

PROPOSED LANGUAGE

Management Course Prerequisite Waiver Process for Attending the Executive Development Course – Regulation 1005(e) and Procedures D-4 and D-15 (new)

1005. Minimum Standards for Training. (Reference Regulation 1007 and Commission Procedure H for *reserve peace officer* training standards.)

[(a) – (d) continued ***]

(e) Executive Development Course (Optional).

- (1) The Executive Development Course is designed for department heads and their executive staff positions. An officer who will be appointed within 12 months to a department head or executive position may attend the Executive Development Course, provided the officer has satisfactorily completed the Management Course. Requirements for the Executive Development Course are set forth in PAM, section D-5.
- (2) Every department participating in the POST reimbursement program may be reimbursed for completion of the Executive Development Course by an officer as described in (e)(1) above, provided the officer is full time and has satisfactorily completed the Management Course.
- (3) The Executive Director may waive the Management Course completion prerequisite for a chief executive who has completed training comparable to a POST Management Course. The application and evaluation processes are described in PAM Section D-15, Management Course Prerequisite Waiver Process for Attending the Executive Development Course.

[(f) – PAM Section D-3 . . . continued ***]

PAM section D-4 adopted effective April 15, 1982 and amended November 2, 2000 and (Effective 30 days after filing with Secretary of State) is herein incorporated by reference.

[PAM section D-13 - The document, *Training and Testing Specifications for Peace Officer* . . . continued ***]

PAM section D-15 adopted (Effective 30 days after filing with Secretary of State) is herein incorporated by reference.

Authority cited: Sections 832.3, 832.6, 13503, 13506, 13510, 13510.3, 13510.5 and 13519.8, Penal Code.
Reference: Sections 832, 832.3, 832.3(f) and (h), 832.6, 13506, 13510, 13510.3, 13510.5, 13511, 13513, 13514, 13516, 13517, 13519.8, 13520 and 13523, Penal Code.

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Commission Procedure D-4 Management Course

Purpose

- 4-1. Specifications for Management Courses:** This Commission procedure implements that portion of the Minimum Standards for Training established in Section 1005 (c) of the Regulations for Management Training.

Content

- 4-2. Management Course:** The Management Course is a minimum of 104 hours and consists of the learning goals adopted by the Commission. In order to meet local needs, flexibility in curriculum may be authorized with prior POST approval.

(a) The POST Management Course Learning Goals are organized under the following broad topic areas:

- Management Roles and Responsibility
- Personnel Management Skills
- Leadership Styles and Decision Making
- Organization and Manager Development
- Legal Responsibilities

(b) Specific major topics under the broad topic areas include:

- Role of the Lieutenant
- Leadership
- Community Oriented Policing/Problem Oriented Policing
- Strategic Planning
- Fiscal Management
- Personnel Issues
- Legal Issues
- Critical Incident Management
- Values/Ethics
- Risk Management
- Media
- Personal/Professional Growth
- Project Presentation

Historical Note:

Procedure D-4 was adopted and incorporated by reference into Commission Regulation 1005 on April 15, 1982 and amended November 2, 2000 and (Effective 30 days after filing with Secretary of State).

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Commission Procedure D-15
Management Course Prerequisite Waiver Process
for Attending the Executive Development Course

Purpose

15-1. This procedure establishes the process for determining whether a chief executive has sufficient prior experience, training, education, and current executive responsibilities to authorize the Executive Director to issue a waiver of completion the POST-certified Management Course prerequisite for attending an Executive Development Course. The requirement to either complete the Management Course or receive a waiver of attendance of a POST-certified Management Course, prior to attending a POST-certified Executive Development Course, is found in POST Regulation 1005 (e).

Evaluation

15-2. A waiver of attendance of a POST-certified Management Course, for the purpose of meeting enrollment requirements for the Executive Development Course, shall be determined through an evaluation process.

