



Course Announcement

To: All Law Enforcement and Correctional Agencies

From: John C. Moses
Director of Criminal Justice

A handwritten signature in blue ink that reads "John C. Moses".

Date: June 3, 2025

Re: **First-Line Administrator Training**
CJA137-5011 (40 hours)
MPCTC#: Pending

September 21 to 25, 2026

Location:

- Wor-Wic Community College
Eastern Shore Criminal Justice Academy
Hazel Center, Room 302
32000 Campus Drive
Salisbury, MD 21804
410-572-8750

Dates & Times:

- Monday, September 21 to Friday, September 25
- 7:45 a.m. – 4:30 p.m.
- There will be 2 ½ additional hours conducted outside the classroom

Training Registration:

- To register, email your request to: escjaregistration@worwic.edu

Fees:

- \$181—Participants from Somerset, Wicomico, and Worcester Counties
- \$191—Other counties

The Eastern Shore Criminal Justice Academy is pleased to present the Maryland Police and Correctional Training Commission's First-Line Administrator's Training Program. This program is delivered in five structured modules that address the essential responsibilities and competencies of first-line administrators within a criminal justice agency. The modules include:

- Module 1: Role of the First-Line Administrator in a Criminal Justice Agency
- Module 2: First-Line Administrator as Planner and Problem Solver
- Module 3: Communications
- Module 4: Role in Managing Human Resources
- Module 5: Risk Management

This program is designed to meet the training requirements established by the Maryland Police and Correctional Training Commission for newly appointed administrators. Participants must successfully complete all M.P.C.T.C. terminal training objectives, achieve a minimum score of 70 percent on the final examination, and actively

participate in all practical exercises. Participants who are absent for more than 10 percent of the program may not be certified unless the Academy Program Director and the Commission Training Coordinator determine that sufficient coursework has been completed.

A First-Line Administrator serves as a supervisor of supervisors and functions as both a manager and leader with expanded organizational responsibilities. Individuals in this role are responsible for directing workflow and operations while ensuring efficiency, accountability, and compliance through the effective management of personnel, tasks, resources, and processes.

Upon completion of this course, the student should be able to:

1--Demonstrate leadership, management, and supervision skills necessary for organizational effectiveness.

- 1.1 Define the role and responsibilities of a first-line administrator.
- 1.2 Differentiate between a first-line administrator and a first-line supervisor.
- 1.3 Differentiate between leadership, management, and supervision.
- 1.4 Explain contemporary leadership models and how they relate to public safety contexts.
- 1.5 Explain how to create a professional development plan.
- 1.6 Explain how leadership impacts the organizational mission.
- 1.7 Explain how ethics and integrity apply to leadership and decision-making.
- 1.8 Explain strategies to build credibility and respect within, or between organizations.
- 1.9 Explain methods of managing organizational change.
- 1.10 Explain how to foster change while ensuring alignment with mission, vision, values, and community expectations.
- 1.11 Discuss strategies to cultivate a culture that embraces change, encourages innovation, and builds resilience within the organization.

2-- Demonstrate effective communication strategies to strengthen team cohesion and performance.

- 2.1 Explain how Emotional Intelligence relates to decision-making and leadership.
- 2.2 Explain the importance of using active listening and clear communication to convey expectations.
- 2.3 Recognize personal and emotional triggers, assess behavioral responses, and apply strategies to effectively manage emotional reactions in both routine and high-pressure environments.
- 2.4 Explain how to apply conflict resolution techniques within, or between organizations.
- 2.5 Explain how to conduct effective briefings and debriefings to enhance communication, coordination, and performance.
- 2.6 Explain techniques for delivering constructive feedback that support professional growth and improve individual and team performance.
- 2.7 Describe the key attributes of successful teams in public safety.
- 2.8 Explain various approaches to team development to enhance organizational dynamics and performance.
- 2.9 Explain how to implement strategies to build trust and accountability within teams by ensuring transparency, mutual respect, and shared responsibility for outcomes.

3--Demonstrate effective management of personnel performance, discipline, and morale to uphold professional standards and ensure operational effectiveness.

- 3.1 Explain the importance of conducting personnel management in a fair and objective manner to minimize bias, promote accountability, and uphold professional standards.
- 3.2 Compare essential components of effective performance evaluation including goal setting, performance criteria, and feedback strategies.
- 3.3 Explain how to address performance and behavioral issues through non-disciplinary corrective actions and the consistent application of progressive discipline.
- 3.4 Explain methods for accurately documenting performance issues and corrective actions to ensure clarity, consistency, and accountability.

