

Management Training Section

# Basic Management Orientation Course



Course Outline



Police Academy  
City of New York



145543

**U.S. Department of Justice  
National Institute of Justice**

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this copyrighted material has been granted by

New York City Police Department

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the copyright owner.

## BASIC MANAGEMENT ORIENTATION COURSE

The Basic Management Orientation Course provides newly promoted sergeants with the necessary management concepts and techniques needed to perform their roles effectively. This course gives the police supervisor the technical and supervisory competence required of the first line supervisor.

Supervisory concepts and practices, legal issues for supervisors, administrative duties, basic responsibilities, motivational training of personnel, and the expanded roles of police personnel under Community Policing are some of the areas covered in depth.

The course is divided into three phases. The Phase 1 Portion consists of 3 weeks of classroom training at the Police Academy and 1 week of precinct orientation.

### PHASE 1 - "INTRODUCTION TO TRAINING AT POLICE ACADEMY AND PRECINCT LEVEL" (4 WEEKS)

- A) Initial Police Academy Training (2 weeks)
- B) Precinct orientation (1 week - 2nd platoon)
  - 2 tours of precinct orientation
  - 1 tour Desk Officer's assistant
  - 1 tour Patrol Supervisor's assistant
  - 1 tour Operations Coordinator's assistant  
(to gain expertise re: precinct communications, self-inspections and administrative responsibilities)
- C) Final Police Academy Training (1 week)

The classroom training consists of lectures and workshops conducted by field personnel, subject matter experts and Police Academy staff. Topics such as conducting roll calls, posting platoons, desk officer duties, public speaking, report writing, computer training on SPRINT/FINEST, human relations, and leadership training are part of this course. This portion of the training also includes a presentation from the Police Commissioner and other high ranking executives of the Department.

Phases 2 and 3 of the training program consist of tasks that the probationary sergeants will perform while assigned to a command. These phases are outlined in Patrol Services Bureau Memo No. 1, series 1991. Phase 2 (Introduction to Precinct-Level Duties) and Phase 3 (Introduction to Precinct Operations) are conducted at the precinct level using the Structured Field Training manual supplied by the Management Training Section.

## BASIC MANAGEMENT ORIENTATION COURSE OUTLINE

### INTRODUCTION/DEPARTMENT EXECUTIVES

#### 1. ORIENTATION, ADMINISTRATION AND PROCESSING

Opening Remarks, Commanding Officer, Police Academy (1 hr.)

Presents an orientation to new supervisors and outlines what is expected of them during the Basic Management Orientation Course at the Academy. The Education Tracking Unit speaks about the department's education requirements for police supervisors and the availability of scholarships and financial aid. Individual counseling is provided.

#### 2. POLICE COMMISSIONER

(1 hr.)

The Commissioner speaks to class on the importance of being a new supervisor and the importance of such a role in dealing with different situations that they may face. Community Policing is stressed to new supervisors and how this operational philosophy affects their role. Integrity and the ideas of police courtesy are also discussed.

#### 3. CHIEF OF DEPARTMENT

(1 hr.)

The Chief discusses the importance of new supervisor's role in the department and how they will have to make decisions at any time and in many cases it could be a life and death decision. The Chief stresses the work ethic and its importance in dealing with subordinates. New supervisors were told what is expected of them in terms of honesty and integrity. Community Policing is also stressed.

#### 4. CHIEF OF PATROL

(1 hr.)

The Chief speaks of the importance of the new supervisors role in dealing with all important patrol situations. Supervision of subordinates is stressed, as are strategies to address poor workers. The patrol function is discussed and the importance of notifications are spoken of, as is the issue of protocol and military and police courtesy.

INTERNAL MONITORING UNITS

5. INTERNAL AFFAIRS BUREAU (1 hr.)  
Gives an overview of integrity and corruption. Training and awareness by the sergeants are stressed. The most serious current integrity problems are discussed with the new sergeants, as well as strategies to address these problems.
  
6. CIVILIAN COMPLAINT INVESTIGATION BUREAU (1 hr.)  
Discussed are the meaning of CCIB statistics on rising complaints and the priority of reduction is dealt with. Training functions of new sergeants are stressed.
  
7. INSPECTIONS DIVISION (1 1/2 hrs.)  
Discussed are the various requirements of sergeants, especially the desk officer. The various records that must be maintained and the self-inspection process are discussed.
  
8. OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY (1 hr.)  
Various violations reported to OEEQ are discussed. Procedures for handling complaints at precinct levels are discussed as are complaints that OEEQ handles. Training personnel to avoid and prevent incidents is stressed as well as the seriousness of this issue to the department.
  
9. HEALTH SERVICES DIVISION (1 1/2 hrs.)  
Supervisors responsibility relative to the control of chronic absence and Department sick leave policy is discussed. The Department's current policy regarding handling of blood borne pathogens is also discussed.
  
10. DRUG AWARENESS P.A. Staff (2 hrs.)  
Identifying drugs and drug paraphernalia, safety procedures at clandestine drug labs and recognizing symptoms of drug use among employees are discussed.

EMPLOYEE ASSISTANCE PROGRAMS/POLICIES

11. PERFORMANCE ANALYSIS SECTION (1 1/2 hrs.)

A representative discusses everyday problems police may encounter and what help is offered and available through the Department and outside agencies.

12. COUNSELING UNIT (1 hr.)

Referrals are discussed, as are counseling services available to members of the service and their families.

13. PSYCHOLOGICAL SERVICES P.A. Staff (2 hrs.)

Suicide awareness and stress management are discussed to new supervisors. A video is also shown concerning referrals to Psychological Services.

SUPERVISORY SKILL TRAINING

14. LEADERSHIP REACTION COURSE P.A. Staff (7 hrs.)

New supervisors are instructed about different leadership styles and the differences between managers and leaders are discussed. Course participants complete a leadership style inventory and discuss what styles are more effective in different situations. This course utilizes experiential exercises to stress team building, communication and trust.

15. SITUATIONAL LEADERSHIP P.A. Staff (7 hrs.)

Different supervisory situations are presented in video tape segments. Group discussion is presented, different areas of police work are focused on including integrity, race relations, motivational techniques, use of force and the consequences of poor decision-making.

16. MENTORING/COACHING P.A. Staff (1 hr.)

Strategies for effective coaching and staff development are discussed.

17. CONFLICT RESOLUTION P.A. Staff (1 hr.)

An awareness of situations where conflict may arise and methods to help resolve these conflicts are discussed. Participants complete a conflict mode inventory to identify their personal style of conflict resolution.

18. HUMAN RELATIONS P.A. Staff (7 hrs.)

Different aspects in dealing with people, both members of the service and civilians are discussed in a group discussion setting.

19. REPORT WRITING P.A. Staff (4 hrs.)

New supervisors are instructed in the proper format for the unusual occurrence report. Proper grammar is stressed, as is proper punctuation.

20. PUBLIC SPEAKING P.A. Staff (7 hrs.)

New supervisors are given training on proper public speaking. Techniques for addressing groups and preparing a speech are discussed.

21. DRILL AND CEREMONY P.A. Staff (2 hrs.)

Conducting formations and roll call in a mock roll call workshop along with a presentation on required equipment and proper inspection of activity logs is covered.

PATROL J - DESK/STATION HOUSE

22. DESK OFFICER DUTIES (5 hrs.)

Explained are various duties of the desk officer. Stressed are the inspection and verification of logs and records such as stationhouse log, interrupted patrol log, roll call changes, and force and availability figures. Property invoicing procedures are also discussed. Students use a mock roll call and a command log in a workshop format to learn these skills.

23. COMPUTER SCHOOL P.A. Staff (7 hrs.)

New supervisors are given in-depth training on the operation of the Finest and Sprint systems.

PATROL II - PATROL SUPERVISION

24. PROBLEM-SOLVING P.A. Staff ( 1 hr.)

Problem-solving strategies for Community Policing are discussed and some conditions where these strategies may be appropriate are reviewed.

25. RESOURCE UTILIZATION/COMMUNITY ORGANIZING P.A. Staff ( 1 hr.)

The sergeant's role in and benefits of community organizing are discussed. Also discussed is the concept of "City Government in the Community". The role and structure of Community Boards are also stressed.

