



State of Delaware Leadership Program

Frontline Leadership

The Frontline Leadership curriculum is designed to address the challenges faced by frontline leaders in the daily supervision of their teams. Key areas of focus include communication, decision-making, conflict management, and employee performance management. The courses are offered through both online and instructor-led training (virtual or in-person). This program is available to both merit and casual-seasonal State of Delaware employees who are current or aspiring first-level supervisors looking to enhance their leadership skills.

The Frontline Leadership Program aims to:

- Improve the performance of participants, agencies, and state government.
- Support succession planning.
- Assist with professional development and personal growth.

Completing the program will fulfill the Knowledge of Staff Supervision requirements necessary for selection and promotional opportunities in supervisory positions as they arise.

Program Requirements

Participants in the Frontline Leadership program must successfully complete the following:

1. Attend all required training courses.
2. Complete Course Summary Assessments within 30 days of attending each training course.
3. Complete a Case Study Exercise, which must be done after all required training and Course Summary Assessments are finished.
4. Write a Final Report, which must be completed after the Case Study Exercise has been approved.



5. Participate in a Program Symposium, which will take place once the Final Report has been approved.

Program Qualifications and Eligibility

To be eligible for the program, participants must be State of Delaware employees with access to the Delaware Learning Center (DLC) and CyberU courses. This includes employees in merit-comparable positions and those working for elected offices (e.g., Treasurer’s Office, Department of Insurance).

Please note that contractual workers, temporary employees, unpaid interns, and volunteers are not eligible. Additionally, employees of the Solid Waste Authority, Conservation District, higher education institutions, school districts, and charter schools cannot participate.



All applicants must have received a rating of “Meets Expectations” or better on their most recent annual review to be considered for acceptance into the program.

Program Expectations Upon Acceptance

1. Attend an orientation session with your immediate supervisor.
2. Register to attend required courses. Required courses are listed below. Once accepted into the program, they will be entered on your transcript in the Delaware Learning Center (DLC). Some courses will only be available after acceptance in the program.
3. Attend all required courses.
4. Set up and participate in coaching sessions with your immediate supervisor. As soon as possible after the completion of each course, discuss the topics learned in the course and how they may be applied with your supervisor/mentor. Take notes to be used in the course summary assessment.
5. Complete course summary assessments for courses. These must be submitted in the DLC for evaluation no later than 30 days after attending training. Most assessments include a knowledge check and all include questions about how the information will be applied as a supervisor and a description of the coaching session.

Once all required training and course summary assessments have been completed:

1. Request and successfully complete the Case Study Exercise (CSE). The CSE focuses on real-life situations and provides the participant the opportunity to demonstrate their knowledge and the application of all the subject matter and to assess the skill sets developed during the overall program. Participants have 30 days from the day they are sent directions to complete the CSE and submit it to the Frontline Leadership Program Coordinator for evaluation.
2. Prepare Final Report and submit to Frontline Leadership Program coordinator. Participants



are required to write a final report that describes how they can apply the knowledge gained in the training courses and the impact the acquired competencies have made on the participant, their unit, division, and department.

Once the case study and final report have been completed:

1. Participate in a Symposium. The participant will present the information from their final report and facilitate a small group discussion with other participants and a program facilitator. Group members discuss and evaluate each participant’s presentation and facilitation skills before a final approval is made to award certification.
2. Participants who successfully complete all required training and final program requirements will be invited to attend a graduation ceremony where they will be presented with a certificate of completion.



