# Appendix A: Characteristics of Good Problem-Oriented Policing Supervisor Lesson Plan

## Purpose of the lesson

This appendix to the toolkit is designed to provide supervisors with some important strategies and ideas when overseeing POP projects being conducted by officers under their supervision. It is intended for delivery at the supervisor level.

## Overview

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| Learning objectives | By the end of the lesson, POP Supervisors will be more familiar with characteristics of a good POP supervisor |
| Time | 10 minutes |
| Instructional techniques | • Presentation<br>• Q & A with discussion |
| Materials | • Lesson plan<br>• PowerPoint CD (slides 1–7) |

# Procedure

## Slide 1: Problem Oriented Policing

Introduce yourself (if necessary).

- Describe your job and where you work (if you are not known to your audience).
- Explain the importance of effective leadership in problem solving.

## Slide 2: Overview of Appendix Lesson

Introduce the lesson.

Appendix Lesson covers:

- the categories of supervision that are necessary to encourage and support members in engaging in problem oriented policing.

Ask: Has anyone supervised an officer engaged in problem solving situations or projects?
Allow the group to offer answers; guide as required.

**Learning objective 1**

To understand the categories of supervision that are necessary to encourage and support members in engaging in problem oriented policing.

## Slide 3: 4 Key Characteristics

- Leadership
- Coaching
- Innovation
- Professionalism

## Slide 4: Leadership Characteristics:

- Provides subordinates with good examples of problem solving so they know generally what is expected:
- Knows subordinates' beats and significant citizens within it, expects the subordinates to know it even better:
- Identifies emerging problems by monitoring calls for service and crime patterns and community concerns:
- Gives credit to subordinates and lets others know about their good work:

- Coordinates efforts across, beats and outside units and agencies:
- Allows subordinates to make most contacts directly and paves the way when they're having trouble getting cooperation.

## Slide 5: Coaching Characteristics:

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- Coaches subordinates through the process, gives advice, helps them manage their time and help develop work plans:
- Supports subordinates even if their strategies fail, as long as something useful is learned in the process, and the strategy was well thought through:
- Encourages subordinates to talk at conferences about their work
- Provides positive reinforcement for good work rather than negative reinforcement for bad work

## Slide 6: Innovation Characteristics:

- Grants flexibility in work schedules when requests are properly made:
- Allows subordinates freedom to experiment with new approaches:
- Protects subordinates from pressures within the department to revert to traditional methods:
- Manages problem solving efforts over a long period of time; doesn't allow effort to die just because it gets sidetracked by competing demands for time & attention.

## Slide 7: Professionalism Characteristics:

- Assess the activities and performance of subordinates in relation to identified problems rather than quick fix measures:
- Insists on good, accurate analysis of problems:
- Realizes that this style of policing cannot simply be ordered: officers must believe in it.

This Lesson was developed from original material by Sgt Gravel of the Ottawa-Carleton Regional Police and adapted from Gravel, S. (1997), Problem Oriented Policing, Ottawa-Carleton Regional Police Service.