

15th Leadership Development Program (LDP)

The Pennsylvania State Police, Bureau of Training and Education, will be hosting a three-week Pennsylvania State Police Leadership Development Program (LDP). This training program will be conducted at the Pennsylvania State Police Academy, 175 East Hershey Park Drive, Hershey, PA 17033. It will be held Monday through Friday, from June 12, 2023, through June 30, 2023. A one-day mandatory orientation for selected applicants will be held on Wednesday, May 31, 2023, from 0900-1300 hours at the Pennsylvania State Police Academy.

The course will be comprised of 32 students, with a minimum of 16 PSP Department members and the remaining members from other municipal and federal law enforcement agencies, holding the rank of Sergeant or higher. Agencies with no paramilitary rank structure can nominate personnel who hold a position which would be equivalent to the rank of Sergeant, which would be a middle management position. This program will provide attendees with the necessary tools to become more successful leaders; specifically, leadership in a law enforcement setting. Selected personnel should anticipate a rigorous schedule, with the three-week intensive course curriculum focused on the principles of dispersed leadership.

The application period for qualified Pennsylvania State Police members to be considered for the program opened on Tuesday, March 21, 2023 (reference Department Circular 42-23). All other interested law enforcement personnel may apply by submitting correspondence during the application period. The correspondence needs to be submitted by April 5, 2023, which includes their current rank, date of employment as a law enforcement officer, educational level, and a resume of qualifications for this program. The resume shall also include the name of any extended executive level and upper management out-service training the applicant has previously attended. A letter from the applicant's agency head shall also be included. This letter shall contain a detailed endorsement from the Agency Chief/Superintendent or designee, authorizing attendance in the course, including verification of the qualifications of the applicant.

Correspondence and resume shall be sent to the Bureau of Training and Education, via email, at: rapacademytraining@pa.gov, to be received April 5, 2023. Applicants shall also email a copy of their correspondence to the Bureau Director's designee, Ms. Amy Santelli, at amsantelli@pa.gov. The Bureau Director's designee will provide an email confirmation within seven calendar days of receipt of the correspondence. Please contact Ms. Amy Santelli, via email, if you have applied but have not received a confirmation of receipt.

Overview of the Pennsylvania State Police Leadership Development Program

The following overview of the Pennsylvania State Police Leadership Development Program is derived from material authored by Doctor Howard Prince II and former Georgetown, Texas, Chief of Police Larry M. Hesser. Much of this material builds and expands on the West Point Leadership Course, which was originally developed for a required course at the United States Military Academy, West Point, New York.

The purpose of our program will be to provide a method for our leaders to:

1. Understand and apply modern behavioral science and leadership theories that enhance human motivation, satisfaction, and performance in the achievement of organizational goals.
2. Learn frameworks to organize their knowledge and experiences into effective leader actions.
3. Integrate course content into daily leadership practices.
4. Develop and achieve personal leadership abilities to the fullest potential.
5. Inspire a lifelong commitment to the study and practice of effective leadership.

The course begins by defining leadership in a police organization as the process of influencing human behavior to achieve organizational goals that serve the public, while developing individuals, teams, and the organization for future service. A major recurring theme of the course will be to study, analyze, and understand scientifically-backed methods leaders can utilize to achieve organizational goals while satisfying the needs of employees.

The course is divided into four major areas: The Individual System; the Group System; the Leader System; and the Organizational System.

In Area I, covered topics include: adult development, generational differences, attribution theory, equity theory of motivation, expectancy theory of motivation, goal setting, motivation through consequences, motivation through job redesign, cognitive evaluation theory, and effective followership. This first major portion of the course primarily deals with the individual employee. It is important to learn the significance of individual behavior to enhance how a leader can better understand what methods to utilize to get the best product out of an individual while at the same time meeting the needs of the individual and developing them for future leadership positions.

In Area II, covered topics include groups as open systems, group development, socialization, cohesion, decision-making in groups, and intergroup conflict management. This area primarily deals with defining what makes up a group within an organization and the dynamics – good or bad – that take place within each group. Steps are covered in detail on how groups develop, the socialization individuals go through while joining a group and staying in the group, what makes certain groups stronger performing groups than others, and how to identify and effectively deal with intra-group conflict.

In Area III, covered topics include bases of power, leader member exchange theory, situational leadership theory, transformational leadership, stress management, and counselling skills. While Area I and Area II focus on *who* a direct leader influences and *what* a leader needs to do in a situation (leader actions), in Area III the focus turns on *how* a leader accomplishes these suggested leader actions. Types of leader power are discussed in detail; a leader's tendency to treat individuals differently is discussed in

detail; understanding leadership is expanded by focusing on how successful leaders adapt their leadership style to fit the requirements brought to bear by a given situation; how a leader's appeal to ideals and moral values such as justice, patriotism, or self-improvement enhances a leader's effectiveness; ways to effectively deal with stress, whether on an individual basis, group basis, or organizational basis is discussed in detail; and the various aspects of communication and effective counseling techniques are discussed and practiced.

In Area IV, covered topics include the organization as an open system, leading the environment, shaping organizational culture, leading change, and the ethical dimension of leadership. Here we realize indirect leadership, the environment, and pro-activity begin to take on increased significance and emphasis. Area IV shifts its focus to the unique and complex challenge of indirect leadership. Also, on this top level of leadership, leaders must manage the environment in a way that supports, rather than detracts, from the accomplishment of the organization's primary mission and goals. Lessons contain strategies to assist the organizational leaders in accomplishing this demanding task. This area also tackles the epic challenges of leading an organization in an ethically correct, morally righteous, and honorable way. The ethical climate of the organization, as well as the environment it functions in, is examined to determine the influencing factors and/or attitudes of the organizational members, groups, and the agency as a whole, and how all of these affect the outputs of the organization. The goal is to get the student leaders to determine the most appropriate leader behavior(s) to shape an ethical climate in the organization.

The Pennsylvania State Police Leadership Development Program will be 120 hours (three continuous weeks) in length, with an equal number of hours of homework assignments expected to be completed by selected attendees. This class has been approved by MPOETC for 120 CLEE hours. Students will be required to attend a mandatory one-day orientation class, approximately two weeks prior to the actual class. The course is designed to pull the students out of their comfort zone and challenge them both intellectually as well as philosophically to enhance leadership knowledge, skills, and abilities.