



## Supervisor Training and Education Program (STEP)

Annual Report April 22, 2019

To: Chief David Marcelli, CLEE, OACP President, 2018-2019

From: Chief Michael Mathis, CLEE, Chairperson, STEP Advisory Committee

The Supervisor Training and Education (STEP) program was implemented in 2004 to assist recently promoted officers in making the transition to first line supervisor; a transition generally recognized as among the most difficult challenges in a law enforcement professional's career. As officers enter the position of supervisor, they must change and adapt to meet the new position and organizational requirements.

The concern expressed by many chiefs of police in Ohio was that many newly promoted officers have trouble changing their mindset from being an "officer" to being a "supervisor of officers." The transition requires a new orientation from doing things as an officer to the recognition that the supervisor must get the work done through other people. There is a tendency to want to be liked by their new subordinates, to avoid accountability for responsibilities and to not immediately recognize the necessity of identifying with management policies and procedures. If new supervisors remain more closely tied to those they supervise than to the management team, this behavior may place the department and community at risk.

The STEP planning committee identified three rationales for a first line supervisor training and education program in Ohio. The rationales may be viewed as a response to reduce risk to the agency and improve the effectiveness and efficiency of service to the community.

1. A program is needed to accelerate the development of the new supervisor in the critical first few months on the job. Important here is providing the participant, up front, with those survival skills necessary in the six months as a new

supervisor. Also important is hastening an understanding of the expectations and role of the supervisor in the overall department.

2. A supervisor development program is needed to first assess and then narrow the performance gap between "where the individual is" and "where the individual ought to be."
3. A first line supervisor development program is needed in Ohio to complement the continuum of professional development management and leadership programs now offered by the Law Enforcement Foundation via PELC and CLEE. STEP is the first step toward developing future upper command staff and Chiefs of Police in Ohio.

STEP was designed to develop newly promoted officers, or about to be promoted officers, into highly effective first line supervisors with the competency skills necessary to lead and supervise in a high performance organization. The current STEP curriculum is comprised of twenty-one modules including: transition to supervisor, leadership strategies, creating an ethical environment, developing subordinates, mentoring, dealing with problematic employees, effective listening and speaking, improved written communication, administrative skills, performance management, conflict management, critical incident management through table top exercise, supervisory response to line of duty shooting and patrol operations, supervisory response to vehicle and foot pursuits, supervisory response to domestic violence calls, media relations, risk management, officer wellness, capstone case studies, team presentations, panel presentations on contemporary issues, and a First Line Supervisor 360 assessment. The modules are presented over a course of three one-week sessions held in the spring and fall.

The STEP advisory committee regularly analyses the quality of the instruction as well as the curriculum to assure that the students are consistently receiving a high quality of instruction. As an example, the committee asked the STEP Program Director to formulate a plan to possibly implement an Officer Wellness module. The successful implementation of an Officer Wellness module, focusing on areas of concern for front line supervisors, was initiated in the fall 2018 class. Evaluations of the module was highly positive. The STEP advisory committee has recommended that the module be expanded beyond the current 1.5 hours in 2019.

Through the fall of 2018 and STEP XX, 615 first line supervisors have graduated from STEP. The number of graduates for each class is as follows:

2004	STEP I	25
2005	STEP II	27
2006	STEP III	26
2007	STEP IV	31
2008	STEP V	35
2009	STEP VI	24
2010	STEP VII	25
2011	STEP VIII	33
2012	STEP IX	34
2013	STEP X	36
Spring 2014	STEP XI	30
Fall 2014	STEP XII	35
Spring 2015	STEP XIII	26
Fall 2015	STEP XIV	37
Spring 2016	STEP XV	24
Fall 2016	STEP XVI	32
Spring 2017	STEP XVII	35
Fall 2017	STEP XVIII	34
Spring 2018	STEP XIX	32
Fall 2018	STEP XX	34
<b>Total to Date</b>		<b>615</b>
Current Spring 2019	STEP XXI Roster	35

The number of graduates only tells part of the story. The participants' evaluations of the program are equally important. Consistently, across classes, the vast majority of the participants' rate their STEP experience as excellent or good on the overall evaluations.

An additional testament to the value of STEP, are the academic institutions that provide undergraduate credits for STEP graduates. The Law Enforcement Foundation has academic agreements now with the Union Institute & University, Cincinnati, and with Franklin University, Columbus, whereby the STEP graduates will be awarded college credits toward an undergraduate degree.

The STEP Advisory Committee is comprised of chiefs, sergeants, and lieutenants, many of whom, are STEP graduates. The committee meets several times during the year to evaluate the program and to make adjustments to further improve STEP.

The 2017-18 committee members are:

Chief Mike Mathis, CLEE, Springdale Police

Chief Sean Asbury, CLEE, Columbus State Community College

Jeffrey Pearson, CLEE, Professional Standards Coordinator, City of Hilliard

Chief James R. Mosaic, CLEE, Director of Public Safety, City of Hilliard

Captain Cassandra Brewster, Ohio State Highway Patrol

Sgt. Doug Stephens, CLEE, Westerville Police

Sgt. Robert Vukovich, Mill Creek Metroparks Police, STEP XVIII Class Representative

Sgt. Shamus Kelley, Strongsville PD, STEP XIX Class Representative

Renea Collins, Program Coordinator

Bruce Adams, STEP Program Director