

**SAN DIEGO POLICE DEPARTMENT  
LEADERSHIP DEVELOPMENT UNIT  
(LDU)  
OPERATIONS MANUAL**



October 2024

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## **MISSION STATEMENT**

THE LEADERSHIP DEVELOPMENT UNIT SUPPORTS THE SAN DIEGO POLICE DEPARTMENT'S EFFORTS TO PROVIDE PROFESSIONAL, CONTEMPORARY AND COMPREHENSIVE TRAINING IN THE AREA OF LEADERSHIP AS WELL AS FOCUSING ON CAREER DEVELOPMENT FOR EVERY DEPARTMENT MEMBER.

TO FULFILL THIS MISSION, MEMBERS OF THE LEADERSHIP DEVELOPMENT UNIT WILL ENSURE THAT PERSONNEL RECEIVE LEADERSHIP TRAINING, WHICH WILL DEVELOP FUTURE LEADERS AND SUPPLEMENT THE ABILITIES OF CURRENT LEADERS AT ALL LEVELS. WE WILL IDENTIFY CURRENT ISSUES SUPERVISORS AND FUTURE LEADERS WILL FACE DURING THE UNDERTAKING OF THEIR DUTIES. THESE ISSUES WILL BE ADDRESSED WITH INNOVATIVE TRAINING PROGRAMS THAT ARE IN LINE WITH THE HIGHLY PROFESSIONAL LEADERSHIP STANDARDS TO WHICH THE SAN DIEGO POLICE DEPARTMENT SUBSCRIBES.

IN ADDITION, MEMBERS OF THE LEADERSHIP DEVELOPMENT UNIT WILL AVAIL THEMSELVES AT ALL TIMES TO PROACTIVELY ADDRESS CAREER DEVELOPMENT FOR DEPARTMENT MEMBERS OF ALL RANKS. CAREER DEVELOPMENT IS AN INTEGRAL PART OF REINFORCING EACH EMPLOYEE'S VALUE TO THE ORGANIZATION.

THE LEADERSHIP DEVELOPMENT UNIT WILL PROVIDE SUPPORT FOR THE MEMBERS OF THE SAN DIEGO POLICE DEPARTMENT TO ACHIEVE THE FOUR ESSENTIAL CHARACTERISTICS OF POLICING EXCELLENCE: GOOD CHARACTER, PROFICIENCY, PROFESSIONALISM AND LEADERSHIP

## **GOALS AND OBJECTIVES**

- I. Ensure continuous improvement of leadership training and the development of future leaders by identifying best practices in law enforcement leadership.
- II. To facilitate training that allows leadership teams time to think critically about the direction of the Department and reconnect with each other to strengthen the overall command structure of the Department.
- III. Provide the leaders of this Department with the training and tools necessary to achieve excellence.
- IV. To identify future leaders by focusing on developing strong leadership skills at every level. This will address current leadership gaps and prevent future leadership gaps within the San Diego Police Department.
- V. Provide training and information to employees on short term and long-term career planning.

# **PRIORITIES AND PHILOSOPHIES OF THE UNIT**

I. The integral priorities of the Leadership Development Unit are Command Training as well as Leadership and Career Development.

## **A. Command Training**

1. Command Training is a forum to provide current leaders with the tools to navigate the rapidly changing challenges and issues facing law enforcement personnel today.
2. Command Training remains vital in giving leadership teams time away from the radio and administrative minutiae to develop skills, think critically about the direction of the Department and reconnect with each other. As defined by P.O.S.T., exemplary decisions require a critically thoughtful appraisal of the possibilities of a situation so that the tactic employed will accomplish as many elements of the policing mission as possible. Command Training is a forum where this can take place.
3. Command Training seeks to fortify our leadership cadre to maintain and rebuild our Department.
4. Command Training provides a venue for supplementary or advanced training of our leadership cadre. Command Training will seek to address current trends or training needs which affect policing. The Leadership Development Unit Lieutenant will work closely with the Training Chief and Training Captain to identify worthy and timely training.

## **B. Leadership Development**

1. The Leadership Development Unit has consolidated numerous leadership courses offered by the Urban Area Security Initiative (UASI) under the training umbrella. These courses will help the In-Service Training Unit and Leadership Development Unit develop a “leadership track” for officers who are considering leadership roles. Every Department member should feel cultivated and know where they can go to be professionally developed.
2. The Leadership Development Unit seeks to afford specific leadership training to every sergeant and lieutenant. This training will give the Department’s leaders concrete skills to facilitate the challenging tasks set to them. The Leadership Development Unit will seek out courses relevant to leadership theory and practice.
3. A successful leadership cadre must demonstrate the four essential elements of proficiency. The four essential elements of policing are knowledge, skills, abilities, and judgment. The Leadership Development

## **PRIORITIES AND PHILOSOPHIES OF THE UNIT**

Unit will seek course work and practical exercises to enhance these abilities.