Frontline Leadership Program Model

SKILLS SETS

- Building and Leading Teams
- Coaching Employees
- Communicating with Impact
- Developing a Leadership Mindset
- Driving Performance
- Workplace Environment

REQUIRED KNOWLEDGE



CURRICULUM

1. Basic Principles of Leadership Application Course
2. Brain Bites: Leading Effective Meetings
3. Coaching Skills for Supervisors
4. DISC Personal Profile/Behavioral Styles
5. Effective Presentation Skills
6. Essential Writing Skills Workshop
7. Fact-Based Decision-Making; the Five Whys Technique
8. Getting the Job Done as a Supervisor
9. Leading a Modern Workforce
10. Managing Workplace Conflict
11. Moving into Supervision
12. Planning & Reviewing Performance
13. Principles of Quality
14. Seeing is Believing
15. Using the EAP as a Performance Resource

ASSESSMENT



ASSESSMENTS AND FINAL PROGRAM REQUIREMENTS

- **Knowledge** - Course Summary Assessments (CSAs)
- **Application of knowledge** - Case Study Exercise
- **Overall development** - Final Report and Symposium

Frequently Asked Questions

Does a state employee need a degree to apply?

No. There is not a degree requirement for the Frontline Leadership Program.

Does a state employee need to be a supervisor to apply?

No. State employees do not have to be a current supervisor to apply for this program. Frontline Leadership is designed for current, new, and aspiring supervisors.

Are there any prerequisites for this program?

Yes, to enroll in the program, participants must have completed the online Leadership Essentials curriculum by June 30th of the year they enroll. This can be found in the Delaware Learning Center. All classes are online and supervisory approval is not required.

I've been a supervisor for ten years. Is this program for me?

Maybe. If you have not received formal training to supervise state employees or if you wish to enhance your knowledge and skills, you should consider the completion of Frontline Leadership.

What is the cost of the Frontline Leadership program?

There is no cost for Merit or Casual Seasonal employees from executive-branch agencies to participate.

What if a state employee can't get the application submitted by the end of the enrollment period (June 30)? Do they have to wait until the next enrollment period?

Yes, applications will only be accepted during the annual enrollment period, June 1 – 30. A state employee may take available Frontline Leadership Program courses without being enrolled in the program; however, detailed notes should be taken and saved so that the course summary assessment can be completed after enrollment.



What happens if the state employee's supervisor or director (or above) does not provide their approvals to the Frontline Leadership Application? Is the employee still eligible to apply?

No. The approvals of the supervisor and agency director or above are required to enroll in Frontline Leadership.

Do participants get credit for previously taken courses?

Yes, required training taken before enrollment will transfer to approved participants' Frontline Leadership curriculum.

After enrolling, participants will be required to successfully complete a course summary assessment for each completed course. Participants who do not recall enough to successfully complete the course summary assessment will need to retake the course. A list of required training courses and their related objectives and skillsets can be found by downloading the Frontline Leadership Program Model on the program website.



I've taken courses that are similar to the required courses in the program. Can I substitute these for your courses?

No. There are no substitutions for the course requirements.

Are state employees promoted once they have completed the Program?

No. Participants must still apply and compete for supervisory positions. Completion of the program will satisfy Knowledge of Staff Supervision requirements needed for selection and promotional opportunities in supervisor positions as they arise. *(This program does not satisfy job experience requirements.)*

Frontline Leadership Program graduates may also be awarded undergraduate credits by Wilmington University.

I am currently in the Delaware Health and Social Services (DHSS) Management Certificate program (or another department-specific program). When I complete this program will I automatically complete the Frontline Leadership program as well?

No, to complete the Frontline Leadership Program you will need to apply and complete all the required components of this statewide program.

Will my certificate be recognized nationally?

No. The Frontline Leadership Program is a State of Delaware program only.



Application/Support Process

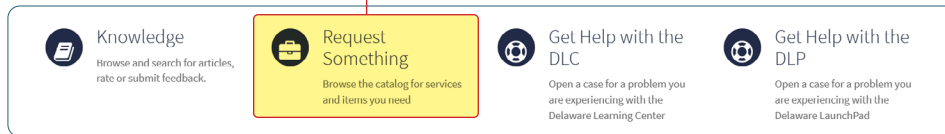
1. [Download and complete the iLEAD Frontline Leadership application.](#)
Please be sure to obtain all required leadership approvals as noted on the application.

