

GENERAL ORDER

PORT WASHINGTON POLICE DEPARTMENT

SUBJECT:	TRAINING	NUMBER:	12.2.1
		ISSUED:	5/12/09
SCOPE:	All Police Personnel	EFFECTIVE:	5/12/09
DISTRIBUTION:	General Orders Manual	<input checked="" type="checkbox"/> RESCINDS	15.1
		<input type="checkbox"/> AMENDS	
REFERENCE:		WILEAG 3 RD EDITION STANDARDS: 12.2.1, 12.2.2, 12.2.3, 12.2.4, 12.2.5, 12.2.6, 12.2.7, 12.2.8, 12.2.9	

INDEX AS:

- Annual Training
- Career Development
- Civilian Employee Orientation
- Field Training
- Police Training Program
- Remedial Training
- Training Records

PURPOSE: The purpose of this policy is to establish guidelines for a departmental training program that will provide a continuum of training based upon an assessment of needs for the Department, as well as the individual needs of employees.

This Order consists of the following numbered sections:

- I. POLICY
- II. TRAINING CONTINUUM
- III. FIELD TRAINING
- IV. REMEDIAL TRAINING
- V. TRAINING RECORDS
- VI. CAREER DEVELOPMENT
- VII. ANNUAL TRAINING
- VIII. CIVILIAN EMPLOYEE ORIENTATION

I. POLICY

- A. It is the policy of the Port Washington Police Department to provide training to all employees in order to promote departmental efficiency and effectiveness, to establish and maintain standards of excellence in performance and service, and to achieve the maximum development of each employee's potential.

II. TRAINING CONTINUUM

- A. All sworn officers will complete a recognized recruit training program prior to assignment in any capacity in which the officer is allowed to carry a weapon or is in a position to make an arrest.
- B. Prior to being issued a department duty weapon, new officers will complete a familiarization course with a department firearms instructor.
- C. Upon assignment to patrol duty, officers will complete the Patrol PTO program as outlined in the Patrol PTO manual and paragraph III of this policy.
- D. All officers will attend annual training, to include a minimum of 24 hours recertification training.

III. FIELD TRAINING

- A. The nationally recognized Police Training Officer Program (PTO) will be used as the model to train new officers. This model is consistent with the Community Oriented Problem Solving philosophy of the department. The Police Training Officer (PTO) program is a problem-based learning, training and evaluating program for evaluating police trainees. The main objectives of the PTO program are as follows:
 - 1. To formulate learning opportunities for new officers that meet or exceed the training needs of the policing agency and the expectations of the community;
 - 2. To have trainees apply their academy learning to the community environment by giving them real-life problem-solving activities;
 - 3. To foster the trainee's growing independence from the Police Training Officer over the course of the program;
 - 4. To produce graduates of the training program who are capable of providing responsible, community-focused police services;
 - 5. To prepare trainees to use a problem-solving approach throughout their careers by employing problem-based learning methods;

6. To design fair and consistent evaluations that address a trainee's skills, knowledge and ability to problem solve effectively.
- B. Assignment of Probationary Officers to Field Training
1. All probationary officers shall be assigned to the Patrol Division.
 2. Each probationary officer who is assigned to the Patrol Division shall be placed in the Police Training Officer Program upon successful completion of Basic Recruit Training. If the probationary officer is already certified or certifiable by the Wisconsin Training and Standards Bureau, he/she shall be placed directly into the Police Training Officer Program.
 3. Prior to entering the PTO program, the probationary officer must be certified as a basic law enforcement officer by Wisconsin Training and Standards Bureau. No officer may wear the department's uniform or firearm until attending such certification, except for department sponsored training.
 4. The probationary officer shall be assigned to a specific P.T.O. and shall be assigned the same work schedule as that P.T.O.
 5. When possible, the officer will be assigned alternate PTO's and rotate to other shifts for training for exposure to other shifts. These assignments will be made by the PTO Program Coordinator.
 6. The Police Training Officer training and evaluation period for the probationary officer may be extended at the discretion of the Chief of Police.
 7. The Police Training Officer may be utilized as a training/retraining resource for an officer who has been absent for extended periods. This use shall be determined by the Chief of Police or the Chief's designee.
 8. PTO's are responsible for completing evaluations and reporting on recruit's performance with the PTO Program Coordinator. At the end of the PTO program, the PTO Program Coordinator will make a recommendation to the Chief of Police as to the officer's successful completion of the program.
- C. When there is a vacancy for Police Training Officers (PTO), an announcement will be made requesting candidates to submit his/her request in writing. Selection will be based on the officer's experience, performance, and ability to perform the functions of a PTO. The Chief of Police, or his designee, will make the final selection after receiving input from other staff personnel.