4. In today's era of data driven policing, successful leaders must be knowledgeable about current technology and the resources available to help them accomplish the Department's policing mission. The Leadership Development Unit will seek out training regarding technology and resources.

### **C. Career Development**

1. Every Department member should have a clear understanding of the different career path tracks available to them. Ensuring that is taking place is a primary goal of the Leadership Development Unit.
2. The Regional Academy is the foundation on which the San Diego Police Department is built. The instructors who teach at the Academy provide the recruits with knowledge in all the Learning Domains required by POST. Excellence in the area of instruction is a must. The Leadership Development Unit will take a role in recruiting, mentoring, and developing future instructors for the Academy.
3. Promotions are a means to move qualified individuals into positions where their talents, leadership and job knowledge can best be used. The Leadership Development Unit will seek out opportunities to become involved in the promotional process (to include rank promotions and FTO certification) by providing mock interviews as well as one-on-one career development sessions

## **GENERAL PERSONNEL RESPONSIBILITIES**

- I. The Leadership Development Unit is currently staffed by one Lieutenant, one Sergeant, and one Police Officer II. The following are the main duties of the members:

### **A. Leadership Development Unit Lieutenant**

1. The Lieutenant is accountable to the Captain of Training Division.
2. The Lieutenant provides direct supervision and development of the Leadership Development Unit Sergeant.
3. The Lieutenant provides vision, plans, direction and controls the daily operation of the Leadership Development Unit in consultation with his staff.
4. The Lieutenant oversees the development and implementation of the annual Command Training Program. The Lieutenant monitors and identifies current training and best practices in the public and private sector to bring to the Department.
5. The Lieutenant monitors instructor(s) quality of instruction. The Lieutenant collects feedback and provides both positive and negative feedback to instructors. The Lieutenant will provide developmental feedback to the instructors.
6. The Lieutenant finds and develops leadership courses for members of the Department to attend.
7. The Lieutenant recognizes opportunities to establish work partnerships with private sector companies, other law enforcement agencies, military, academia, and Urban Area Security Initiative.
8. The Lieutenant obtains funding from varied sources in support of quality training to members of the Department. The Lieutenant audits prospective courses.
9. The Lieutenant provides developmental and candid feedback to Chief level officers. The feedback will provide Chiefs with an unvarnished appraisal of current leadership issues.
10. The Lieutenant finds, develops, instructs and/or facilitates leadership courses.

## **GENERAL PERSONNEL RESPONSIBILITIES**

### **B. Leadership Development Unit Sergeant**

1. The Sergeant is accountable to the Lieutenant of the Leadership Development Unit.
2. The Sergeant provides direct supervision and development of the Leadership Development Unit Officer.
3. The Sergeant finds, develops, instructs and/or facilitates leadership courses.
4. The Sergeant seeks out opportunities to facilitate career development in the areas of promotions and FTO by facilitating mock interviews.
5. The Sergeant schedules and tracks annual Command Training as follows:
  - a. Send out Command Training announcement and Department Order.
  - b. Ensure all Commands/Units are scheduled to attend.
  - c. Approximately two weeks prior to the start of each class, send a “course reminder” to the commanding officer of each command.
  - d. Maintain a log of compliance/attendance. Maintain an archived record of attendance. Proactively communicate with commands to avoid members missing Command Training.
  - e. Contact Department members regarding their absence. If the Department member missed Command Training for a legitimate reason, contact the Department member to reschedule. Ensuring attendance of Command Training shall fall to the supervisors of the Department members.
6. The Sergeant presents training programs before groups as necessary.
7. The Sergeant is available to assist the In-Service Training Unit with any projects or presentations as deemed appropriate by the Lieutenant.



## **GENERAL PERSONNEL RESPONSIBILITIES**

### **C. Leadership Development Unit Officer**

1. The Officer is accountable to the Sergeant of the Leadership Development Unit.
2. The Officer assists the Sergeant to find, develop, instruct and/or facilitate leadership courses.
3. The Officer assists the Sergeant to seek out opportunities to facilitate career development in the areas of promotions and FTO by facilitating mock interviews.
4. The Officer assists the Sergeant to schedule and track annual Command Training with the following tasks, but not limited to:
  - f. Send out Command Training announcement and Department Order.
  - g. Ensure all Commands/Units are scheduled to attend.
  - h. Approximately two weeks prior to the start of each class, send a “course reminder” to the commanding officer of each command.
  - i. Maintain a log of compliance/attendance. Maintain an archived record of attendance. Proactively communicate with commands to avoid members missing Command Training.
  - j. Contact Department members regarding their absence. If the Department member missed Command Training for a legitimate reason, contact the Department member to reschedule. Ensuring attendance of Command Training shall fall to the supervisors of the Department members.
5. The Officer assists the Sergeant to present training programs before groups as necessary.
6. The Officer assists the In-Service Training Unit with any projects or presentations as deemed appropriate by the Lieutenant.

