

# The Alameda Police Department

In- House Training Program for  
Newly Promoted  
Sergeants



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**SERGEANT'S PRINTED NAME**

## Introduction

The In-House Training Program for newly promoted Sergeants is intended to facilitate the Sergeant's transition from the Police Officer position to the supervisory duties of the Alameda Police Department. The In-House Training Program introduces the newly promoted Sergeant to the personnel procedures & policies of the Alameda Police Department and provides the informal training specific to the Alameda Police Department and the day-to-day duties of its supervisors.

This manual is meant to be an ever growing resource for Sergeants. As policies and procedures change, so will the manual. The manual is not meant to be all inclusive, but rather to be an overview and resource of some of the most frequently encountered duties the first line supervisor will experience. Supervisors should add any policy or references they feel is important and have it readily available in the field.

Newly promoted Sergeants will receive daily training with a Sergeant, Watch Commander, Civilian Manager and/or other qualified individual as appointed by the Chief of Police. Together they will review the individual training blocks and the newly promoted Sergeant will receive input and experiences from their instructors. As each training block is completed it shall be initialed and/or signed by the instructor and the new Sergeant. Many training blocks reference APD policies, references, and/or required documents that are used by the City of Alameda. These policies, references, and/or guides should be reviewed by the newly promoted Sergeant prior to being signed off as completed.

## Role of the Sergeant

The Patrol Sergeant's basic function is to develop a patrol team. The Patrol Sergeant understands the different personalities of each team member and is able to adapt to his or her communication style to ensure complete understanding of the mission.

A key goal of the team is to balance calls for service, the needs of the community, the direction of the department, and a department wide approach to community policing.

The Patrol Sergeant must do their part to develop a team within their own rank. It is essential that the Patrol Sergeants work together in a consistent manner to keep each other apprised of current and changing work conditions, events, staffing and other issues, including policy issues and training needs, to ensure success and consistency in those whom they supervise.

The Patrol Sergeant must identify and balance all field resources to ensure that community service provided by the police officer is of the highest quality. This is provided through positive, assertive leadership and by attitude and example. The Patrol Sergeant has the knowledge to make appropriate, timely decisions as they relate to field events and employee performance.

The Patrol Sergeant must identify and balance the needs of the patrol officers, which are necessary for their success, with the direction and needs of the organization. This is accomplished by ongoing identification and clarification of expectations of the officers through clear, direct and cooperative communication.

## Police Sergeant Responsibilities

Responsibilities of the Patrol Sergeant consist of, but are not limited to the following:

- Responsible for coordinating the activities of the units of his/her watch.
- Responsible for supervising watch personnel, including arranging and providing training; assigning work priorities to be met; and evaluating performance.
- Responsible for developing effective patrol responses as well as long term resolutions to identify crime patterns, trends, and activities.
- Responsible for implementing departmental, divisional, and unit policies.
- Responsible for channeling information between subordinates and management personnel.
- Responsible for providing facility security.
- Responsible for assuming field command of incidents requiring coordinated efforts of various officers and units.
- Serve as Watch Commander when required.
- Responsible for initial investigation of citizen's complaints lodged against subordinates. May also be responsible for conducting internal investigations when assigned.
- Responsible for facilitating and coordinating Community Policing efforts for their shift and/or other units.
- Responsible for attending community meetings to allow discussion of police-related issues between departmental representatives and the public.
- Responsible for attending business and civic meetings, recreation centers, and other community gatherings in order to represent the department and maintain awareness of citizen problems and concerns.
- Responsible for observing, reporting, and when feasible, following up on conditions which pose potential threats to public safety and health.
- Responsible for other duties as assigned by competent authority.
- Responsible for conducting duties with a demeanor and in a manner supportive of organizational goals and objectives.
- Responsible for managing critical incidents and police vehicle pursuits.
- Responsible for assisting subordinates in accessing and interacting with other city departments/resources.
- Responsible for individual employee and team development to better serve the needs of personnel, the organization and the community.
- Responsible for press/media relations if the PIO is not available.
- Responsible to ensure that efforts including, but not limited to, community engagement, problem solving, report writing, and investigations are timely, accurate and thorough.
- Responsible for ensuring adequate working conditions, staffing levels, necessary and essential equipment is afforded to patrol officers.
- Responsible for and maintains knowledge of current policy, procedures and case laws.