15-3. Fee: A fee to cover administrative costs of the evaluation by POST shall be charged by the Commission. The fee must accompany the application package submitted to POST. The appropriate fee shall be determined by the Commission and shall be based on actual expenditures related to the POST evaluation process.

Eligibility

15-4. A chief executive who has completed training, education, and experience comparable to a POST Management Course may request an evaluation for purposes of qualifying for a waiver.

Request for Evaluation

15-5. A chief executive may request a POST evaluation to determine Management Course prerequisite waiver eligibility by submitting the following evaluation request package to the Executive Director of the Commission on Peace Officer Standards and Training:

- (a) A completed and signed Management Course Prerequisite Waiver Application, POST 2-xxx.
- (b) The evaluation fee, in the form of a certified check or money order, payable to the Commission on POST. The fee is non-refundable.
- (c) Documentation of previous training, education, and experience consistent with successful completion of the 13 major topics and related Instructional Goals in the current Management Course curriculum as follows:
 - (1) Copies of management training records with course outlines.
 - (2) Letters from previous and current employers detailing duties and experience, including a written explanation from the applicant as necessary for clarification. Each letter must be submitted on the appropriate letterhead and signed by the department head, training manager, or personnel department where the applicant was employed (see the Sample Employment Verification Letter, attachment A).
 - (3) Official transcripts for college and / or university courses.
 - (4) Non-college management training supported by a certificate of completion or similar documentation that verifies successful course completion.
 - (5) POST may require additional supporting documentation to complete the initial evaluation.

**Management Course Prerequisite Waiver for
Attending the Executive Development Course (continued)**

POST Evaluation Process

15-6. Upon receipt of completed waiver application package, POST staff will evaluate the chief executive's prior training, education and experience to verify training comparable to a POST-certified Management Course. The waiver application package and the staff recommendation will be forwarded to the Executive Director for a final determination of eligibility for a waiver of the Management Course prerequisite for attending an Executive Development Course.

The chief executive will be notified of the results of the POST evaluation within 60 days from the date of the receipt of the evaluation request at POST.

Waiver Issuance / Non-Issuance

15-7. If the waiver is approved, the chief executive will receive a waiver of the Management Course prerequisite to attend a POST-certified Executive Development Course.

(a) The waiver is limited to waiving the prerequisite for completing the Management Course before attending the Executive Development Course.

(b) The waiver does not exempt the recipient from meeting other POST requirements to attend the Management Course, i.e., eligibility for a Management Certificate, completion within 12 months of promotion to the rank of Lieutenant and above.

(c) The waiver is NOT equivalent to the awarding of a POST Management Certificate, and does not constitute successful completion of the Management Course.

15-8. If the waiver is not approved, the chief executive may appeal in writing to the Commission within 90 days of the notice from unsuccessful completion.

Historical Note:

Procedure D-15 was adopted and incorporated by reference into Commission Regulation 1005 on (30 days after filing with Secretary of State).

**Management Course Prerequisite Waiver for
Attending the Executive Development Course (continued)**

Attachment A: Sample Employment Verification Letter

Employing Agency Letterhead

(Date)

Kenneth J. O'Brien, Executive Director
Commission on POST
1601 Alhambra Boulevard
Sacramento CA 95816-7083

Dear Director O'Brien:

This letter is to verify that (APPLICANT'S FULL NAME) is/was employed as a
sworn (APPLICANT'S POSITION) with our department from (DATES OF
SERVICE). During (APPLICANT'S NAME) employment, this applicant successfully
conducted a full range of chief executive responsibilities, performing high level
managerial and administrative duties consistent with the position held.

If you have any questions regarding (APPLICANT'S NAME) employment with the
(NAME OF AGENCY), please phone me at (AUTHOR'S PHONE NUMBER).

