POSIT

Police Supervisory In-service Training

an intensive training program for first-line supervisors

Training Makes All the Difference

The first-line supervisor can be described as the “backbone” of any police organization. He or she must be able to successfully adjust and lead in an ever-changing society and workplace. Each generation of officers has different expectations, work ethics, and values, which may conflict with the current police culture. Resting heavily on the shoulders of the first-line supervisor are the successful implementation of policy, the development of valid practices, and the task of guiding subordinates to become productive, resourceful, and competent members of the police organization. If this backbone of the organization is not properly prepared to carry this burden, the organization will falter. The well-prepared supervisor is a critical component of the organization.

Convenient, Comprehensive Training

POSIT approaches training with the understanding that experience is the best instructor. Using the experience of both the program instructors and the participants creates a melding of ideas and opinions. To achieve this end, the participants will be involved in real-life scenarios, role play, group exercises, and problem solving. The use of these experiential learning methods allows for the commingling of ideas and fosters an adult learning environment. The POSIT instructors are all eminently qualified. Each brings practical experience as well as academic credentials to the program.

Program Benefits

It is to everyone's benefit that the police supervisor receives the best training and preparation possible so as not to be at a disadvantage when dealing with the daily demands of the contemporary law enforcement workplace. POSIT will give your frontline supervisor the tools necessary for being the strong backbone that your organization and community expect.

Upon completion of this program the participants should:

• be prepared for future administrative responsibilities
• know how to define and modify their supervisory roles as their organizations respond to societal change
• be better able to fulfill their potential as supervisors
• have gained knowledge from the experiences of, and lessons learned by, other officers
• be able to further develop their supervisory skills and conduct self-analysis to identify weaknesses
• be able to turn theory into practice
• be able to use a team approach to problem solving
• perform better as members of their management teams
Key Topics

Role of the Supervisor
POSiT identifies the varied roles that the supervisor plays in performing his or her duties.
• Motivator
• Activator
• Mentor
• Role model
• Disciplinarian
• Mediator

Discipline as a Supervisory Tool
POSiT provides students with an overview of discipline as a system of both rewards and punishments.
• Discipline as training
• Discipline as motivation
• Proper use—firm but fair and equitable
• Progressive discipline

Measurable Standards of Performance
POSiT helps to define performance standards and shows how to establish measurable performance standards.
• The supervisor's role
• Errors of leniency
• Halo effect
• Errors of bias
• Evaluation process
• Acceptable performance standards

Legal Aspects of Supervision
Relevant case law is presented. The question of whether your appraisal process, discipline, and supervisory practices can withstand court scrutiny is discussed.
• Personal liability
• Vicarious liability

Hostile Work Environment
Harassment is too common in today's workplace. Police departments are not immune to this type of behavior. Information is presented that will help supervisors in handling complaints of this type.
• Documentation
• Public and individual's rights
• Federal policy
• Agencies policy
• How to properly handle a complaint

Supervisory Styles
How do you see yourself as a boss? POSiT can help you realize which supervisory style is most effective for you.
• Different supervisory styles
• Identifying your dominant style
• Using the correct style
• Expectations—supervisors and officers

Marginal or Problem Employees
POSiT identifies the differences between a marginal employee, a problem employee, and an employee with a problem. It gives instruction on how to identify and properly supervise each type.
• Employees as individuals
• Employee assistance programs
• Counseling
• Identifying the problem
• Motivational techniques
• Open communication

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Turn to a Leader
The Penn State Justice and Safety Institute was formed in 1971 to meet the professional development needs of law enforcement and public safety professionals. Since then, more than 450 municipal, county, state, and federal agencies have entrusted the institute with the training of thousands of law enforcement professionals.

For more information about Police Supervisory In-service Training and Penn State's other law enforcement programs, visit our Web site: www.jasi.outreach.psu.edu

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