positive work culture and partnership with the community. We encourage and share ideas and goals, while respecting diversity and individuality.

INTEGRITY - The San Leandro Police Department values ethical and honest employees who are dependable to the organization and the community we proudly serve.

PROFESSIONALISM - We honor the professional standards of the law enforcement community and proudly adhere to the Law Enforcement Code of Ethics in the service we provide. We value quality training for personal and professional growth and hold ourselves and each other accountable for maintaining high standards.

SERVICE - We are committed to providing quality service in a timely manner using technology as a valuable resource.

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 Lt. Y                Date

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 Sgt. XX              Date
In-House Training Program for Newly Promoted Sergeants

Newly appointed Sergeants shall be familiar with the department’s organization and operation. To assist them with their future endeavors, sergeants 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 Operations Directives/Lexipol Policies
b) SLPD Rules & Regulations
c) Radio Procedure Manual
d) City of San Leandro Administrative Procedure Manual

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Sgt. XX Date

The sergeant shall be provided (check off):

- Supervisor keys – Sgt. Z
- Sergeant ID card – Sgt. Z
- Sergeant hat piece – Sgt. Z
- Access/keys to the sergeant and lieutenant SUV patrol vehicles – Sgt. Z
- Supervisory privileges for:
  - CAD/RMS/Mobile – Lt. Z
  - ISE – Sgt. Z
  - Nixle – Captain T
  - CRIMS – Manager Y
  - POST/EDI – Sgt. Z
  - IAPo/Blue Team – Sgt. Z
  - Evidence.com – Sgt. Z
  - Target Solutions – Sgt. Z
- Added to supervisory/sergeant email group – Sgt. Z

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Sgt. XX Date
Watch Commander Expectations

The sergeant shall meet with their assigned Patrol Division Lieutenant to discuss the duties & expectations of the patrol sergeant. Topics shall include adherence to the chain of command and the importance of conducting command notifications.

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Lieutenant Y    Date

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Sgt. XX    Date

Administrative Responsibilities

1. The sergeant shall review Lexipol Policy 401 and be briefed about their role in respect to mentoring and leadership of officers. 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

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Sgt. XX    Date

2. The sergeant shall be briefed about their duty for conducting briefings. Topics for briefing should include establishing shift expectations with members, conducting inspections, acceptable conduct during briefings, the reading of BOL’s, subpoena service, use of Point of View to address case law, reviewing ops directives and staff notes.

Any training conducted during line up shall be documented in Target Solutions.

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Instructed/Demonstrated    Date

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Sgt. XX    Date
3. The sergeant shall be instructed in Patrol Division scheduling. The training shall minimally include the use of the computerized ISE software, staffing levels, filling in for sick callers, shift trades, documenting sick callers, use of vacation and the posting of overtime.

____________________   Date
Sgt. Z   

____________________   Date
Sgt. XX   

4. The sergeant shall be trained in the completion and review of employee payroll. This training shall minimally include a review of and ensuring an understanding of logging normal hours worked, properly documenting overtime, documenting shift differential pay, specialty assignment pay and logging days off, i.e. sick time, comp time, r-time, holiday floats, etc.

____________________   Date
Sgt. Z   

____________________   Date
Sgt. XX   

5. The sergeant will receive training in the proper completion of workers compensation forms. Training shall minimally include a review of the applicable 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.

____________________   Date
Instructed/Demonstrated   

____________________   Date
Human Resources/AL   
6. The sergeant shall be briefed on their responsibility in responding to anonymous tips via the Nixle “text a tip” line.

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Instructed/Demonstrated    Date

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Sgt. XX                    Date

7. The sergeant shall be briefed and on their responsibility in completing “Shift Reports” and including relevant information.

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Instructed/Demonstrated    Date

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Sgt. XX                    Date
Operational Responsibilities

1. Watch Commander Duties: The sergeant shall review Lexipol Policy 329. There are times when a shift will be without a Watch Commander. During those times, the senior sergeant will assume those duties. It is important to know the basic duties of the WC because your role and responsibilities are significantly greater (i.e. Command and/or Council Notifications).

   Instructed/Demonstrated Date

   __________________________ ________
   Sgt. XX Date

2. The sergeant shall be briefed on death related investigations for both field incidents and incidents that may occur under the care and custody of SLPD personnel. Minimum discussions shall include the need for their response, scene security, ensuring thorough investigations, media relations, watch commander and CID notification where applicable and the review of applicable Lexipol Policies to include 305, 332 and 900.