Sincerely,

(Original signature of: city manager, mayor, county administrator, or the person
authorized to verify the applicant's employment and duties)

(Individual's printed name and title)

(Agency name)

Management Course Instructional Goals

1. Role of the Lieutenant including transition to Lieutenant

- A. The ability to understand the role and responsibilities of a lieutenant/manager.
- B. Knowledge of the factors that influence and shape the transition from supervision to management.
- C. The ability to identify the management process within their agency and how their role in this process provides opportunities to effect change and deal with the constraints they will face.
- D. The ability to identify the social, technological, economic, environmental, political, and organizational issues as they relate to the role of a police manager.
- E. An understanding of the players in the management process: the roles they play, the dynamics between players, and the impact those dynamics have on leadership and the lieutenant's role in the management process.
- F. Knowledge of future forecasting and the effect of how advanced planning, or lack thereof, can have on leadership and the organization.

2. Leadership including Styles, Techniques & Philosophy

- A. The ability to understand the importance of how their leadership skills play in their own personal success, the success of their peers and subordinates, the success of their respective organizations, the success of the law enforcement profession, and the success of their respective communities.
- B. The ability to understand the responsibility they have as managers to serve as ethical role models who reflect the values of their organization and profession.
- C. An understanding of the differences in the leadership responsibilities they have as management as compared to those they had as first-line supervisors.
- D. An understanding that developing effective written and verbal/non-verbal communication skills is an essential characteristic of a good leader.
- E. An understanding that effective leadership is as much a day-to-day process as it is an ideal theory or concept; that they must continue to develop their leadership skills through constant study, research, and networking with other individuals both within and without their organizations.
- F. An understanding that people are the most valuable resource in any organization, and effective leaders communicate vision and empower people to perform consistent with that vision.
- G. An understanding of the tools and/or methods for evaluating success and maintaining accountability.
- H. An understanding of the key concepts of self-awareness (emotional intelligence) necessary to be an effective leader.

3. COP / POP including Management/Development

- A. General knowledge of the history and current trends of both Problem Oriented Policing (POP) and Community Oriented Policing (COP).
- B. Specific knowledge of the SARA model of Community Policing and Goldstein's Theory of POP.
- C. A basic understanding of theories of crime.
- D. Identifying the role of a police manager in the POP/COP process.
- E. An understanding of why change is a necessary component in a professional model of policing and the police manager's role as a change agent.
- F. Knowledge of what the police manager can do on a daily basis to incorporate POP/COP.
- G. The ability to weight the pros and cons of a POP/COP "unit" versus a POP/COP philosophy infused into all facets of a law enforcement agency
- H. Recognition that POP/COP is about being creative in solving a community's problems and improving the community's quality of life.
- I. The importance and use of community forums in POP/COP.
- J. The importance of a rewards system that supports POP/COP.
- K. The tools to measure effectiveness of POP/COP efforts.

4. Strategic Planning including Environmental Scanning (STEEP)

- A. The ability to understand the components of a strategic plan.
- B. Definitions of strategic planning terminology and the significance of those terms.
- C. Various types of strategic plans used by agencies.
- D. An understanding of how their agency strategic plan fits into the city or county plan.

Management Course Instructional Goals

- E. Identifying their role in the strategic planning process in the agency, their individual opportunities to effect change, and the constraints they face in their role.
- F. Identifying political, social, and technological issues as they relate to strategic planning.
- G. An understanding of the players in the strategic planning process: the roles they play, the dynamics between players, and the impact those dynamics have on the plan and the planning process.
- H. Future forecasting and leadership implications

