

**PRINCE WILLIAM COUNTY POLICE DEPARTMENT
MANUAL OF GENERAL ORDERS**

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| General Order: 22.09 | Effective: 04/28/2020 | Supersedes: 01/02/2018 | Number of Pages: 4 |
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TRAINING: LEADERSHIP DEVELOPMENT PROGRAM

- A. The purpose of the Leadership Development Program is to provide members with defined methods that will enable them to enhance leadership skills as well as professional and personal development. Through this effort to promote principled leadership, members will enhance the ability to think critically and constructively, communicate skillfully, and engage others actively and effectively to maximize leadership potential with the Department and the community.

- B. The goals of the Leadership Development Program are to enhance Department commitment to the professional growth of members, create more effective leaders within the Department, improve morale, enhance retention, prepare for succession and create more strategic thinking members.

- C. It is the Department’s goal to provide all supervisors with leadership training either prior to or in a timely manner after assuming a new supervisory position. The Department will provide job-related training for all members who are promoted to a new supervisory position prior to and within six months after promotion. On-going management training will be available on an in-service basis within and outside the Department.

- D. This program describes the Department-sponsored leadership development program. Professional development is primarily the responsibility of the individual member. Pursuing college education, reading professional journals, being aware of current affairs, and seeking other opportunities for self-improvement outside those described in this General Order are encouraged.

- E. Members should commit to being the best and most effective formal or informal leaders possible, making professional development a career long process. Members should continue to seek opportunities to participate in formal leadership training, and strive for increased leadership roles and responsibilities.

- F. Definitions
 - 1. **Member** – Any person, sworn or civilian, appointed to the Department as a regular, salaried employee.

 - 2. **Individual Contributor** – Persons in the entry-level, line, or non-supervisory level of employment who do not supervise other employees or have employees reporting to them.

 - 3. **First-Line Supervisor** – Persons in the first-line of management who monitor and regulate employees in their performance of assigned or delegated tasks. First-line

supervisors primarily oversee performance of line tasks but may also coordinate and manage functions of the Department.

4. **Second-Line Supervisor** – Persons in second-line of supervision and management may monitor and regulate line employees and first-line supervisors in the performance of their duties but may also coordinate or manage functions in the Department.
5. **Middle-Manager** – Persons who head specific bureaus or units and serve as project managers. Middle managers are responsible for implementing the Department’s policies and plans, and typically have two management levels below them.
6. **Executive** – Persons appointed and given the responsibility to be more engaged in strategic planning than day-to-day operations. Executives have administrative and managerial authority, within specified boundaries, to manage the affairs of the Department and the authority to make decisions within their assigned district or bureau commands. This typically includes the delegated authority to impose discipline, and to other executive duties.
7. **Senior Executive** – Persons charged with leading the continuing transformation of the Department. Senior executives are fully engaged in strategic elements of leading the Department requiring a broad perspective of government and public service.

G. Leadership Training

1. PWC University Professional Development Program

PWC University offers three levels of instruction. *Self-paced* courses are eLearning online courses. *Self-study* courses are manuals with activities, which allow users to study a variety of subjects on their own. *Instructor-led* courses are those provided in traditional classroom settings. Members are encouraged to take advantage of these online programs to enhance their professional skills and capabilities.

2. Advanced Managerial Schools

Whenever feasible, conditional upon budgetary and space availability considerations, supervisory and management personnel will be selected to attend advanced management courses designed to enhance professional development.

The Academy will issue an updated listing of advanced managerial training programs annually in the spring, which may be available to supervisors in the upcoming fiscal year. The listing will identify the names of the programs, the sponsoring organizations, eligible ranks/positions for the listed schools, tentative dates, due date of the request, and locations.

Supervisors may submit a written request to the Chief of Police expressing their interest in attending one or more (in priority order) of the listed programs. The request shall include:

- Which school is requested.
- Why the eligible supervisor wishes to attend.
- The eligible supervisor's qualifications for attendance.
- A statement as to why the supervisor should be selected.

All requests received by the due date, as specified in the announcement, will be given consideration for the upcoming fiscal year. The Chief of Police, or designee, shall make the final selection. In addition to those requests received, the Chief of Police, or designee, may select any Police Department member to attend an advanced managerial training program. In selecting personnel for the programs, the Chief of Police may consider criteria including but not limited to:

- Advancement potential.
- Current rank.
- Demonstrated leadership capabilities.
- Endorsements by supervisor.
- Willingness to assume greater responsibilities.

There may be opportunities for supervisors to attend other advanced leadership training outside of those listed in the annual announcement of available advanced managerial training. Approval to attend such in-house or regional training in addition to or in lieu of those in the annual announcement of advanced managerial training, will be at the discretion of the Chief of Police or designee.

3. Lecture Series

Lectures will be presented to share leadership principles from public safety and other disciplines and sectors to enhance learning. The purpose of the lectures is to capture the principles, processes, and influencing elements inherent in leadership. Speakers will be leaders in different fields and at different levels. Lectures may include key leaders sharing their experiences, prominent executives discussing current public administration issues, and other highlighting issues and topics in performance excellence, critical thinking, and current affairs.

4. First-Line Supervisor Training

- a. Persons interested in competing for promotion to a first-line supervisor position are encouraged to complete leadership courses available on PWC University, as well as complete the *New Supervisor* class the Academy makes available biannually.
- b. All new first-line supervisors must complete a *First-Line Supervisor* training course provided or approved by the Academy, position-specific job related training, and new

sergeants must complete the structured field training program for new sergeants (General Order [22.19 Field Training Program for Sergeants](#)).

- c. During the first solicitation for advanced managerial training following promotion, all new first-line supervisors must submit a request, through the chain of command, to attend one of the advanced managerial courses recommended for first-line supervisors.

5. Second-Line Supervisor/Managerial Training

- a. All new second-line supervisors and subsequent managers must complete position-specific job related training.
- b. During the first solicitation for advanced managerial training following promotion, all new second-line supervisors and subsequent managers are encouraged to submit a request, through the chain of command, to attend one of the advanced managerial courses recommended for the managerial position.