**This document was produced by the Pentagon Force Protection Agency, Training Directorate (PFPA-TD), Employee Development Division, who is the proponent of this Stepping up to Leadership Self-paced Program, and is responsible for its content.**



**General comments and questions should be submitted to the Training Directorate mailbox at Trainingdirectorate@pfpa.mil**

**The point of contact is the PFPA Training Directorate, Phone: (703) 697-9765**

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**Richard S. Keevill**



**Chief, Pentagon Police Directorate**

Congratulations on your desire to become a first line Pentagon Police supervisor. I applaud your efforts by taking the first step in completing this Stepping Up to Leadership program. The responsibilities that newly promoted supervisors face are complex and challenging. Now, more than ever, the need for positive leadership by first-line supervisors is absolutely essential and I am counting on you to lead with integrity.

Although supervisors are fully trained officers, they, in many instances, lack hands-on supervisory experience. This Stepping up to Leadership program is designed to provide an orderly transition from line officer to first-line supervisor. It is the intent of this program to provide a clear definition of the role of the first line-supervisor, stressing orientation and training goals. Emphasis for this program is placed on orientation to becoming a new supervisor.

In an effort to save valuable time and resources, this program was designed to be self-paced and is a requirement for all officers who apply for promotion to Sergeant. I encourage you to complete this program and follow the recommendations at the end of the program for further development. Learning is a lifelong event that we must all pursue to remain relevant in our field.



**Pentagon Police Officer’s Creed**

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I am a Pentagon Police Officer.

I hold allegiance to my country, devotion to duty and personal integrity above all.

I will wear my badge of authority with dignity and restraint.

I will promote by example high standards of conduct, appearance, courtesy, and performance.

I will perform my duties in a firm, courteous, and impartial manner; irrespective of a person’s color, race, religion, national origin or gender.

I have sworn an oath to protect and defend the Constitution of the United States;

And it is my duty to protect and serve the employees of the Department of Defense and all within my area of responsibility.

And by these concepts I will be strong…

A true servant and guardian of THE LAW.

**Program Goals**

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* Every participant will understand and become familiar with the characteristics of an effective leader.
* Every participant will understand the impact they have as a leader, on both their personnel and the agency.
* Every participant will understand how important role modeling is to addressing internal issues and ensuring ethical behavior on the part of agency personnel.
* Every participant will understand the correlation between problem solving processes and how to use it as a tool to make sound, rational, and defensible decisions within the workplace.
* Every participant will understand the components of the interpersonal communications process and how to apply effective conflict management techniques.
* Every participant will understand how to identify problems when developing a productive team, what teams can accomplish and the impact of supervisors/managers actions when leading high performance teams.
* Every participant will understand the importance of diversity in the workplace and how to utilize employee diversity in a positive and rewarding manner.
* Every participant will understand the skills required for being a responsible leader and how to effectively utilize various motivational techniques to ensure both high individual and team performance.
* Every participant will become familiar with each of the PFPA/PPD policies and directives included within this training program.

**Program Directions**

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This leadership training program has been designed and developed for you, a Pentagon Force Protection Agency (PFPA), Pentagon Police Department (PPD) officer, who desires to become one of PPD’s future first line supervisors. This program, entitled “Stepping up To Leadership”, is configured for your self –guided/paced participation and should take approximately 8 hours total to complete. The following information comprises the program’s requirements:

**Part 1: General Leadership Development Training Program**

This CD contains seven Sections on general leadership topics listed below.

Section 1 – 21st Century Leadership

Section 2 – Ethics

Section 3 – Effective Communications and Conflict Management

Section 4 – Problem Solving and Decision Making Process

Section 5 – Team Development

Section 6 – Working With Diversity

Section 7 – Performance Management, Motivation and Accountability

To begin this program utilizing the CD only, proceed in sequence through the folders and files contained in the CD version of this training program. If you have elected to utilize the hard copy version of this program provided in manual form, you will still start at the beginning of the manual and proceed sequentially through each section and page until you complete the entire program. In the CD version of this program the general Leadership Development Program will contain the above sections, each represented by a folder, with the appropriate training material provided in a series of sequential files within each folder. Each folder will contain the learning materials associated with that topic. Each topical area and its files will contain the following learning activities: primary learning material, handout, article and concluding with an inter-active learning activity of some type. Upon completing all of the topical areas of study contained within the Stepping Up to Leadership Development Program, you must first print and then complete the self-assessment activity.

Self-Assessment Activity – Stepping Up to Leadership Development

Complete the self-assessment activity. Upon completion of the Stepping Up to Leadership Development Program, you may proceed on to Disk 2 containing select PFPA/PPD Governance Reference Material of this leadership training program.

**Part 2: PFPA and PPD Governance Reference Material**

The second CD contains various PFPA and PPD Governances that will serve as reference material for your use as a new supervisor. Please note that PPD Governances are subject to revision so you should plan to check the PFPA Intranet at <https://intranet.pfpa.mil/index.shtml> for periodic updates.

Although not tested in this program, it is incumbent upon you to be familiar with the contents of this CD as you will need them as reference material in your role as a PPD supervisor.

Upon successful completion of Disk 1 and review of Disk 2, you will have concluded the Stepping Up To Leadership, Leadership Development Training Program. To receive credit for this program and a certificate of completion, you must turn in your self assessment activity to the Training Directorate, Employee Development Division. The Training Directorate will provide you with a certificate of completion and place a copy in your official training file. Good luck on the promotion board!

**Part 3: The Next Steps**

When you finish the “Stepping up to Leadership,” training program, you will need to turn in the specified self assessment activities at the conclusion of each of the seven sections to the Training Directorate (TD).

\*Refer to Part 3 in the program, for the detailed process for what comes next.

**Part 4: Further Development Recommendations**

Immediately succeeding the “Stepping up to Leadership,” training, you may desire to advance your knowledge by using the Further Development Recommendations, under Part 3, provided to you by the Training Directorate. The supplements in this section are NOT a requirement for a successful completion of this program. There are three segments under the Further Development Recommendations section. These include Resource Library, Defense Acquisition University by the Harvard Manage Mentor (DAU), and FBI Virtual Academy. Included in each of these recommendation segments, are detailed directions for obtaining information, books, user accounts and enrollment in the programs. The Resource Library includes various materials regarding supervisory positions and other helpful tools to assist you in your career. The DAU by the Harvard Manage Mentor offers performance support through continuous learning programs in leadership and management. Furthermore, these programs are beneficial for improvement of your writing skills. The FBI Virtual Academy hosts a Learning Management System (LMS), which offers training opportunities within the law enforcement/criminal justice fields. The training offered helps enhance workplace relationships, inter-agency relationships and helps to strengthen a relationship with the FBI. There are also programs that further develop your law enforcement skills, in addition to, an advancement of workplace ethics. These references have been added to assist you in expanding your knowledge and to help you become a well rounded law enforcement officer within the agency. Please continue to increase your knowledge, because learning is a life-long progression.