5. Fiscal Management including Budgeting

- A. The ability to read and understand the components of a budget document.
- B. Definitions of budget terminology and the significance of those terms.
- C. The various types of budgets used in public agencies.
- D. An understanding of how their division budget relates to the department budget and how the department budget relates to the city or county budget.
- E. Identifying their role in the budget process within their agency, their opportunities to effect change, and the constraints they face in their role.
- F. The importance and necessity of each step in the budget process, the relationship between steps – preparation, approval, and implementation, the budget as a management tool, and where the audit fits into the budget and fiscal management.
- G. Concepts that drive the budget process including knowledge of how public policy is formulated.
- H. Identifying ethical issues related to budgeting.
- I. The process of building, submitting, and managing a budget.
- J. How to manage budget cuts.
- K. An understanding of the players in the budget process: the roles they play, the dynamics between the players, and the impact those dynamics have on the budget and the budgeting process.
- L. Leadership implications

6. Personnel Issues (all levels) including problem employees

- A. The ability to understand survival skills for managers with regard to causes of stress and strategies for relieving and managing stress, and time management.
- B. The ability to understand, develop, and set both life and career goals.
- C. The applications of personality inventories to better assess their personality, learning styles, values, and management styles.
- D. The ability to identify personal and organizational values and their potential relationship to stress and goal setting.

7. Legal Issues including Peace Officer Bill of Rights, Skelly Hearings, Brady Issues & New Cases

- A. An understanding of the importance of a proactive response to recognizing and responding to key legal issues facing law enforcement.
- B. An understanding of the key legal issues in law enforcement.
- C. An overview of the role of the manager in reducing liability exposure to the agency and individual officers.
- D. An awareness of the need for on-going legal review of policy and procedures.
- E. Resources for law enforcement managers to address legal issues.

8. Critical Incident Management

- A. The ability to identify what type of situations constitute a critical incident, including those specific to their own agency.
- B. The ability to recognize and understand the responsibility involved in being a Command Officer during a critical incident, including the protection and safety of subordinates and citizens.
- C. An understanding of the resources available to a Command Officer during a critical incident.
- D. A working knowledge of the responsibilities of an Incident Commander.
- E. An awareness of the role of the media when utilizing the Incident Command system and/or manning an Incident Command Post.
- F. A working knowledge of the California Standardized Emergency Management System (SEMS).
- G. The ability to identify signs and symptoms of critical incident stress and resources available after a critical incident.

Management Course Instructional Goals

9. Values / Ethics

- A. An understanding of how ethics are defined.
- B. What the responsibilities of middle management are with regard to ethics.
- C. How ethics are communicated.
- D. What early warning system techniques are available and how they work.
- E. How to recognize the personal or organizational signs that might indicate an ethical collapse.

10. Risk Management including Program Management

- A. A definition of risk management for the law enforcement manager.
- B. Insight into the rationale for law enforcement risk management.
- C. An understanding of the common elements of risk in law enforcement.
- D. An overview of the role of the manager in risk management.
- E. A variety of techniques to mitigate the risks confronting law enforcement agencies.
- F. An understanding of a proactive approach to minimizing risk.
- G. An understanding of the need for on-going legal review of policy and procedures.

11. Media including Media Do's & Don'ts, Press Releases/Interviews

- A. The importance of law enforcement agencies speaking with one voice when communicating to the media.
- B. The ability to categorize the critical needs of the media.
- C. Guidelines to identify the critical task for the role of the middle manager.
- D. Effective ways to help establish a good working relationship with media.
- E. The four major types of media.
- F. An understanding of the media terminology.
- G. The attributes for selecting a public information officer or media spokesperson.
- H. An understanding about information which cannot be released to the media according to the Public Information Act.
- I. An understanding of media's rights regarding criminal investigation information and access to crime scenes.
- J. Examples of the positive and negative experiences involving the media.

12. Personal/Professional Growth including Stress Management, Life Goal Setting

- A. The ability to understand survival skills for managers with regard to causes of stress and strategies for relieving and managing stress, and time management.
- B. The ability to understand, develop, and set both life and career goals.
- C. The applications of personality inventories to better assess their personality, learning styles, values, and management styles.
- D. The ability to identify personal and organizational values and their potential relationship to stress and goal setting.

