

## Our Goals

To provide a leadership course with a futures perspective to prepare law enforcement leaders of today for the future. The program focuses on:

- Leadership principles to influence the future direction of the organization
- Skills and strategies to identify emerging issues that may impact law enforcement and provide a proactive response to those issues
- Tools and structures to capitalize on opportunities and mitigate obstacles in the emerging landscape
- Methods and benefits to share information through networking, technology and by utilizing advanced strategies in planning and executing organizational direction
- Use of stakeholders as a valuable asset in problem solving

## Course Objectives

Students will demonstrate enhanced executive leadership skills throughout the program by:

- Identifying trends and emerging issues
- Creating alternative scenarios and forecasts of the future
- Developing strategies that impact the issues
- Preparing for change
- Developing an evaluation approach for monitoring forecasts
- Sharing information with other law enforcement professionals

## Research Project

One of the goals of the POST Command College program is to contribute to the body of knowledge of law enforcement. Students complete research of emerging issues of relevance to law enforcement in California. The results of their futures-oriented research portfolio are submitted as an article for publication in a professional journal.

## THE COURSE · SESSION OVERVIEW

### Session One – Defining the Future

A conceptual roadmap to study the future, and the role of law enforcement leadership to help shape it. Using the STEEP futures forecasting scanning model (Social, Technological, Environmental, Economic, and Political), the students will learn techniques to identify indistinct signals and emerging issues that may be important to the future of California law enforcement.

### Session Two – Social Issues and Futures Research

Forecasting methods and the importance of scenario writing. Today's vague signals and emerging trends as they relate to social issues, the first element of STEEP, will be discussed. The potential impact of these social issues on the student's agency and his/her role as a leader will be explored.

### Session Three – Enhanced Leadership and Politics

Leadership and ethics theories; innovation and creativity as a function of management, and how they relate to the students as leaders. Self-assessment instruments, facets of self-mastery, and creative decision-making will be instrumental to identify their role as leaders today and in the future.

### Session Four –Economics and Strategic Planning

Explore multiple forecasts of economic and political issues, including the public policy making process. In-depth discussions will be conducted concerning the impact of these issues on law enforcement. Students will create alternative scenarios and define probable futures.

### Session Five – Technology and Change Leadership

Discussions examining emerging technological issues & change leadership research and practice. Students will research cutting edge technology and environmental issues, share information, and assess their potential impact on law enforcement leadership.

### Session Six – Futures Planning Tools

This "tool box" includes strategic planning, organizational culture, group dynamics, and human-centered innovation skills and concepts. Emphasis is placed on expanding the student's knowledge of resources that enhance leadership roles and strategies for mitigating the impact of change on the agency.

### Session Seven – Politics of Change

An overview of the program and research results. Executive panels discuss practical application of change strategies. The session concludes with graduation ceremonies.

## Program Requirements

The following is a list of requirements for admission into the Command College Program.

### All Applicants

- Be currently employed in a management position or higher (as determined by POST) with a participating agency in the POST program
- Have a minimum of two years experience in a leadership position (comparable to a lieutenant or higher) with ability to influence policy or impact operations
- Be involved in community and professional activities
- Possess basic word processing skills and ability to conduct research on the Internet
- Be able to express an understanding of the dynamics of leadership in a law enforcement agency (written and verbal)
- Display an interest in major issues and concerns facing the future of California law enforcement
- Be nominated by your agency's chief executive to attend the program
- Complete and submit a comprehensive POST application packet
- Be interviewed by a panel of law enforcement executives and receive their recommendation to attend the program
- Agree to stay at the course site during each session

### Sworn Peace Officers

- Be eligible for a POST Management Certificate

### Professional Staff and Correctional Staff

- Have completed the POST Management Course, OR
- Have completed the POST Civilian Management Course and Advanced Civilian Management Course, or equivalent as determined by POST

## For an Application

- Web site: <http://www.post.ca.gov/command-college.aspx>
- Call: (916) 227-4892 or (916) 227-3908

## The Cost

Command College participation is reimbursed under POST Plan IV to agencies in the POST reimbursement program. Attendees from non-reimbursable agencies will be charged tuition. Contact POST for tuition fees.

## Performance Expectations

This is a residential program and students are expected to attend all sessions and actively participate in class. In addition to the research represented in the Futures Portfolio and journal article, course work will be assigned between sessions to build the completed body of work in the program.

## The Schedule

Two classes are scheduled each year, with a maximum of 25 students in each class. The seven-session course is conducted over an 18-month period. The first six sessions are five days each and held approximately eight weeks apart. After a six-month break, students reconvene for a three-day session that concludes with graduation ceremonies.

## Law Enforcement Command College



State of California  
Commission on Peace Officer  
Standards and Training  
Center for Leadership Development