### **In-House Training Program for Newly Promoted Sergeants**

Newly appointed Sergeants shall be familiar with the department's organization and operation. To assist them with their future endeavors, sergeants shall have or be provided access to necessary documents to aide in their newly assigned position. The received and reviewed documents shall include but not be limited to the following:

- a) APD Operations Directives
- b) City of Alameda Administrative Codes
- c) APD Rules & Regulations
- d) APD Training Bulletins
- e) Radio Procedure Manual
- f) City of Alameda Personnel Manual
- g) APD Citizen Comment, Dept. Complaints & IA Manual
- h) APD OIS Investigative Guidelines Manual
- i) Significant Information Report Requirements

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Acknowledge Receipt/Access/Review by Sergeant

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- 1. The sergeant shall be provided:
  - o Supervisor keys
  - o Sergeant ID card
  - o Access/keys to the sergeant and SUV patrol vehicles
  - o Supervisory privileges for RMS and Workers Comp
  - o FTO Adore Program Access
  - o ACSO CRIMS Supervisor Approval

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- 2. The sergeant shall be briefed about their duty for conducting briefings. Training shall minimally address; reading of BOL's, subpoena service (officers and civilians), use of Point of View to address case law, reviewing ops directives, staff notes, issuing of equipment. Establishing shift expectations with members, conducting inspections, acceptable conduct during briefings and training issues as they arise and operation of the AV equipment.

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3. The sergeant's role with the Support Services Division (dispatchers and records clerks).

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4. The sergeant will be briefed about their role in respect to mentoring and leadership of officers. The continued development of future generations of leaders shall be explained and stressed for the continued growth and development of our organization.

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5. The newly promoted sergeant shall meet with a Patrol Division Lieutenant and the Operations Captain to discuss the duties & expectations of the patrol sergeant. Additionally included topics shall include; adherence to and the chain of command, the





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8. The sergeant shall be instructed on the sergeants and lieutenants vehicles and shown how to use the various pieces of equipment maintained in the vehicles including Blucheck and ALPRs.

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9. The sergeant shall be briefed on the SWAT vehicle and shown how to access and secure the vehicle as well as how to locate and operate the various pieces of equipment that is available to field officers.

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10. The sergeant shall be briefed on the implementation of the AC Alert system

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11. The sergeant shall be briefed on death related investigations for both field incidents and incidents that may occur under the care and custody of APD personnel. Minimum discussions shall include the need for their response, scene security, ensuring thorough investigations, media relations, watch commander notification, and the review of applicable procedures.

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12. The sergeant shall be briefed on K9 teams. This shall minimally include a review of the Policy and considerations in deployment, outside agency requests, and training.

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13. The sergeant shall be instructed in Patrol Division scheduling. The training shall minimally include the use of the computerized PlanIt software, staffing levels, filling in for sick callers, mandatory overtime procedures, shift trades, documenting sick callers, use of vacation, and the posting of overtime.

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14. The sergeant shall be informed about outside resources such as BAWAR, CALICO, Children's Hospital, Sexual Assault Examiners, and applicable call-outs/notification of Detectives, CNT/SWAT call-outs, and Command Staff notification.

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15. Watch Commander Duties: There are times when a shift will be without a Watch Commander. During those times, the senior sergeant will assume those duties. It is important to know the basic duties of the WC because your role and responsibilities are significantly greater.

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16. The sergeant shall be shown the tasks for report review. These duties shall minimally include; ensuring reports are complete & thorough, reports contain elements of alleged crime, reports are submitted in a timely manner, PC Decs have been completed, and noted supervisory corrections are made. The sergeant shall also ensure 10851's are reviewed for entry into SVS, missing persons reports are reviewed for entry into MUPS within four hours, and protocol is followed for reports such as hate crimes (refer to applicable Policies).

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17. The sergeant shall be briefed in use of force investigations. This shall minimally include; review and knowledge of applicable policies, review of the sergeants responsibilities, report review, administrative interviews, routing of reports, and training for officers (initial, current and remedial training).

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18. The sergeant will be briefed on their responsibilities and actions for investigating member involved collisions. This shall minimally include; ensuring the case is properly and thoroughly investigated, reporting, photographs are taken, memorandums or supplemental reports are authored by the involved, and witnessing officers and applicable policies are reviewed. Notification / copy of collision report routed to the Service Lieutenant.