- D. Police Training Officers will complete a recognized PTO training course prior to field training new officers.
- E. Daily and immediate supervision of the PTO's will be by his or her respective shift supervisor. The Training Coordinator will be the Police Training Officer Program Coordinator and will supervise the PTO on matters relating to the PTO program.
- F. Upon direction of the Chief of Police, sworn personnel returning to patrol from extended absences or assignments will be assigned a PTO for a minimum two-week period. The officer will not be subject to the evaluation process, but will be familiarized with policies, procedures, forms and other changes necessary to effect a smooth transition.

IV. REMEDIAL TRAINING

- A. Remedial training is defined as personalized training used to correct a specific deficiency which may have been identified through:
 - 1. Performance evaluations;
 - 2. Evaluations during field training;
 - 3. Observations by a supervisor during routine duties;
 - 4. Following a sustained complaint by a citizen or other source.
- B. Upon recommendation of an employee's supervisor, remedial training shall be scheduled for employees who:
 - 1. Consistently demonstrate a lack of skill, knowledge, or ability in the performance of job related skills;
 - 2. Have been disciplined for conduct which can be corrected through remedial training.
 - 3. When a supervisor determines that an employee needs remedial training, they shall forward a memo to the Chief of Police stating the deficiency. The Chief of Police shall make a determination of the stated need and recommend a course of action to correct any deficiency found.
- C. Personnel in need of remedial training shall be notified in writing and informed of the reason for the need, as well as the date, time and location of the remedial training.

- D. Upon completion of remedial training, all test scores, certifications, or other pertinent documents shall be forwarded to the Chief of Police for evaluation and inclusion in the employee's personnel file.
- E. Failure to participate or respond to remedial training may result in a recommendation for disciplinary action.

V. TRAINING RECORDS

- A. The department's Administrative Assistant shall maintain a "master" training record for each employee which permanently documents the attendance of departmental personnel at training sessions. The record shall include but is not limited to the following, which will be provided by the department's Training Officer or the Chief's designee:
 - 1. Training registration application/confirmation
 - 2. Type of training
 - 3. Title of training
 - 4. Date and number of hours of training and
 - 5. Location of training
 - 6. Lodging and travel arrangements as required ,including expense receipts
 - 7. Course curriculum
 - 8. Completion certificate, training diploma certificate, etc.
- B. Upon successful completion of a training course, the employee shall also provide if available, a copy of the certificate of completion if applicable, to the Chief of Police.

VI. CAREER DEVELOPMENT

- A. Career development is a process that is utilized to provide opportunities for individual growth and development at all levels. It is designed to promote productive, efficient, and effective job performance and to improve the overall level of individual job satisfaction. It is through career development that upward mobility of personnel, professional growth, and improved job performance may be enhanced.
- B. There are three components to the Port Washington's Police Department's career development program

1. The IACP recommended reading list (see addendum)
 2. Training seminars, programs and schools
 3. Collateral assignments
- C. Personnel may submit training requests for seminars, programs and schools, on the department's training request form. These requests are reviewed by the department's training officer and training committee members. A recommendation from the committee is submitted for final review to the Chief of Police.
- D. Following promotion to a higher rank, the promoted officer will, as soon as practical, be provided the necessary additional training to provide him/her with the skills and knowledge to perform the duties of the job description for the new rank.
- E. Although the majority of department personnel are generalists, the department will identify and provide appropriate training opportunities for all positions that require specialized training.
- F. Specialized training consists of instruction for personnel assigned to new or specialized positions within the department. Specialized training shall commence as soon as practical after assignment or appointment.
- G. The department does participate in the Ozaukee County Special Response Team; hostage negotiations and tactical teams. The department follows the training requirements for the Ozaukee County SRT.

VII. ANNUAL TRAINING

- A. The intent of annual re-certification training is to meet state-mandated 24-hour training requirements, as well augment previous training and skills with current information regarding changes in legislation, advances in technology, revisions in policy, and areas of special interest and skill.
- B. Pursuant to ss.165.85 (4) (bn) (1) all sworn officers shall complete at least 24 hours of annual re-certification training. Officers who do not complete 24 hours of re-certification training will be subject to de-certification. Officers de-certified by the Wisconsin Training and Standards Bureau may be terminated from the Port Washington Police Department.
1. The State mandated training referred to above is met when an officer completes in any combination at least 24 hours of:
 - a) State approved in-service training provided by their employer; and/or
 - b) Instruction from schools which offer state approved recertification training.