2. To submit your application or request support, log in to [ID.Delaware.Gov](#)

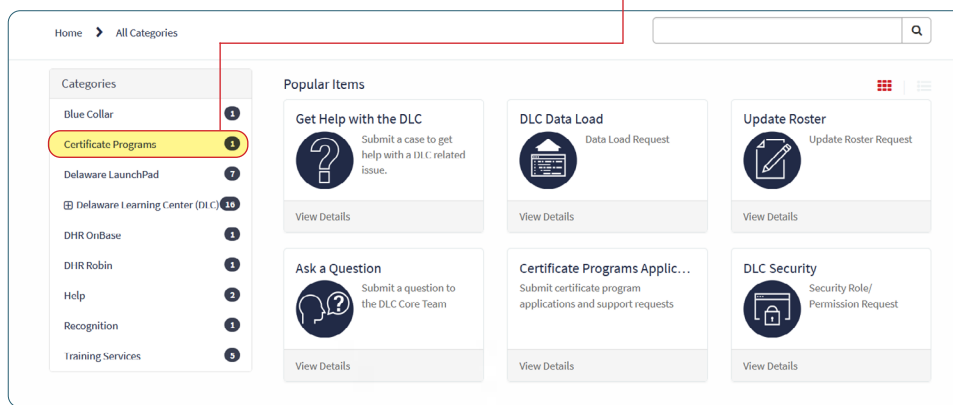
3. Click on the **Training and HR Solutions Support** tile.



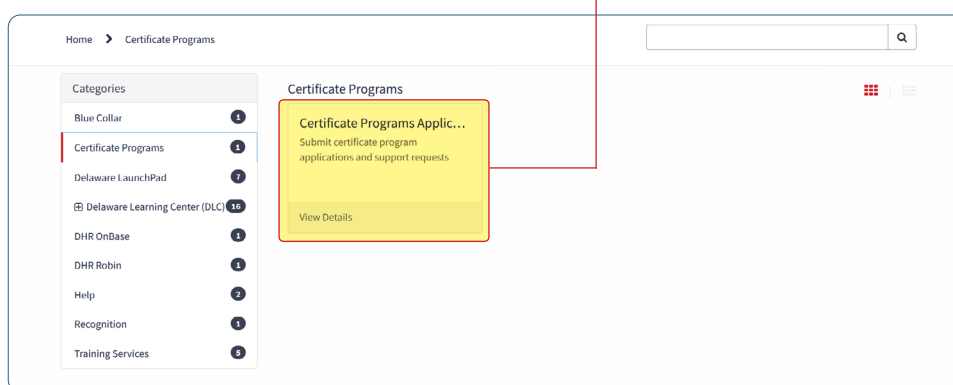
4. Click **Request Something.**



5. Click **Certificate Programs** from the left-hand menu.



6. Click on the **Certificate Programs Application** tile.



7. Complete the **Certificate Programs Application/Support form** by inputting the following (Note: some fields may auto-populate).

- **Contact's Name**
- **Contact's Organization**
- **Contacts' Email**

Application Process

8. a.) Click on the drop-down menu for **Program** and select **Frontline Leadership**.

The screenshot shows a web form titled "Certificate Programs Application/Support". At the top right, there is a "Submit" button highlighted with a yellow border and a callout 'E'. Below the title, there is a paragraph of text and a section titled "Certificate Programs:" with a list of programs and their prerequisites. The form includes several required fields: "* Contact's Name" (filled with "Shelley Koon"), "* Contact's Organization" (filled with "Department of Human Resources-Div of Training & H..."), and "* Contact's Email" (filled with "Shelley.Koon@delaware.gov"). Below these are three dropdown menus: "* Program" (callout 'A'), "* Support Needed" (callout 'B'), and "Comments" (callout 'C'). At the bottom right, there is an "Add attachments" button with a paperclip icon and a callout 'D'.

b.) Click on the drop-down menu for **Support Needed**.

*To submit an endorsed application select **Application Submission with Endorsements***

For all other requests for Frontline Leadership Support requests, choose the appropriate topic.

c.) You may add comments in the common section but they are not required.

d.) Click **Add attachments**. Click on **Choose a file** from the returned window. From the directory, navigate to your application document and click to attach.

e.) Click **Submit**.