13. Project Presentation including Group Presentations to Executive Panel, Book Reports

Project Presentations:

- A. The ability to work on a group project.
- B. The ability to conduct research via a variety of methods.
- C. The ability to share their personal findings.
- D. The ability to develop persuasive arguments for a course of action.
- E. The ability to present effectively in a group setting.

Book Reports:

- A. The ability to address specific topic areas which relate to the content of a book.
- B. The ability to develop critical thinking skills.
- C. The opportunity to share their personal findings.
- D. Identify themes that relate to organizations.
- E. The ability to present effectively in a group setting.

Pursuant to the Federal Privacy Act (Public Law 93-579) and the Information Practices Act (IPA) of 1977 (Civil Code Sections 1798, *et seq.*), notice is hereby given for the request of personal information. Failure to provide all or any part of the requested information may delay processing of this form, or result in an incomplete record. No disclosure of personal information will be made unless permissible under Article 6, Section 1798.24 of the IPA of 1977. Each individual for whom personal information is collected has the right to inspect that information in any record maintained by POST. Inquiries may be directed to the POST Information Practices Act Coordinator at the address listed above. Contact the POST Information Services Bureau for instructions on requesting records.

INSTRUCTIONS

- POST Regulation 1005 (e) authorizes submission of this completed and signed application to request a waiver of the Management Course prerequisite for attending the Executive Development Course.
- This form may be filled in on line or you can print this document and type or legibly print (in ink) all required information
- Mail your **printed and signed copy** of the completed application form **with your payment** to POST at the above address.

Section 1: Applicant Information

| | | | |
|---|----------|----------|--------------------------------|
| 1. NAME (LAST) | (FIRST) | (MIDDLE) | 2. BIRTH DATE |
| 3. NAME OF EMPLOYING AGENCY | | 4. RANK | 5. SOCIAL SECURITY NUMBER |
| 6. AGENCY MAILING ADDRESS (STREET / P.O. BOX) | | | |
| 5. CITY | 6. STATE | 7. ZIP | 8. DAYTIME PHONE NUMBER () |

Section 2: Evaluation Eligibility

9. I AM ELIGIBLE TO HAVE MY PRIOR EXPERIENCE, TRAINING, EDUCATION, AND CURRENT EXECUTIVE RESPONSIBILITIES EVALUATED TO DETERMINE MY ELIGIBILITY FOR A WAIVER OF THE MANAGEMENT COURSE PREREQUISITE FOR ATTENDING THE EXECUTIVE DEVELOPMENT COURSE BECAUSE I MEET BOTH OF THE FOLLOWING CONDITIONS:

- YES NO I am currently a full-time sworn California peace officer.
- YES NO I am currently the chief executive of the same POST-program agency.

10. I HAVE ENCLOSED THE FOLLOWING REQUIRED ITEMS:

- Evaluation fee: \$ _____ via certified check or money order made payable to the Commission on POST.
- Written verification, on agency letterhead and signed by the employer or a designated representative, that confirms that my past experience in successfully conducting a full range of chief executive responsibilities, performing high level managerial and administrative duties consistent with the position held.
- Written documentation supporting my prior experience, training, education and current executive responsibilities, consistent with the 13 major topics listed in the Management Course Instructional Goals.
- Verification of prior successful completion of training, supported by copies of certificates of completion, course outlines, college transcripts and/or other verifying documents

Section 3: Agency Executive Attestation and Signature

- I request an evaluation of my prior experience and training to determine if I am qualified for a waiver of attendance of the POST Management Course. For purposes of attending the executive development course
- I understand that a waiver would only exempt me from completing the Management Course as a prerequisite for attending the Executive Development Course. The waiver does not exempt me from any POST certificate requirements.
- I further declare under penalty of law that the information contained in this application and supporting documents is true and correct.

Applicant Signature

Date

POST USE ONLY

| | |
|---------------|--|
| DATE RECEIVED | NOTES: |
|---------------|--|