- C. Roll Call training shall be provided and utilized to provide information on items such as new laws, directives/policies, amended policies, new equipment, etc. Roll Call training shall also be used to update officers on officer safety issues and other tactical concerns. Low level DAAT and firearms drills may also be incorporated into Roll Call training as coordinated by the Departmental DAAT and Firearms Instructors and Shift Supervisors.

VIII. CIVILIAN EMPLOYEE ORIENTATION

- A. All new employees shall receive a new employee orientation.
 - 1. To include information regarding salary, benefits and policies.
 - 2. The Captain of Police shall provide information regarding the police department's role, purpose, goals, policies, procedures, general orders, contract and working conditions, rules and regulations, as well as the responsibilities and rights of employees.
- B. Employees assigned to civilian positions shall receive training in addition to orientation to ensure a complete understanding of job responsibilities.
 - 1. School Crossing Guards
 - 2. Police Aides
 - 3. Clerical Employees
- C. Supervisors in charge of civilian personnel shall be responsible for annual re-training as may be deemed necessary or appropriate. Training needs may be determined through observation, evaluation, job analysis, or work performance. Annual re-training should be designed to update skills and to increase knowledge of job responsibilities.

APPROVED:



Chief Richard P. Thomas

DATE:

6/1/10

Revised 6/1/10

Addendum: Police Leadership Development Reading List

ADDENDUM:

Police Leadership Development Reading List

This reading list is taken from the *Police Leadership Development Reading List*, a publication developed by the International Association of Chiefs of Police with support from the Office of Community Oriented Policing Services. The intent of the publication is to assist members of police organizations with self-development as part of a comprehensive leadership development program. The list is broken down by level of responsibility in the organization. Readers should start with the books selected for their current level of responsibility and then read at each higher level until they have finished the list. Leaders also can use the books to develop their own personnel by assigning selected books to individuals, groups of leaders, or potential leaders and then conducting informal discussions about the reading and how it applies to leading in their department. The goal of self-development is to improve one's current leadership ability and increase one's potential for leadership at higher organizational levels. The challenge is to use the reading to close the gap between the organization's need for future leaders and the leadership assets and liabilities of individual department members.

As shown in Table 1 below, there are several essential ingredients to leadership development. This leadership reading list will help with A, C, D, and E, especially when the organization is using all three of the leadership development components: Self-Development, Operational Assignments, and Education and Training.

Table 1. The Essentials of Dispersed Leadership

- A. Shared understanding of what leadership means
- B. Commitment to shared goals and values
- C. Leaders at all levels of the organization
- D. Leaders leading differently at different organizational levels
- E. A way to develop leadership knowledge and skills throughout the organization
- F. A way to determine where you are as an organization and as individual leaders

Level 1: Service Delivery Providers/Followers

This section is intended for Cadets, Probationary Officers, Patrol Officers, Field Training Officers, and comparable non-sworn personnel. Read three books a year from the following selections. When you are ready to promote, read three books from Level 2.

Serpico

Peter Maas. New York: HarperTorch, 1997.

This gripping story about a young NYPD cop is a must-read for anyone who becomes a police officer. It tells the story of an idealistic man who refuses to buckle when he faces pressure from older corrupt cops who take bribes, share the spoils, and toy with criminals. Few people will ever face comparable ethical challenges of holding onto one's integrity while surrounded by more powerful and corrupt police officers, including some to whom Frank Serpico desperately looked for leadership. Serpico's story is a shining example of what moral and physical courage mean and the imperative for all public servants to preserve their personal and professional integrity at all costs.

The Killer Angels

Michael Shaara. New York: Ballantine Books, 1987.

This epic story of the decisive battle of the American Civil War is loaded with leadership examples and lessons to be learned. The hero of the Union forces was Colonel Joshua Chamberlain, a professor from Maine, who inspired his soldiers to heroic actions and taught them what was worth defending, if necessary, with their lives. Chamberlain connects leadership to the values on which this country was founded and which still guide everyone in public service today

Principle-Centered Leadership

Stephen Covey. New York: Summit Books, 1991.

The prerequisite for leadership is to connect leadership to a noble set of principles that one can live and lead by. This book does that, introducing police officers and non-sworn personnel to practical principles that will make them more effective public servants from the beginning of their careers, helping them put a foundation in place they can build upon as future police leaders.

Collaborative Leadership: How Citizens and Civic Leaders Can Make A Difference .

David D. Chrislip and Carl E. Larson. San Francisco: Jossey-Bass, 1994.

