

A message from the Director

'PS UIF MBTU GJGUFFO ZFBST UIF +VTUJDF 4ZTUFN 5SBJOJOH BOE
3FTFBSDI *OTUJUVUF +453* BU 3PHFS 8JMMJBNT 6OJWFSTJUZ
VOEFS UIF HVJEBODF PG #PC .D,FOOB BOE %FOJTF 0XFOT
IBT QBSUOFSFE XJUI UIF /FX &OHMBOE "TTPDJBUJPO PG
\$IJFGT PG 1PMJDF UP QSPWJEF QSPGFTTJPOBM EFWFMPQNFOU
PQQPSUVOJUJFT UP DSJNJOBM KVTUJDF BHFODJFT 5ISPVHI PVS
XFMM SFTQFDUFE \$PNNBOE 5SBJOJOH 4FSJFT UIF +453* IBT
BTTJTUFE PSHBOJ[BUJPOT JO EFWFMPQJOH GVUVSF MFBEFST BDSPTT
UIF SFHJPO 5IJT JT FTQFDJBMZ UJNFMZ HJWFO UIF DIBMMFOHFT
DPOGSPOUJOH KVTUJDF BHFODJFT BDSPTT /FX &OHMBOE JO UIF
TU DFOUVSZ
0VS WJTJPO HPJOH GPSXBSE JT UP DPOUJOVF UP PGGFS
QSPGFTTJPOBM EFWFMPQNFOU QSPHSBNT UP GPTUFS JOOPWBUJPO
MFBE DIBOHF BOE QVSTVF FWJEFODF CBTFE TPMVUJPOT UP
DPOUFNQPSBSZ DSJNJOBM KVTUJDF JTTVFT 0VS JOTUJUVUF TUSJWFT
UP NBYJNJ[F UIF UBMFOU UIBU SFTJEFT XJUIJO ZPVS
PSHBOJ[BUJPOT UISPVHI MFBEFSTIJQ FEVDBUJPO DPOUJOVPVT
MFBESOJOH BOE UIF FOIBODFNFOU PG DSJUJDBM UIJOLJOH TLJMMT
8F XBOU UP CVJME UIF QSPCMFN TPMWFST PG UIF GVUVSF
+453* DBO IFMQ FOIBODF PSHBOJ[BUJPOBM FGGFDUJWFOFTT
UISPVHI UIF HSPXUI PG JOGPSNBUJPO TIBSJOH BOE BOBMZUJDT
8JUI UIF FYQBOTJPO PG BOBMZUJDBM DBQBCJMJUZ BHFODJFT IBWF
BO PQQPSUVOJUJZ UP VTF EBUB ESJWFO EFDJTJPO NBLJOH UP
EFQMPZ SFTPVSDFT NPSF FGGFDUJWFMZ
0OF PG PVS GPDVT BSFBT XJMM CF UP BTTJTU QPMJDF BHFODJFT
XJUI JOTUJUVUJPOBMJ[JOH UIF QIJ
DPNNVOJUZ QPMJDJOH 0VS GBDVM
FYQFSJFODF XJUI DPNNVOJUZ QPMJ
QMBOOJOH QBSUOFSTIJQ CVJMEJO
DPNNVOJUZ TVSWFZT
+453* XPVME XFMDPNF BO PQQPSUVOJUJZ UP QBSUOFS XJUI
KVTUJDF BHFODJFT UP FWBMVBUF UIFJS DVSSFOU QSPHSBNT
QFSGPSN QPMJDZ BOBMZTJT PS DPOEVDU PUIFS BDUJPO SFTFBSDI
UIBU TVQQPSUT UIF BHFODZ T NJTTJPO
1MFBTF UBLF B NPNFOU UP WJTJU PVS XFC TJUF BU
IUUQT XXX SXV FEV BDBEFNJDT TDIPPMT BOE DPMMFHFT
TKT KTUSJ
UP SFWJFX PVS TDIFEVMF PG XPSLTIPQT TFNJOBST BOE
DPVSTFT

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C T S

The C T S conceptual continuum of courses is intended as a leadership, supervisory, and management professional development strategy. Each course has been designed to provide personnel with the knowledge and skills appropriate to their roles in a modern police department and are delivered by experienced law enforcement practitioners and academics.

The two-week C T S : F L S C , that has been designed primarily for Sergeants, addresses topics including: Myers-Briggs Type Indicator - Leadership & Communication Styles and Transitions; Labor Relations; Conflict Management; Performance Appraisals; Data Analysis, Problem Solving, & Planning; Situational & Crisis Leadership and Followership; Legal & Labor Law for the First Line Supervisor; and Ethical Decision-making.

The P O F-week C T S : M - M C , that has been designed primarily for Lieutenants, addresses topics including: Emotional Intelligence; Leadership & Management Principles; Organizational & Interpersonal Communications; Organizational Culture & Change Management; Project Management; Budget Management; Legal & Labor Issues; Problem Employees & Management; and Contemporary & Critical Issues.

The C T S : E D C , that has been designed for officers typically holding the rank of Captain, Major, Deputy Chief, or Chief, addresses topics including: Reactive Leadership; Research and Policy Development; Strategic Thinking & Planning; Understanding the Role of External Information & Individuals in Police Executive Decision Making; Budget Development & Management; Legal Issues & Risk Management; Labor & Management Relations; Organizational Culture & Change Management; Ethical Decision-making; Managing the Political Environment; and Communication for the Executive. Course delivery involves six days of classroom work (two 3-day sessions) and six weeks of web-based distance learning.

E F T S P

The four-day F T E P - FTO course has been designed to provide formal training and practical information for personnel who will become Field Training Officers (FTO's) in their police department. The course, through reference to the "San Jose Model", addresses specific teaching methods applicable to adult learners; performance evaluations using standardized rating