   Instructed/Demonstrated Date

   __________________________ ________
   Sgt. XX Date

3. The sergeant shall receive training in the response and handling of Officer Involved Shootings, Officer Involved Injury/Death and Accidental Discharges. This training shall minimally include a review of Lexipol Policy 305. Other responsibilities include responding to and securing the scene, tending to the injured, identifying witnesses, obtaining a public safety statement from the involved officer(s), segregating the involved officer(s) and instructing them and those who act as their security detail not to converse with anyone.

   __________________________ ________
   Sgt. Z Date

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   Sgt. XX Date
4. The sergeant will be briefed on media relations/press releases to minimally include the identification of the department's Press Information Officer, other designated PIO’s and a review of Lexipol Policy 326.

________________________  Date  
Lt. Y

________________________  Date  
Sgt. XX

5. The sergeant will be familiar with the activation of Public Alerts. This training shall minimally include the review of Lexipol Policy 317 and shall include conditions that must be met, steps for implementing an alert and notifications and whom is authorized to initiate an alert.

________________________  Date  
Instructed/Demonstrated

________________________  Date  
Sgt. XX

6. The sergeant shall be briefed on responding to and the handling of Missing Person cases. They shall ensure their officers perform in accordance with Lexipol Policy 316 so missing persons can be entered into MUPS within the required timeframe. Sergeants shall also respond and oversee area searches when applicable and notify Watch Commander for expanded searches.

________________________  Date  
Instructed/Demonstrated

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Sgt. XX
7. The sergeant shall be briefed on the activation of the Nixle Mass Notification.

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Instructed/Demonstrated  Date

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Sgt. XX  Date

8. The sergeant’s role with the Support Services Division (Comm Center/Records).

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Support Services Manager Y  Date

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Sgt. XX  Date
**Equipment/Department Resources**

1. The sergeant shall be informed about general supplies to minimally include radios, radio batteries, Tasers, Taser batteries, Taser cartridges, tech equipment, misc. forms, etc.

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   Instructed/Demonstrated           Date

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   Sgt. XX                           Date

2. The sergeant shall be instructed on the sergeants’ and lieutenants’ vehicles and shown how to use the various pieces of equipment maintained in the vehicles.

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   Instructed/Demonstrated           Date

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   Sgt. XX                           Date

3. The sergeant shall be briefed on the SWAT and ARV and shown how to access/secure the vehicle, as well as how to locate and operate the various pieces of equipment that is available to field officers.

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   Instructed/Demonstrated           Date

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   Sgt. XX                           Date

4. The sergeant shall be briefed on K9 teams. This shall minimally include a review of Lexipol Policy 310 and considerations in deployment, outside agency requests, and training.

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   Instructed/Demonstrated           Date

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   Sgt. XX                           Date
5. The sergeant shall be informed about outside resources such as BAWAR, CALICO, Children’s Hospital, Sexual Assault Examiners and applicable call-outs/notification of Detectives, HNT/SWAT call-outs and Command Staff notification.

Instructed/Demonstrated Date

Sgt. XX Date

6. 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. Sergeants shall review Lexipol Policy 348 and be briefed on peer support the department offers by members of the Critical Incident Stress Management Team. Sergeants shall also review Administrative Procedure 1570 regarding members ability to also seek assistance through the city’s Employee Assistance Program.

Sgt. Z Date

Sgt. XX Date

7. The sergeant shall be shown the location and informed about officer files to include personnel and training files.

Instructed/Demonstrated Date

Sgt. XX Date
Accountability

1. The sergeant shall be shown the tasks for report review. These duties shall minimally include ensuring reports are complete & thorough, reports contain elements of alleged crime, reports are submitted in a timely manner, PC Decs have been completed and noted supervisory corrections are made. Observed and noted deficiencies may be documented and logged in the employee’s ERF for later reference. The sergeant shall also ensure 10851’s are reviewed for entry into SVS, missing persons reports are reviewed for entry into MUPS and protocol is followed for reports such as hate crimes (refer to applicable policies).

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Instructed/Demonstrated    Date

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Sgt. XX                  Date

2. The sergeant shall meet with the four Criminal Investigation Sergeants to discuss common mistakes made by officers in cases involving each of the CID sections.

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Sgt. Z                  Date

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Sgt. Z                  Date

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Sgt. Z                  Date

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Sgt. Z                  Date

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Sgt. XX                 Date
3. The sergeant shall meet with the Traffic Sergeant to discuss common mistakes made by officers in documents involving traffic incidents such as citations, collision reports and tow reports.

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Sgt. Z  
Date

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Sgt. XX  
Date

4. The sergeant shall meet with the Property Unit Supervisor to discuss common mistakes made by officers when submitting property into evidence.