# **STANDARD OPERATING PROCEDURES**

## **I. STAFF SELECTION PROCESS**

The following are the selection processes for the Leadership Development Unit staff:

### **A. Leadership Development Unit Lieutenant**

- Selection for this position is done administratively by the Assistant Chief of Training and Employee Development or their designee.
- The final selection for this position is subject to approval by Human Resources and Training Division Commanding Officer.

### **B. Leadership Development Unit Sergeant**

- Applicants for this position must have a minimum of one year as a Sergeant. They must be non-probationary and receive their Commanding Officer's recommendation and approval.
- Applicants must have demonstrated a strong ability to lead, organize and train others.
- Applicants must possess positive interpersonal skills and be able to perform well in a team environment.
- Applicants should have a strong understanding of how the Department functions, specifically the various career paths that any Department member can take.
- Applicants should have strong interpersonal and communication skills and be prepared to fill varied roles as necessary. A background in training and/or instructing is preferred.
- Qualified applicants should submit a completed transfer request through their chain of command to their Commanding Officer.

### **C. Leadership Development Unit Officer**

- Applicants for this position must have received an overall rating of competent or higher on their last performance evaluation.
- Officers must have a minimum of three years of experience on the San Diego Police Department.

## **STANDARD OPERATING PROCEDURES**

- Desired applicants should possess strong analytical skills, organizational skills, presentation skills and require minimal supervision.
- They must have the approval of their Commanding Officer.
- Qualified applicants should submit a completed transfer request through their chain of command to their Commanding Officer.

### **II. DRESS CODE**

The following are considered the proper dress code for the Leadership Development Unit staff:

#### **A. Class “B” Uniform**

- Short sleeve shirt with patches
- Department regulation trousers
- Black uniform belt
- Plain black or metal watch with matching band
- Black socks
- Black shoes (Department approved)
- Department name tag
- White or black crew neck tee shirt
- Department authorized jackets or sweaters, or jackets and sweaters with the current San Diego Regional Public Safety Training Institute (SDRPSTI) logo may be worn by personnel wearing the class “B” uniform.

#### **B. Training Center Staff Uniform**

- Short sleeve, black polo shirt with San Diego Regional Public Safety Training Institute (SDRPSTI) logo on left breast
- Department regulation pants or tan pants (5.11 or Dockers type pants)
- Matching black or tan belt to match pants and shoes or boots
- Shoes or boots and socks to coordinate with pants and belt (i.e., black or tan boots)
- White or black crew neck tee shirt

#### **C. Civilian Business Attire**

- Male employees shall wear a suit or sport coat, slacks, and shirt.
- Female employees shall dress in business-like manner. Jewelry shall not be excessive.

The Training Center Staff uniform, Department class “B” uniform, or business attire will be worn when facilitating or instructing classes.

# **STANDARD OPERATING PROCEDURES**

## **III. WORK HOURS**

- A. Normal business hours for the Leadership Development Unit are 0600-1600 hours, Monday through Friday.
- B. Leadership Development Unit's sworn personnel currently work a 4-10 work week. The Lieutenant of the Unit generally works from 0600-1600.
- C. The Sergeant and Officer must remain flexible in their scheduling based on the needs of Command Training and Leadership Training.
- D. Overtime may be assigned when necessary. Adjustment of normal work hours will be in accordance with Department Procedure 5.12. Pre-approval is required in most cases.

## **IV. UNIT DESIGNATORS**

The unit designators for sworn personnel assigned to Leadership Development Unit are as follows:

- 2450L = Leadership Development Unit Lieutenant
- 2451S = Leadership Development Unit Sergeant
- 2452 = Leadership Development Unit Officer

## **V. STAFF VEHICLES**

The Leadership Development Unit Sergeant and Officer will be assigned a Department vehicle to utilize during their duties. The vehicles assigned to the Leadership Development Unit Sergeant and Officer are not authorized "take home" vehicles unless a specific assignment of a Department vehicle is made at the discretion of Commanding Officer or their designee.