- 3.5 Identify agency mechanisms for ongoing monitoring and evaluation of policy compliance, including audits, performance reviews, and feedback systems.
 - 3.6 Identify agency procedures for addressing non-compliance, including corrective actions and disciplinary measures to support accountability and promote a culture of continuous improvement.
 - 3.7 Discuss the purpose of grievance procedures related to personnel management.
 - 3.8 Explain methods for supporting team member wellness and promoting effective stress management.
- 4—Demonstrate ethical, effective, and safe decision making in response to critical incidents/high stress situations.**
- 4.1 Explain how to develop role-appropriate incident response plans that ensure effective coordination, resource utilization, and communication.
 - 4.2 Explain the relevant principles of Incident Command to manage incidents effectively, including establishing command structures, resource allocation, and operational planning.
 - 4.3 Explain how to conduct post-incident evaluations to assess the effectiveness of incident response plans and implement improvements based on lessons learned.
 - 4.4 Explain the steps for implementing incident response plans during emergencies situations.
 - 4.5 Explain how to apply policies, procedures, and legal standards when making operational decisions.
 - 4.6 Explain how to apply risk assessment principles in planning and managing incidents.
 - 4.7 Explain how to manage resources effectively during shift operations.
- 5—Demonstrate how to apply a planning process to achieve an operational goal.**
- 5.1 Define strategic planning and describe its importance in public safety organizations.
 - 5.2 Explain steps necessary to assess internal and external factors impacting an issue related to public safety.
 - 5.3 Explain steps necessary to develop specific, measurable goals relevant to addressing an issue related to public safety.
 - 5.4 Explain how to develop action plans outlining the steps, resources, and timelines required to achieve strategic goals.
 - 5.5 Discuss the importance of managing operational planning, resource allocation, budgeting, and administrative duties in accordance with policies and procedures.
 - 5.6 Explain strategies for allocating resources effectively, balancing personnel and operational resource needs and optimizing resource usage.
- 6—Explain strategies for developing and sustaining positive relationships between public safety agencies and the communities they serve by fostering trust, encouraging collaboration, and promoting mutual respect.**
- 6.1 Discuss the role, responsibilities, and limitations of media relations and public communication during both routine operations and crisis situations.
 - 6.2 Explain role-appropriate and effective communication techniques to disseminate information and engage with the public.
 - 6.3 Explain how to create and implement strategies for engaging with diverse community groups to foster positive relationships and open communication.
 - 6.4 Explain how to develop strategies for fostering positive relationships with the community to improve member effectiveness and build community trust.
- 7—Demonstrate the ability to assess and mitigate legal liabilities within public safety agencies by implementing strategies that align with best practices.**
- 7.1 Explain the importance of developing policies to ensure legal compliance, operational effectiveness, and alignment with ethical standards.
 - 7.2 Explain the importance of policies in guiding organizational behavior, ensuring legal compliance, and promoting ethical conduct within public safety agencies.
 - 7.3 Explain how civil, criminal, and administrative legal liabilities affect public safety administrators.
 - 7.4 Explain the importance of performing regular assessments to identify potential legal risks and liabilities and implement corrective actions as necessary.

This course is designed to meet requirements as mandated by the Maryland Police and Correctional Training Commissions and to meet the annual in-service requirements.

Dress Code Policy for Training Sessions at the Academy

To ensure a professional appearance, all in-service officers and staff must adhere to the following dress code to gain admission to any training session at the Academy:

- **Uniform of the Day:** Recommended.
- **Shirt:** Must have a collar; no t-shirts or tank tops.
- **Pants:** Docker-style pants, BDUs, or suits; no shorts or jeans.
- **Footwear:** Closed-toe shoes with socks; no sandals.

Firearms Policy: Officers carrying a handgun on campus must also display their badge in plain view.

Non-Compliance: Attendees who do not follow the dress code will be denied entry to the classroom or range. A report will be submitted to the Chief/Sheriff/Warden/Director outlining the reasons for the denial. Thank you for your cooperation in maintaining a professional environment.

ESCJA Training Reservation Instructions

1. **Complete the ESCJA Reservation Form:** The fillable form is attached to the announcement email.
2. **Enter Information:** Please type, rather than handwrite, all required information onto the form.
3. **Save and Submit:** Save the completed form and email the saved file to escjaregistration@worwic.edu.

You will receive a notification confirming your seat or informing you if you have been placed on standby.

This document is available in alternative formats to individuals with disabilities by contacting disability services at disabilityservices@worwic.edu, 410-334-2899 or TTY 410-767-6960. Wor-Wic Community College is an equal opportunity educator and employer. Visit www.worwic.edu/Services-Support/Disability-Services to learn more.