How do you influence and lead people who aren't in your organization and over whom you have no formal position of authority? At the top of police organizations and at the level of service delivery in a community-oriented policing strategy, members of police organizations routinely have to try to lead people over whom they have no formal control unless the others parties have broken the law. Perhaps the purest form of leadership occurs when you have to use persuasion, negotiation, communication, and the power of your ideas to get others to willingly choose to follow you. This book is all about that kind of leadership that is increasingly important to police leaders from the patrol officer to the police chief.

Character and Cops: Ethics in Policing, 3rd ed.

Edward" Delattre. Washington, D. C.: American Enterprise Institute, 1996.

Police organizations serve the public. And they depend upon public trust for their effectiveness. Delattre identifies the ethical problems that face police officers and others in police depalunents in practical understandable language. He also anchors the ethical imperatives of police work in the relationship to the public and the rule of law. In addition, the author discusses how leaders can help other members of police organizations develop good character as one ingredient of a strong police force. This is the single best book on ethics and policing available.

How Good People Make Tough Choices Bushworth

Kidder. New York: Simon and Schuster, 1995.

This is one of the most useful books about ethics and decision making for ordinary men and women in any field. It is practical and down-to-earth in its approach and yet very realistic and applicable to both the work of police officers and other personnel, and to being a man or woman of character in your personal life as well. The author focuses on the kinds of problems people face every day at work and at home and then teaches how to recognize ethical issues and think your way through to morally sound answers that will lead to stronger character over time, laying the foundation for leading ethically throughout a police career.

In Search of Ethics: Conversations with Men and Women of Character Len

Marella. Sanford, Fla: DC Press, 2001.

This book is based on interviews with leaders of character in many fields. The people who tell their stories here are role models for anyone who wants to be able to serve honorably in a police organization. Concepts such as Honor, Idealism, Sacrifice, Values, Character, Integrity, Truth, Responsibility, and Humility are

among the chapter topics. The author believes that living ethically is more than the right thing to do; it is vital to our success as individuals and as a society.

Constitution of the United States of America

Accessible at <http://www.house.gov/Constitution/Constitution.html>.

Police organizations serve the communities that create them. Every person who works in a police organization needs to know and understand the principles upon which our government is established. Everyone must serve and lead in ways that are consistent with these principles.

The Unanimous Declaration of the Thirteen United States of America, Action of the Second Continental Congress, July 4, 1776 (aka the Declaration of Independence) Accessible at <http://lcweb2.loc.gov/const/declar.html>.

The most powerful vision statement ever written; that is what the Declaration of Independence really is. The values that this fundamental document reflects are timeless and must become the heart of the values everyone who serves in a police organization lives by as they serve all members of their community justly and with respect and dignity.

How to Be a Star at Work

Robert Kelley. New York: Three-Rivers Press, 1999.

There is one thing leaders cannot do without-great followers. As we study and practice leadership it is tempting to focus exclusively on the role of the leader without asking what makes a good follower-but all leaders also have a boss. So no matter where you serve in a police organization, you are still a follower even when you have a leadership role. This book is all about what it takes to be a good follower and why that is the starting point to becoming a great leader. The best followers help their leaders lead to reach shared department or work group goals.

On Killing

Dave Grossman. New York: Back Bay Books, 1996.

In this book, the author explores one of the realities of police work for which all officers and support personnel must prepare themselves. Leaders especially need to know what happens to the shooter and other survivors when one human being takes the life of another. An often overlooked leadership responsibility is helping officers to overcome the psychological consequences of taking life, which, if left unattended, can seriously harm the shooter for life. Overcoming fear in order to do one's duty, coping with incredibly stressful and dangerous situations, and then living as a whole person for the rest of a lifetime are very significant leadership challenges facing potentially everyone who wears a badge.

Emotional Survival for Law Enforcement: A Guide for Officers and Their Families *Kevin*

Gilmartin. Tucson, Arizona: E-S Press, 2002.

Police work can be dangerous to you and those you love, especially if you make it a career. And leaders have a responsibility to help those who serve take care of themselves emotionally so that cops and other police personnel don't just survive the job but come out as effective and whole human beings afterward. This book is the essential guide not just to officer survival but to holding on to your humanity as you serve the public. Stress is a killer in many ways, and not just the stress from danger. The worst stress often comes from inside your own police organization. Read this book, and do everything it prescribes if you want a normal life during your career and after being a cop.

Level 2: Small-Unit Leaders

This section is intended for Corporals, Sergeants, and non-sworn supervisors.

All of the books at Level 1 are relevant to leaders at Level 2. However, leaders at this level will also benefit from reading three books a year from the following selections. When you are ready to promote, read three books from Level 3.

The Onion Field

Joseph TV Ambaugh. New York: Dell, 1987.

