

**LOS ANGELES POLICE DEPARTMENT**  
**Leadership in Mass Events**  
**Expanded Course Outline**  
**1850-34489**

**Instructional Goal:** Students will be familiar with global law enforcement leadership perspectives in managing mass events, techniques to effectively assume Command and General Staff positions using the National Incident Management System, navigate complex leadership situations in the Unified Command environment, and enhance personal performance.

This course is intended for LAPD Lieutenants and above, and outside agency command staff. Total class size will be 24, comprised of 50% LAPD 50% international delegations.

**Performance Objectives:** As a result of this training, participants will demonstrate:

- Understanding the theories associated with law enforcement leadership.
- Understanding of a global perspective of mass events.
- Knowledge of international best practices in leadership.
- Demonstrating knowledge of the Incident Command System.
- Identification of key personnel required under the National Incident Management System.
- Lead Command and General Staff meetings and work through Incident Command System planning.
- An increased international cultural competency in mass events.
- Demonstrate the ability to conduct crisis communications.
- By the conclusion of the training, students will understand how leadership in mass events can affect cities and by extension nations and the impact of knowledge can improve outcomes.

**References:** Instructors, facilitators and training supervisors shall ensure that current references are utilized

**Day 1**

**I. INTRODUCTION AND OVERVIEW**

**Assessment: Students will be presented with organizational strategies that have been found to be effective during mass events. They will discuss differences and similarities between different agencies/departments methods of organizational structure.**

- A. Welcome, Introduction and Course Overview
  - 1. Facilitator introduction
  - 2. Introduction of learning methodology
  - 3. Overview of training, expectations, and technology
- B. Class Introductions
  - 1. Each participant shares background, and current assignment
  - 2. Answer the Questions:
    - a) What is your WHY? Why did you seek out this assignment?
    - b) What is the policing construct in your nation?
    - c) What is something that you will bring with you to your work in support of mass events?
- C. Introduction to the Material
  - 1. Introduction to Leadership and its importance in law enforcement

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2. Identify the continuum of Leadership education for LAPD
  3. Review assignments and group projects
- D. Overview of Organizational Structure
1. Each participant shares organizational structure of agency/department.
  2. Identify similarities and differences
    - a) Group discussion regarding organizational structure.
    - b) How is organizational structure altered during mass events?

Learning Activity

Students will describe organizational structure of agency/department.

Method of Assessment

Participants present the perspectives of their respective work units.

**II. MASS EVENT LEADERSHIP OVERVIEW**

**Assessment: Students will define key theories of LAPD Leadership. They will present theory in the context of their respective organizations to the participants. They will identify how the leadership theory applies to mass events. At the conclusion of this block, students should be able to identify mechanisms to lead utilizing Unified Command.**

- A. Identify Key Leadership Theories
  1. Identify leadership theories
  2. Define key leadership theories
- B. Shaping Organizational Culture
  1. Leadership strategies for building culture
  2. Creating a culture for excellence
- C. Core Values
  1. Identify why we need stated values
  2. Ensuring values align with artifacts
  3. Stakeholder analysis
  4. Core Value ownership
- D. Building Effective Teams
  1. How to build teams for a common purpose
  2. Strategic thinking
  3. Contingency tips
  4. Case Study
- E. Growth Mindset
  1. Problem Diagnosis
  2. Creating a culture for diversity of thought
- F. Case Presentations
  1. Groups will develop presentations
  2. Present cases

Learning Activity

Students will conduct group discussion regarding leadership theory.

Method of Assessments

Participants will develop and present case presentations.

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**Day 2**

**III. NATIONAL INCIDENT MANAGEMENT SYSTEM**

**Assessment: Students will review the fundamentals of the Incident Command System (ICS). Students will then explore operational planning and the role of the Incident Commander in the Unified Command construct. At the conclusion of this block, students will have an understanding of the proper application of Incident Command System.**

- A. Overview of ICS
  - 1. Describe the importance of the Incident Command System.
  - 2. Leading Mass Events.
- B. ICS Planning
  - 1. Planning through a major incident
  - 2. Expectations of Command and General Staff
  - 3. Leadership
- C. The Incident Commander
  - 1. Roles and Responsibilities
  - 2. Best Practices
  - 3. Case study review
  - 4. Leadership discussion
- D. Unified Command
  - 1. Working with other agencies
  - 2. Best practice presentation
  - 3. After Action Review
- E. ICS Practical Application
  - 1. Staff Ride
  - 2. Tabletop Exercise
  - 3. Facilitated discussion of best practices/lessons learned

Learning Activity

Participants will conduct a Staff Ride to critical city site discuss environmental challenges. Students will conduct tabletop incident of Unified Command or Area Command exercises.

Method of Assessments

Participants will have a facilitated discussion regarding best practices/lessons learned.

**IV. COMMUNICATIONS**

**Assessment: Students will review methods to effectively utilize social and traditional media during mass events and crisis situations. At the end of this block, students will have an understanding of ways to utilize social and traditional media during mass events.**

- A. Introduction to Public Sector Communications
  - 1. Personal vs Public
  - 2. Case law
  - 3. Best Practices

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- B. Communications Strategy
  - 1. Broadcast Media
  - 2. Print Media
  - 3. Social Media
  - 4. Communication and asking questions
- C. Narrative Creation for Mission Accomplishment
  - 1. Central Message
  - 2. Conflict and scope
  - 3. Engaging an audience
  - 4. Metrics analysis
- D. Building Trust
  - 1. Using your Public Information Officer (PIO)
  - 2. Public Information Officer (PIO) ICS construct.

Learning Activity

Students will describe aspects of public communications strategy.

Method of Assessments

Participants will have a facilitated discussion regarding the narrative creation model for public communicators.

**Day 3**

**IV. COMMUNICATIONS continued from day 2.**

**V. FINAL SESSION**

**Assessment: Students will review leadership strategies and how to develop future leaders. At the end of this block, students will understand goals for leadership and the utilization of resources.**

- A. Integration
  - 1. Goals for leaders
  - 2. How to develop future leaders
  - 3. Leadership strategies
  - 4. Resources
- B. Group Presentations
  - 1. Presentation of different Mass Events
  - 2. Present Case study of a Mass Event
- C. Feedback
  - 1. After Action Report
  - 2. After Action Review
- D. Networking of Agencies/Departments
  - 1. Roles and responsibilities
  - 2. Available Resources

Learning Activity

Students will present mass event case study presentations from their respective agency /departments.

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Method of Assessments

Instructors will evaluate student's leadership strategies with mass event case study presentation. Participants will be able to provide commentary and discussion with class regarding challenges/obstacles faced, lesson learned, and best practices.