

STEP

Supervisor Training and Education Program

WHO SHOULD APPLY?

STEP is designed for first-line supervisors promoted within the last two years. As officers enter the position of supervisor, they must change and adapt to meet the new job and organizational requirements. The transition requires a new orientation from doing things as an officer to the recognition that the supervisor must get work done through other people. The transition requires an understanding of the expectations and role of the supervisor in the overall department. Without help, few are capable of making the quantum leap from being an officer to performing a very different and difficult job.

INSTRUCTORS

Instructors who teach in STEP are recognized as excellent classroom discussion facilitators. Both sworn and non-sworn, they have been selected for their expertise and experience in meeting the challenges of the first line supervisor.

COURSE DELIVERY

STEP covers 14 learning modules where supervisory and management theory is translated into professional practice. In-class sessions will be interactive discussions with the instructors using lecture, breakout teams and case studies. Participants will be asked to bring their specific immediate issue or question to class. Instructors will give selected read/think or write/think out-of-class assignments.

ADMISSION CRITERIA

STEP is intended for sworn police or sheriff first line supervisors who are newly promoted or about to be promoted and employed full-time as a law enforcement officer.

All applicants must apply no later than 60 days in advance of the first Session of the next STEP class offering. An application must include a Statement of Nomination from the Chief or Sheriff or his/her Command level designee.

Applicants who have been promoted to first line supervisor within the last two years will be given first priority on a first apply, first to be considered basis.

Applicants who will be promoted to first line supervisor within 90 days of the beginning of the first Session of the next STEP class offering will be given second priority on a first apply, first to be considered basis. The Statement of Nomination must include an explanation of why the agency is able to verify that the applicant's promotion will take place within the 90 day period.

Applicants who are not first line supervisors and for whom the agency has no immediate plans for the applicant's promotion, typically an officer-in -charge, will be placed on a stand-by list on a first apply, first to be considered basis. These candidates will be notified of their admission status 60 days in advance of the first session of STEP.

TUITION AND LOCATION

Tuition for STEP is \$1,500. Participants will also need to cover costs for lodging, breakfast and dinner. The cost of books and class materials are included in the tuition. Tuition is due in full by the first day of class.

STEP is held at a hotel in the Columbus, OH area.

SUPERVISOR COMPETENCIES

Law enforcement subject matter experts have selected the competencies or skills included in the curriculum of STEP. The titles of the topics reflect these competencies. Through education, training and on-the-job practice, improvement in these areas can be accomplished within six months.

SUPERVISOR PERSONALITY ATTRIBUTES

Subject matter experts also prioritized personality or behavioral attributes related to a successful first line supervisor. Research indicates that it takes 12-18 months after an intervention such as STEP for the participant to demonstrate a change in behavior. Instructors will give emphasis to these attributes: attitude, confidence, dependability, emotional stability, fairness, integrity, motivation/ambition, patience, objectivity, team-focus and quality.

SESSION ONE:

Transition to Supervisor

A new role, responsibilities, and relationships

Leadership Strategies for the FLS

Key leadership attributes of an effective supervisor

Contemporary Issues In Law Enforcement

These are critical supervisor competencies

Development of Subordinates

Coach, motivate, discipline, evaluate, reward

Conflict Management

Proactively anticipate, de-escalate or resolve conflict

Effective Listening and Speaking

Deliver a message that others clearly understand

SESSION TWO:

Administrative Skills

Performance Management

Creating an Ethical Environment

Ethics transcends all competencies and behaviors

Critical Incident Management

The role of the FLS in managing a critical incident

SESSION THREE:

Achieving Self Awareness

360 degree feedback

Group Presentation Work Time

Media Relations

Contemporary Issues In Law Enforcement – Team Projects

Capstone Case Studies

Develop creative solutions to real situations