This true story of two young police officers in southern California in the 1950s raises many leadership issues such as how to handle stress, lead change when policy change is necessary, and develop leadership across all levels of a police department.

On Leadership

John Gardner. New York: Free Press, 1993.

This is the most important and most readable book available today on the subject of leadership. Gardner outlines the tasks of leadership and the qualities that make for better leadership. His most important insight is 'the necessity in any organization to have dispersed leadership. And to have leaders at all levels, the organization must invest time and money in glowing leaders systematically. There are no easy answers when it comes to leadership but Gardner gives as many useful answers and insights as anyone who has written about the topic. This is the one book to read on leadership if you only have time to read one book in the next year.

Leadership: Enhancing the Lessons of Experience, 4th ed.

Richard Hughes, Robert Ginnett, and Gordon Cnphy. New York: McGraw-Hill/Irvin, 2002.

The best leadership textbook available, this book will guide the reader through the levels of leadership in any organization from small work teams to the impact of the environment in which the organization exists. There is a section on followership, the role most police officers play at the start of a career but also will play even after they take on formal leadership roles. This book also contains very practical information in a set of appendices about how to develop specific leadership skills.

Small-Unit Leadership: A Common-Sense Approach

Dandridge M. Malone. San Francisco: Presidio Press, 1983.

The author was an army colonel who understood soldiers and how to build fighting teams that could trust each other in battle. He offers insights into how to build and lead effective small units that can work together under stressful conditions. This book is very readable and practical and easily translated into the realities of a police organization.

The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations *James*

M Kouzes and Barry Z. Posner. San Francisco: Jossey-Bass, 1997.

This book offers a five-step approach to getting the very best, even extraordinary, performance from your followers. Based on research in the field with leaders on the line, the authors offer the following steps to achieving leadership greatness and reaching your personal best as a leader: Challenge the Process, Inspire a Shared Vision, Enable Others to Act, Model the Way, and Encourage the Heart. This book also dispels many myths about leadership such as only a few can lead. Almost anyone can learn how to be a better leader, including you.

Leadership in Police Organizations

Howard T. Prince II, John F. Halstead, and Lary M. Hesser, eds. New York: McGraw-Hill, 2003.

Developed for use by the IACP with support from the Office of Community Oriented Policing Services, U.S. Department of Justice, and available through the LACP, this book explores leadership at each of four organizational levels: the individual, the group or team, the leader, and the organization as well as its environment. A combination of readings, case studies, and personal journal entries help the reader learn how to apply the knowledge of leadership to his or her role as a leader in a police organization.

Defining Moments

Joseph Badaracco. Boston: Harvard Business School Press, 1997.

People grapple with defining moments at work that call their current values into question and shape their future values and character, depending upon how the issue is handled. Using real world examples from people in work organizations, this book demonstrates how this applies to you as an individual, your own organization, and even larger institutions such as the criminal justice system,

Leading Up: How to Lead Your Boss so You Both Win

Michael Useem. New York: Crown Business, 1991.

Organizations that promote communication across levels of leadership and encourage influence to flow both ways between leaders and followers are ultimately far more effective than those that are driven from the top down. Using stories of leaders and followers from many different settings, this book teaches you how to handle both the follower and the leader role at the same time. It relates stories of courage in which followers risked trying to influence their bosses by leading up, and made a huge difference for the better in their organization. You can learn how to do the same and teach others to join in when you lead so your team is a winner.

Level 3: Organizational Leaders

This section is intended for Lieutenants, Captains, and non-sworn supervisors of more than one group. As above, all of the books at Levels 1 and 2 are relevant to leaders at Level 3. However, leaders at this level will also benefit from reading three books a year from the following selections. When you are ready to promote, read three books from Level 4.

Once an Eagle

Anton Myrer. New York: HarperTorch, 2001.

Two officers in the U.S. Army during the first half of the 20th century represent two very different types of leadership. Sam Damon is the caring, respected, dedicated public servant while his rival, Courtney Massengale, represents the selfish leader who uses other people to advance his own career at all costs. This story shows the effects of each style of leadership when it really matters to an organization and provides lessons for today's leaders in police organizations of all kinds.

On Leadership

John Gardner. New York: Free Press, 1993.

This is the most important and most readable book available today on the subject of leadership. Gardner outlines the tasks of leadership and the qualities that make for better leadership. His most important insight is the necessity in any organization to have dispersed leadership or leaders at all levels. To achieve this, the organization must invest time and money in growing leaders systematically. There are no easy answers when it comes to leadership but Gardner gives as many useful answers and insights as anyone who has written about the topic. This is the one book to read on leadership if you only have time to read one book in the next year.

