

ATTACHMENT #7

BELLEVUE POLICE DEPARTMENT
MEMORANDUM



TO: Kay Fielding
FROM: Sgt. Don Pleiss
SUBJECT: Waiver of Supervision Course
DATE: 03/08/2016

Dear Kay,

I have enclosed a copy of Sgt. Scott Miller's course certificate for his completion of the Leadership in Police Organizations course. The course consisted of 120 hours of reading, workbook projects, lecture, group discussions and a final group presentation. The class met for three, week-long sessions, ending June 6, 2014. I am requesting a waiver in-lieu-of the Training Center's Supervision course, on behalf of Sgt. Miller. I have included the course description and content overview for your review.

If there are any questions, please contact me. (402) 682-6624 or don.pleiss@bellevue.net.

Respectfully,

A handwritten signature in black ink, appearing to read "Sgt. Don Pleiss".

Sgt. Don Pleiss
Training Unit



**International Association of Chiefs of Police
Center for Police Leadership and Training**

Issues this award thereby certifying that

Scott Miller

has successfully completed the curriculum

Leadership in Police Organizations

this 6th day of June 2014
Bellevue, Nebraska

Cecilia J. Rosser, IACP Training Director

Jennifer L. Rolfe, IACP Program Manager

The purpose of the mid management level "Leadership in Police Organizations" is to provide a method for police leaders to:

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

Area I: The Individual System

1. Individual Differences
2. Attribution Theory
3. Expectancy Theory of Motivation, Goal Setting Theory
4. Equity Theory
5. Motivation through Consequences
6. Motivation through Job Redesign and Cognitive Evaluation
7. Effective Followership
8. Integration I

Area II: The Group System

1. Groups as Open Systems
2. Group Development
3. Socialization
4. Cohesion
5. Decision-Making in Groups
6. Inter-group Conflict
7. Integration II

Area III: The Leadership System

1. Leadership as a Social Exchange
2. Vertical Dyad Linkage Theory
3. Situational Leadership
4. Transformational Leadership
5. Stress Management
6. Communications and Counseling Skills
7. Integration III
8. Assessing Your Leadership

Area IV: The Organizational System

1. Organization as an Open System
2. Leading the Environment
3. Shaping Organizational Culture
4. Leading Change
5. Ethical Dimension of Leadership
6. Integration IV
7. Putting It All Together
8. Practice of Leadership

The LPOSM leadership development training program is based on a behavioral science approach to leading people, groups, change and organizations. Piloted with great success in 2010, this three-week course is an adaptation of the traditional LPOSM program; providing the opportunity for law enforcement and public safety personnel to train together in the classroom. The original course material was developed and taught for many years at the U.S. Military Academy at West Point. Through years of research and development, the curriculum was specifically tailored to meet the challenges and needs of the law enforcement community. Since 2005, the IACP has worked with over 300 local, state, and federal agencies of all sizes to bring the LPOSM program to 29 states and internationally. Ninety percent of the departments pursue “train the trainers” to develop their own faculty. IACP then provides this faculty with mentoring, standardized instructional materials and support to allow them to sustain the program with internal resources. Elements of the training have also been used in promotional processes and in service training.

Why is the program so different? The distinguishing feature of the IACP three-week course is a focus on the systematic development of leaders at all levels of an organization- the concept of “every officer a leader.” Besides teaching people how to lead individuals, the LPO course coaches people on how to lead groups, organizations, and efforts toward change. For any organization or enterprise, group dynamics can be the difference between success and failure. The LPO course attendees study these dynamics to become adept at making groups cohesive and better able to reach organizational goals. This knowledge acquired by participants about themselves and others has enhanced relationships both on and off the job, making a profound, life-changing impact on many course graduates. In the 21st century, police organizations can no longer rely on an individual or small group of leaders. To develop leaders, law enforcement executives must create a culture in their organizations that is supportive of dispersed leadership. This means establishing expectations that all officers will take leadership initiatives at their levels of responsibility.

The three-week course, typically taught one week a month over three months, emphasizes applied learning; it is very interactive and utilizes small group case studies, videos, role playing and class exercises to reinforce learning. Students are taught leader strategies for use in dealing with practical work place challenges. The course teaches participants the behavioral science theories to better understand how to lead individuals, groups, change, and organizations. Participants are challenged to use the theories and strategies taught to increase the motivation, satisfaction and performance within their organization and to support organizational change.

Source- The IACP