26. LEGAL BUREAU' ISSUES (4 hrs.)

Issues discussed include:

- a) 1983 lawsuit vs. members of service.
- b) General Municipal Law 50K-identification of members of the service.
- c) Eyewitness Identification - shown is a department film and discussion of legal issues related to this area.
- d) Right to Counsel - discussed are constitutional rights and rules regarding their application.
- e) Search and Seizure - discussed are current issues and new court decisions.
- f) Courtroom testimony - proper presentation of cases by subordinates is discussed.

27. DISORDER CONTROL P.A. Staff (3 hrs.)

The proper use of formations in various circumstances are taught. The wedge and line formations are shown and new supervisors are given hands-on practice in their use.

28. DEPUTY COMMISSIONER PUBLIC INFORMATION (1 hr.)

Proper notifications to the press and the correct techniques of addressing the media are explained. A video is shown depicting police and media relations.

29. OPERATIONS UNIT (1 1/2 hrs.)

The history and function of the Operations Unit are discussed. The vital role of sergeants with the Operations Unit in dealing with notifications is stressed.

30. BIAS UNIT (1 hr.)

New sergeants are instructed about how to handle a bias related incident. Evaluation criteria, reports and notifications are discussed.

31. CRIME SCENE UNIT (2 hrs.)

New supervisors are told of proper procedures concerning crime scenes and are shown how to protect evidence and utilize personnel.

32. EMERGENCY SERVICE UNIT (1 hr.)

Explained is the function of Emergency Service Unit and how new supervisors interact with members of the unit. Videos and slides are shown and techniques for handling hostage barricaded situations are explained in depth. Temporary headquarters procedures are also discussed.

33. BOMB SQUAD (1 hr.)

An experienced member of the Bomb Squad displays different types of explosive devices used today. A P.A. staff member gives a presentation on proper notifications and safety procedures.

34. HAZARDOUS MATERIAL PROCEDURES P.A. Staff (1 hr.)

A video tape and discussion on the proper handling of hazardous material is presented.

35. SPECIAL VICTIMS SQUAD (1 hr.)

Explained are the procedures for handling child abuse cases. Bureau of Child Welfare notifications and procedures for interacting with members of this agency are discussed.

36. LINE OF DUTY INJURY REPORTS P.A. Staff (1 hr.)

New supervisors are instructed on the proper completion of forms and proper notifications concerning line of duty injuries.

37. VEHICLE PURSUITS/DEPARTMENT VEHICLE ACCIDENTS  
P.A. Staff (1 hr.)

New supervisors are instructed on their responsibilities concerning department vehicle accidents and vehicle pursuits.

38. MISSING PERSONS P.A. Staff (1 hr.)

New supervisors are instructed concerning Missing Persons Procedures, Special Category Persons and proper preparation of reports.

39. COMMAND DISCIPLINE PROCEDURES/CAUSE FOR SUSPENSION  
P.A. Staff (1 hr.)

New supervisors are instructed concerning Command Discipline procedures. Suspension and Modified Assignment is also discussed. The supervisor's role in the disciplinary process is stressed.

40. NON-LETHAL WEAPONS TRAINING P.A. Staff (7 hrs.)

Demonstrated are the Taser and Shepard's Crook and the Water Cannon and the value of their use on EDP's in lieu of Deadly Physical Force is stressed. New sergeants receive instruction in the use of the Taser device.

#### PERSONNEL ISSUES

41. OFFICE OF LABOR RELATIONS (3 hrs.)

This session emphasizes the various work charts and schedules performed by members of the service and new supervisors. Overtime rules, chart changes, portal to portal and recall are discussed and explained.

42. EVALUATION SYSTEM P.A. Staff (3 hrs.)

The new computerized evaluation system is discussed, with emphasis on the new rating system being used and the new forms.

PROCESSING/TESTING/CLOSING CEREMONY

43. COURSE REVIEW P.A. Staff (1 hr.)  
A Promotional Training Unit staff member reviews course material with participants in preparation for their final exam.
44. EMPLOYEE MANAGEMENT DIVISION (2 hrs.)  
Various personnel forms are completed and fingerprinting of new supervisors is accomplished.
45. SERGEANTS BENEVOLENT ASSOCIATION (2 hrs.)  
Discusses issues of contract and night differential along with other topics. New insurance coverage for members of the service and family members are explained. Various SBA forms are completed.
46. FINAL EXAMINATION (2 hrs.)
47. CLOSING CEREMONY (1 hr.)

TOTAL HOURS 105