Rules and Tools for Leaders

Pert' M Smith. Garden City Park, N. Y.: Avey, 1998.

If you have been looking for the cookbook. approach to leadership, this is it. Easy to read, this book, written by an experienced U.S. Air Force general, offers practical steps to take in a wide range of commonplace organizational situations that you will likely face during a career in policing. The book also includes several checklists that will help you prepare to deal with several recurring leadership situations such as decision making, holding meetings and doing performance counseling.

Five-Star Leadership

Patrick L Townsend and Joan E. Gebhardt. New York: Wiley, 1997.

The authors draw upon their experience in the U.S. Marine Corps and the leadership literature of the armed services to produce a great translation of the best ideas about leadership from the military. They have succeeded in making the ideas relevant to leaders in any organization. The book has a very strong emphasis on the ethical dimensions of leadership as well as the need for inspiring leadership. There is also a good section on how to be a better follower.

The West Point Way of Leadership: From Learning Principled Leadership to Practicing It

Lary R Donnithorne. New York Doubleday, 1993.

When the military draft was abolished in 1973, the U.S. Army and the other armed services had to learn new ways of leading volunteers. And West Point went through its own revolution in leadership that produced the most advanced system of leadership development in the world. This book shows police leaders how to go about growing their own leaders so there will be an unending supply of skilled ethical leaders for their department.

Leadership in Police Organizations

Howard T. Prince II, John F. Halstead, and Lary M. Hesser, eds. New York: McGraw-Hill, 2003.

Developed for use by the IACP with support from the Office of Community Oriented Policing Services, U.S. Department of Justice, and available through the IACP, this book explores leadership at each of four organizational levels: the individual, the group or team, the leader, and the organization as well as its environment. A combination of readings, case studies, and personal journal entries help the reader learn how to apply the knowledge of leadership to his or her role as a leader in a police organization.

Integrity

Stephen Carter. New York: HarperCollins, 1996.

Integrity is the absolute foundation of service to the public. What is integrity? In this book we learn that it requires three things: being able to tell the difference between right and wrong; acting on what you know is right, even if or especially when there is a cost to you; and stating openly that you are acting on your sense of what is right and what is not. This usually takes a large dose of moral courage, and always strengthens character to face future ethical choice situations. You can't be a leader for long without integrity.

Caught between the Dog and the Fireplug: How to Survive Public Service

Kenneth Ashworth. Washington, D. C: Georgetown University Press, 2001.

Police organizations and their leaders are always in the public limelight, for better or for worse. And there are certain dynamics that occur in any organization that leaders at all levels must master in order to be most effective. This book is about how to lead in all directions, not just survive but thrive in a politicized environment, and, most importantly, never lose sight of the focus on serving the public. From police chief to patrol sergeant, you will find examples of things you have faced in this infoinative and often humorous book.

Co-Leaders: The Power of Great Relationships David Heenan and Warren Bennis. New York: Wiley, 1999.

No leader can run a police organization by, himself or herself. And many good leaders prefer to operate away from the spotlight. This book is about the importance of the leaders who make up the supporting cast for any really good leader who knows his or her limitations. Using examples from sports, business, politics, and the military such as George C. Marshall, Al Gore, Bill Guthridge, and others, the authors convincingly demonstrate that the best leaders surround themselves with other good leaders who don't necessarily need or want the chief's job

Level 4: Executive Leaders

This section is intended for the Command Staff-Chiefs, Assistant Chiefs, senior non-sworn supervisors, and staff members. As above, all of the books at Levels 1-3 are relevant to leaders at Level 4. However, leaders at this level will also benefit from reading the following selections.

Leaders: The Strategies for Taking Charge Warren Bennis and Burt Nanus. New York: Harper and Row, 1985.

This book was an instant hit when it appeared in the mid-1980s; it still is a valuable resource for present and future police chiefs. The best top leaders use four strategies to guide their organizations. The strategies are gaining attention through vision, creating meaning through communication, building trust through positioning, and modeling self-confidence while constantly walking a tightrope in full view of the world. The best senior leaders create learning organizations that are constantly striving for improvement and creating a culture of innovation that minimizes resistance to change when faced with new challenges that must be quickly faced such as the war on terrorism.

Leadership Rudolph Giuliani. New York: Hyperion, 2002.

One of the key relationships for any police chief is the one with his or her leader, either the strong mayor or a city manager. Mayor Giuliani was a strong mayor personally and positionally. He offers his ideas on leading in the public sector based on his experiences as a U.S. attorney and as mayor of New York City. His relationships with his police chiefs and other members of his leadership team offer lessons for chiefs of police who must make similar relationships work for the good of their department and their community.

