Sergeants Leadership in the Portuguese Army: Development of a training program for the Superior Technical Professional Course

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Overview

The Army Command emphasizes the need to improve the qualification of Army personnel at the leadership level.

In this sense, Lines of Effort (LE) were designed in areas such as the development of knowledge, (...) in order to transform the Army Sergeant School (ESE) into an establishment of excellence regarding small group leadership.
Background

The Sergeant School Commandant, in order to respond to the guidelines defined above, formulated the following intention: "to become a Primarily Responsible Entity (EPR) for the elaboration of curricular structures related to the instruction of leadership in small groups".
Background

The School is an establishment of excellence regarding small group leadership and the Sergeants, are considered the “backbone” of the Army, representing the "guiding thread" between the Commanders and Soldiers.

Source: http://cpes-wise:8080/Unidades/principal.asp, em 22 de junho de 2018
Background

Competences of the ESE

- To administer the initial training courses and career progression of the Sergeants;

- Participate in research and development projects (...);

- Support and participate in the evaluation of competences, with a view to their certification;

- Ensure certification of qualifying training and military training in your area of responsibility.

(QOP, 2015)
Aim

The project "Leadership in the Sergeants of the Portuguese Army: Development of a training program for the Superior Technical Professional Course" has as main objective to develop and validate a program of leadership skills for the students of Superior Technical Professional Course of the Army Sergeants School.
Overview of Approach

- The project takes place in 3 years (different Units - UEO's);
- The program will be applied in two successive courses in order to have a sample size, which will validate its efficiency.
Methodology (1)

This project includes the following phases:

- Bibliographic review of the importance of leadership in organizations;
- Analysis of leadership competencies according to the Professional Profile of the Sergeant of the Portuguese Army - Joint Part;
- Analysis of leadership teaching at the Army Sergeants School and its comparison with other teaching models;
- Analysis of leadership skills development programs in order to design a model adapted to the Portuguese military population, and to choose an instrument for the evaluation of competences, which the program intends to evaluate.
Methodology (2)

• Later, the program will be developed and adapted to the context of the students who join the Superior Technical Professional Course; evaluation of leadership skills and application of the program to all students.

• The students of the Superior Technical Professional Course will participate in the study, under two different experimental conditions:
  • Competency evaluation + competency development program (experimental group) and competency evaluation (control group).
Methodology (3)

• In order to access the impact of the skills development program, the participants will respond to a protocol that includes:
  • Personal and Sociodemographic Data Questionnaire,
  • Competency assessment tool.
This protocol will have four different moments:

- Before the General and Scientific Training,
- After the General and Scientific Training,
- During the Technical Training,
- During the On Job Training phase.
Methodology (4)

• In the final phase of the project, the results are integrated to validate the program developed, it will be certified and its results will be published and disseminated in at least three scientific journals and international seminars.
• The project will take three years, at Escola de Sargentos do Exército, Escola das Armas, Escola dos Serviços, Regimento de Artilharia nº 1 and Instituto dos Pupilos do Exército.
• The results obtained aim to validate a program to evaluate and develop leadership skills in the future Sergeants of the Permanent Staff of the Army and for the Portuguese military population.
### Point of situation

**Literature Review**
- Military leadership,
- Programs for developing leadership skills,
- Measures used in the study of leadership
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