NTOA COMMAND COLLEGE STUDENT PROFILE



ASSISTANT CHIEF INSPECTOR TOM PEROSKY UNITED STATES MARSHALS SERVICE CAPITAL AREA REGIONAL FUGITIVE TASK FORCE

Assistant Chief Inspector Tom Perosky currently serves as deputy commander of the United States Marshals Service's Capital Area Regional Fugitive Task Force (CARFTF). In this role, Perosky leads two fugitive teams in Norfolk, Virginia, and Salisbury, Maryland. He also is responsible for overseeing CARFTF's tactical training officers, who are responsible for training CARFTF's 200 full-time federal, state, and local law enforcement officers. Assistant Chief Perosky previously was senior inspector / program lead of the National Tactical Training Officers Program and deputy United States marshal. Prior to the Marshal Service, Perosky served 11 years in local police departments and during that time held positions of SWAT, narcotics task force officer, K9 handler, and patrolman.

Q: How do you envision the NTOA Command College benefiting you in your leadership role on your team?

A: I began my law enforcement career in 1999, and during my time in law enforcement I have been blessed with the opportunity to serve in several formal and informal leadership roles. In the beginning while in those roles, I often found myself basing my leadership style off the good and bad examples of leadership I had in my career. The NTOA Command College provides a tangible and practical course in the study of leadership. The course delivers instruction on human behavior, emotional intelligence, leadership theory, and ethics. These topics are incredibly useful for successfully developing effective leadership and professional relationships. I have already found that I am a better communicator, both in terms of clearly articulating my thoughts and being an active listener.

Q: You have had an opportunity to serve in a number of assignments that involve training law enforcement officers. What qualities and skills do you think are most important for today's officers?

A: It has been my experience that most law enforcement agencies prioritize training tangible skills, such as shooting, tactics, and driving. Although these skills are undeniably important, I would argue that today's law enforcement officer also needs training in decision-making.

When it comes to decision-making, officers need to be capable of quickly assessing a rapidly evolving situation, prioritizing life/safety, and developing an effective plan to resolve the situation. All this while considering a range of factors, such as agency policies, law, available resources, the tactical environment, etc.

Q: Operating in a strong multi-jurisdictional fugitive team, you must constantly collaborate with other peers and agency leaders to accomplish your goals. What advice would you give aspiring leaders learning to operate in this environment?

A: My first suggestion would be to start off establishing relationships built upon collaborative leadership with a team-first mindset. To be truly collaborative, communication, especially listening to leadership of partner agencies, is key. Doing so enables the identification of concerns within individual communities, the development of plans to address those concerns, and the establishment of achievable goals for the team.

It has been my experience that although many communities may have similarities in terms of crime, local law enforcement leaders often have specific priorities. Each agency also is unique in what resources it can provide to address those priorities, such as personnel, equipment, and even community support. It is critical to balance the goals of the Marshals Service's fugitive mission with those of its partnering agencies, all within the context of a unified team.

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198 ENROLLED MODULE II **14** GRADUATES

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Leadership training should be mandatory for officers in all aspects of the police profession, especially for those serving in a SWAT leadership capacity. The courses in the Command College curriculum provide officers and leaders the opportunity to stay abreast of the current tactics and best practices and how to implement them into their teams. Continuing education for senior team members pushes them to stay innovative and constantly strive to better their teams. I have taken several tactics and principles learned during Module I and implemented them into our SWAT program.

- Sergeant | Arlington (TX) Police Department



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