It's Your Ship: Management Techniques from the Best Damn Ship in the Navy Michael Abrashoff. New York: Warner Books, 2002.

This bold navy ship's captain proved that creating shared purpose is more powerful than leading based on your rank and positional authority. From the day he took over the USS Benfold, Captain Abrashoff instilled pride and ownership in a crew that had been dead last in the Pacific Fleet the year before in every way that counted. In two years the ship was the best in the fleet. Learn how by reading this book about leadership that is as applicable to police departments as it is to the U.S. Navy.

Requisite Organization Elliott Jacques. Arlington, Va.: Cason and Hall, 1989.

How should your police department be organized and why? What are the behavioral effects of different kinds of structure on the people who do the work? Which structure will cause your people to perform best? How many layers of rank and bureaucracy would be best for your department? The answers are in this book. If you want to be an effective executive, then this is one book you should heed.

Organizational Culture and Leadership *Edgar H. Schein. San Francisco: Jossey-Bass, 1992.*

This is the indispensable book for police chiefs and their command staffs. Leadership at the executive level is indirect and in many ways more difficult than leadership at the service delivery level. Leadership at the executive level is essentially about the creation and maintenance of an environment that fosters the desired attitudes, values, beliefs, and behaviors among the organization's members. This is known as the organization's culture. The ability to perceive the limitations of one's own culture and to develop the culture adaptively is the essence and ultimate challenge of leadership at the top of any organization. This book provides clear, practical steps to make your culture work better in service to your community. As the author writes, executive "leaders create and change cultures, [whereas] managers live within them. If they do not become conscious of the cultures in which they are embedded, those cultures will manage them."

Leading Change

John Kotter. Boston: Harvard Business School Press, 1996.

"This is the most widely used book on leading change today. It offers a step-by-step approach to making change possible when it is needed in any organization. The key to making change is good leadership. The author offers one of the best discussions that can be found anywhere about the difference between leadership and management and when to use each. The book also offers a useful approach to developing the leaders you need to make change happen in your organization.

Hope Is Not a Method

Gordon R Sullivan and Michael V. Harper. New York: Random House, 1996.

Faced with the task of reorganizing the U.S. Army after the end of the Cold War, then Chief of Staff General Gordon Sullivan and his staff had to figure out how to adapt the army to a changed world after the Kremlin took away the enemy of the previous 45 years. Real change takes more than hope, which is not a method of change. Instead, police chiefs and other leaders must do what the army learned. Strategic change requires a way for the organization to learn how well it is doing by creating feedback mechanisms that must be brutally honest, and the organization must focus on developing leaders for the future.

Leadership in Police Organizations

Howard T. Prince II, John F. Halstead, and Lamy M. Hesser, eds. New York: McGraw-Hill, 2003.

Developed for use by the IACP with support from the Office of Community Oriented Policing Services, U.S. Department of Justice, and available through the IACP, this book explores leadership at each of four organizational levels: the individual, the group or team, the leader, and the organization as well as its environment. A combination of readings, case studies, and personal journal entries help the reader learn how to apply the knowledge of leadership to his or her role as a leader in a police organization.

Good to Great: Why Some Companies Make the Leap . . . and Others Don't *Jim Collins. New York: HarperCollins, 2001.*

Are you satisfied with mediocrity or do you want your organization to be one of the great police departments? In this landmark study of businesses that go from good to great, the author discovered the critical ingredients that make a difference in such transformations. The leaders of the companies that went from good to great were neither flamboyant nor unusually charismatic. They were humble and dedicated. They picked and developed the people they needed to help them achieve greatness. They stuck to their core business and they built a culture of discipline so that they didn't need deadly bureaucratic controls. The same principles can be applied to police organizations to better serve the public.

LAPD Report on the Ramparts Division Accessible
at www.lapdonline.org/pdf/11es/boi/boipub.pdf.

This is the self-study of the LAPD published in the aftermath of the Ramparts scandal that erupted in September 1999. It reveals much more than just a few rogue cops. Although the LAPD leadership didn't want to believe this was anything more than a case of a few 'rotten apples,' after months of scrutiny it was clear that the LAPD organizational culture was also a major factor in this breakdown of the criminal justice system and that it would take leadership to change the culture. Leaders in every police organization must be vigilant and strive to establish and maintain a strong culture of ethical leadership. The top leaders bear the primary responsibility for changing the culture, and that isn't easy for anyone to do

Police Unbound: Corruption, Abuse, and Heroism by the Boys in Blue
Anthony V. Boutia. New York: Prometheus Books, 1991.