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Supervisor G  
Date

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Sgt. XX  
Date

5. The sergeant shall review Lexipol Policies 313, 901, 902, 903, 904 and meet with the supervisor overseeing the Jail to discuss the Patrol Sergeants responsibility in supervising the jail (jail checks, use of force, juvenile logs, etc.)

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Sgt. Z  
Date

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Sgt. XX  
Date

6. The sergeant shall review Lexipol Policy 300 and be briefed in use of force investigations via Blue Team. This shall minimally include access to “Blue Team,” review of the sergeants’ responsibilities, knowledge of applicable policies, review of the officers’ actions, review of PVRS footage, Taser download, interviewing of witnesses/subjects, report review, routing of reports. Training points shall be addressed.

_________________________  
Instructed/Demonstrated  
Date

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Sgt. XX  
Date
7. The sergeant shall review Lexipol Policy 307 and be briefed in pursuit review investigations via Blue Team. This shall minimally include access to “Blue Team,” review of the sergeants’ responsibilities, knowledge of applicable policies, report review, review of the radio traffic and routing of reports. Training points shall be addressed.

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Instructed/Demonstrated Date

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Sgt. XX Date

8. The sergeant shall review Lexipol Policy 501 and be briefed on their responsibilities and actions for investigating member involved collisions. When injuries are involved, the CHP shall be contacted to conduct the investigation (policy change forthcoming). This shall minimally include responding to the scene when possible, ensuring the case is properly and thoroughly investigated and photographs are taken. This shall be documented via a Blue Team entry.

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Sgt. Z Date

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Sgt. XX Date

9. The sergeant shall review Lexipol Policy 1012 and be briefed in the handling of citizens’ complaints. Training shall minimally cover a review of applicable 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.

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Lt. Y Date

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Sgt. XX Date
10. The sergeant shall be briefed on the process for evaluating employees such as quarterly probationary evaluations and yearly evaluations. Importance of employee evaluations and how they are used for improved efficiency and effectiveness shall be stressed.

Evaluations have the ultimate goal of improving employee performance and are often referenced in consideration for specialty assignments and promotions. Sergeants 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.

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Instructed/Demonstrated  Date

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Sgt. XX  Date

11. The sergeant shall review Lexipol Policy 314 and Administrative Procedure 1000 which covers sexual harassment/discrimination to ensure the sergeant is aware of complaint procedures and notification policy.

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Instructed/Demonstrated  Date

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Sgt. XX  Date

12. 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 sergeant shall be instructed in the use and implementation of PIP’s that seeks a desirable performance or behavior outcome.

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Instructed/Demonstrated  Date

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Sgt. XX  Date
**Training**

1. Shall coordinate with Professional Standards and Training to schedule POST approved training in Internal Affairs. In the interim, sergeants will be briefed in the handling of IA investigations to minimally include; a review of the applicable SLPD Policies, a review of Peace Officers Bill of rights, Lybarger and Miranda warnings and applicable IA.

   ______________________________
   Lt. Y                                Date

   ______________________________
   Training Coordinator C               Date/Location of Training

   ______________________________
   Sgt. XX                               Date

2. Shall coordinate with Professional Standards and Training to schedule POST approved training in Critical Incident Response for Supervisors. In the interim, the sergeant shall be briefed on the handling of various critical incidents. This training shall consist minimally of reviewing the establishment of Command Posts to address incidents such as barricaded suspects, hostage negotiations, bomb threats and aircraft accidents. The sergeant shall also be familiar with the Incident Command System (SEMS and NIMS) to address scenes such as natural disasters so everyone will know who is in charge. Further assistance can be found with the reviewing of applicable policies and the Pre-Planned Critical Incident/Command Post Sheets located in the sergeant/lieutenant vehicles.

   ______________________________
   Instructed/Demonstrated              Date

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   Training Coordinator C               Date/Location of Training

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   Sgt. XX                               Date
3. Shall coordinate with Professional Standards and Training to schedule a POST approved Assertive Supervision course.

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Training Coordinator C

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Date/Location of Training

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Sgt. XX

Date

4. Shall coordinate with Professional Standards and Training to schedule POST approved Supervisory Training.

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Training Coordinator C

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Date/Location of Training

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Sgt. XX

Date
Additional Topics

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Sgt. XX  

Date
**Operations Captain Review/Expectations**

Prior to being released from the training program, the sergeant shall meet with the Operations Captain to review the training program and discuss the duties & expectations of the patrol sergeant.

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Captain T  Date

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Sgt. XX  Date