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19. The Alameda Police Department values its employees and wishes to assist and support those who have been involved in critical incidents or are experiencing acute or chronic stress. Sergeants shall be briefed on peer support the department offers by members of the Peer Support Team. Members may also seek assistance through the city's Employee Assistance Program.

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20. Training personnel shall ensure the sergeant is up to date on their sexual harassment/discrimination training. Minimal training shall also include city policy review, the reviewing of applicable policies to ensure the sergeant is aware of complaint procedures and notification policy.

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21. An overview of police pursuits shall be done. Legal and civil sanctions shall be addressed and training will minimally include the review of applicable policies to include the importance of the supervisors responsibilities, documentation (to include the CHP 187), and the importance of ongoing training (to include policy review) with their personnel.

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22. The sergeant will receive training in the proper completion of workers compensation forms. Training shall minimally include a review of the applicable policies, training in completion of the 5020 form and DWC form in a timely manner. Further discussions can include obtaining return to work documentation and proper & timely notifications.

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23. The sergeant shall be briefed on the handling of various critical incidents. This training shall consist minimally of reviewing the establishment of Command Posts to address incidents such as barricaded suspects, hostage negotiations, bomb threats and aircraft accidents. The sergeant shall also be familiar with the Incident Command System (SEMS and NIMS) to address scenes such as natural disasters so everyone will know who is in charge. Further assistance can be found with the reviewing of applicable policies and the Pre-Planned Critical Incident checklists located in the sergeant vehicles.

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24. The sergeant shall receive training in the response and handling of Officer Involved Shootings, Officer Involved Injury/Death and Negligent Discharges. This training shall minimally include a review of APD policies, a review of the APD other responsibilities include responding to and securing the scene, tending to the injured, identifying witnesses, obtaining a public safety statement from the involved officer(s), segregating the involved officer(s) and instructing them and those who act as their security detail not to converse with anyone, securing their gun and providing them with another, and sergeants shall be instructed in notification protocol (WC, CID, LDF, family members). Additionally, the sergeant will understand the importance of preserving video evidence from the officer(s) involved and or the public.

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25. The sergeant will be briefed on media relations/press releases to minimally include; the identification of the departments Public Information Officer, other designated PIO's and a review of the applicable policies.

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26. The sergeant shall be briefed in the handling of citizens' complaints. Training shall minimally cover; a review of applicable polices, procedural steps to include the identification of the complainant, identifying witnesses, handling the incident at the lowest possible level, conducting proper investigations, notification of command staff, dispositions and distribution of investigated complaints.

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27. Shall receive POST approved training in Internal Affairs and Departmental Action Investigations soon after their promotion. In the interim, sergeants will be briefed in the handling of IA and DA investigations to minimally include; a review of the applicable APD policies, a review of Peace Officers Bill of Rights, Lybarger and Miranda warnings, applicable IA & DA forms and a review of Skelly hearings.

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27. The sergeant will be familiar with the activation of an Amber, Silver and Blue Alerts. This training shall minimally include the review of the applicable policies and shall include; conditions that must be met, steps for implementing an alert and notifications and whom is authorized to initiate an alert.

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28. The sergeant shall be briefed on the importance of employee evaluations and how they are used for improved efficiency and effectiveness. Evaluations have the ultimate goal of improving employee performance and are referenced in consideration for specialty assignments and promotions. Sergeants will be briefed on completing evaluations in a fair and unbiased manner, reviewing past evaluations for improved or decreased performance, utilizing personnel files and recognizing current performance, to include specialty assignments, awards, and any other accolades or documented incidents. The sergeant will be given an example of a well written evaluation (without names).

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29. The sergeant shall be briefed on responding to and the handling of Missing Person cases. They shall ensure their officers perform in accordance within policy so missing persons can be entered into MUPS in a timely manner (4 hours for at risk and under 16). Sergeants shall also respond and oversee area searches when and notify Watch Commanders for expanded searches.

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30. The sergeant shall be trained in the completion and review of employee payroll. This training shall minimally include a review of and ensuring an understanding of logging normal hours worked, properly documenting overtime and logging days off, i.e. sick time, comp time, military time, etc.

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31. A Performance Improvement Plan (PIP) is designed to assist employees who have demonstrated substandard performance or behavior and who may benefit from intervention before it results in discipline or other negative consequences. The PIP itself is not intended as discipline. The sergeant shall be instructed in the use and implementation of PIP's that seeks a desirable performance or behavior outcome.

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