Written by an experienced police chief who served in New York City and Minneapolis, this book may make you uncomfortable as it presents some of the realities of police work, but reading it will make you more alert to things that can and do happen in police work that could make your department less effective or even cost you your job. The author is also a big fan of police at their best and reminds us of the heroism and good that most police officers do every day, usually with little or no fanfare. He understands and presents much of the complex environment in which police work occurs, developing its significance for the top police leaders in any department.

Meeting the Ethical Challenges of Leadership: Casting Light or Shadow *Craig E. Johnson. Thousand Oaks, Calif: Sage, 2001.*

According to some leaders, the distinguishing feature of the leadership provided by police chiefs and their top team is to influence the ethical behavior of the other people in their police organization. Using relevant and engaging case studies, this book guides you through the exploration of the kinds of situations and challenges that your people will confront regularly as they try to do your bidding. It offers guidelines for leading ethically and for developing others to, be more ethical in the public service.

The Cycle of Leadership: How Great Companies Teach Their Companies to Win *Noel M. Tichy and Nancy Cardwell. New York: Harper Business, 2002.*

There is a worldwide shortage of good leaders, and police organizations are no exception. This book presents how a few good organizations develop leaders well. Defining the true test of a leader as developing several worthy successors, the authors describe how organizations can create the conditions in which people can learn about leadership from their experience as well as by other means. No other process is more important to police organizations in today's changing world.

The Handbook of Leader Development, 2nd ed.

Cynthia McCauley and Ellen Van Velsor, eds. San Francisco: Jossey-Bass, 2003.

The Center for Creative Leadership that produced this book is rated the best in the world at leadership education year after year. One of the reasons for its success is that it constantly assess what works and what doesn't. This handbook captures the best research and experience on developing leaders available anywhere. It tells you the critical ingredients in developing leaders as well as how to establish your own system for developing leaders within your organization.

Collaborative Leadership: How Citizens and Civic Leaders Can Make a Difference *David D. Christ p and Carl E. Larson. San Francisco: Jossey-Bass, 1994.*

How do you influence and lead people who aren't in your organization and over whom you have no formal position of authority? At the top of police organizations and at the level of service delivery in a community-oriented policing strategy, members of police organization's routinely have to try to lead people over whom they have no formal control unless the others parties have broken the law. Perhaps the purest form of leadership occurs when you have to use persuasion, negotiation, communication, and the power of your ideas to get others to willingly choose to follow you. This book is all about that kind of leadership, which is increasingly important to police leaders from the patrol officer to the police chief

Co-Leaders: The Power of Great Relationships *David Heenan and Warren Bennis. New York: Wiley, 1999.*

No leader can run a police organization by himself or herself. And many good leaders prefer to operate away from the spotlight. This book is about the importance of the leaders who make up the supporting cast for any really good leader who knows his or her limitations. Using examples from sports, business, politics, and the military such as George C. Marshall, Al Gore, Bill Guthridge, and others, the authors convincingly demonstrate that the best leaders surround themselves with other good leaders who don't necessarily need or want the chief's job.

Terrorism and Counterterrorism: Understanding the New Security Environment *Russell D. Howard and Reid L Sanger, eds. Guilford, Conn.: McGraw-Hill/Dushkin, 2002.*

Like everything else, the world of policing turned upside down on September 11, 2001. Since then police leaders have been engaged in learning how to deal with a new threat that affects all of law enforcement nationwide. What is terrorism and how can police organizations play an effective role in dealing with it? What are the leadership implications for police organizations of a global war on terrorism? How can police chiefs and other senior leaders create the changes needed for police organizations to adapt to new circumstances? This book is becoming the standard reference for all who want to win this war

Conclusion

If you take it seriously and commit yourself to being the best leader and most effective follower you can become, leadership development is a lifelong process. Continue to seek out opportunities to participate in formal leadership training, strive for increased leadership roles and responsibilities, and keep reading! A big part of your job as a leader also is to develop others for leadership. In fact, the biggest legacy you can leave is a group of younger leaders who are ready to take your place and become better leaders than you ever were.

You will have many opportunities to act like a leader when the situation needs leadership and you can provide what is missing. This may not always be easy, especially in situations where the others are mostly your peers. You must ask yourself first what the department and the community value and expect from those who serve the public interest. Then you must have the courage to act to influence others to achieve the goals of your organization, while developing individuals, teams, and the organization for the future. And you must also be a good follower by supporting your leaders as they seek to get the organization as a whole to make change, maintain an ethical climate, develop others, and accomplish the goals that will lead

to **a** stronger and healthier community, which is why your police department and your job exist.