

## **Detailed Synopses of Training Programs Taught by Randy Means Personally**

### **Managing Police Discipline**

#### **Law Enforcement Leadership in the Era of Accountability (Two-Days)**

**Instructor: Career Police Advisor/Trainer Randy Means**

This is micro and macro-leadership training about the shaping of organizational culture through enhanced methods of human development and proper use of strengthened systems.

The need to use a lot of punitive discipline suggests a poorly disciplined organization. In a “well-disciplined” organization, systems work properly and people do what they’re supposed to do, including follow the rules. This seminar explains a variety of enhanced leadership initiatives, including focused policy and strengthened systems, to achieve “disciplinary” goals

Leadership styles can vary from leader to leader but adherence to certain key principles cannot. Leaders must put employees on clear notice of organizational standards. Those standards must then be consistently enforced. Disciplinary sanctions must be consistent and proportionate. In certain key respects, supervision cannot vary from supervisor to supervisor; overarching consistency must be maintained from workgroup to workgroup.

This requires a systemic approach to what historically was left to individual supervisory and managerial discretions. The program shows the need for *organizational* solutions to *organizational* problems. It helps first-line supervisors and mid-managers see a bigger picture, and reminds senior leadership – the “big picture” people – of the vital need still to mind the store and keep close watch on the “little” things. If you take care of problems while they’re small, you don’t get a lot of big problems.

It includes full discussion of the roles and responsibilities of various members of the leadership team – from sergeants to chief executive. It includes hundreds of tips on leadership and risk management – to achieve positive outcomes through both proactive and reactive tools.

**Day One AM: Positive Methods of Influence**

**Day One PM: Oversight & Appropriately Close Supervision**

**Day Two AM: A Progressive Discipline System that Actually Works**

**Day Two PM: What All Leaders Need to Know About Complaint Handling & “Internal Affairs”**

**Managing Police Ethics, Liability Prevention & Risk Management**  
**A One-Day Workshop for Law Enforcement Officers and Their Leaders**  
**Instructor: Career Police Advisor/Trainer Randy Means**

The inter-related, overlapping, interactive and interdependent dynamics of police ethics, liability prevention and risk management are so tightly bound that they are most efficiently and effectively grouped into one multi-faceted training program.

Particularly in certain high-risk areas, ethical behavior requires more than just a generalized desire or intent to be virtuous. In the defining moment, without needed preparation, it's often too late; the officer is unable to respond ethically. Specific preparation is required.

This is an applied-ethics program focusing on the role of preparation in assuring ethical and high-level public contact professionalism. It includes root cause analysis and related leadership initiatives, including the role of all leaders in preparing officers to be virtuous. There is initial discussion of hiring "good" people and then instilling and maintaining duty and honor values throughout the career.

There is also focus on both mental and physical preparedness and the moral obligation of attempting to minimize injury and death. Therefore, **much of the program is devoted to use of force and de-escalation, and to appropriate regulation of high-speed police vehicle operation – the two main causes of injury and death to law enforcement officers and members of the public.**

Through responsible, systematic planning and implementation, law enforcement officers, supervisors, managers and administrators can minimize the risk of officer misconduct, increase individual and organizational effectiveness, sharply reduce the threat of civil liability, vastly improve community trust, and enhance both officer and public safety. This program shows how.

The theme of the program is that managing police ethics, and liability prevention and risk management, go hand in hand. The program is highly interactive and exercise driven throughout. The instructor is a veteran full-time, in-house police attorney who has worked closely with these issues for more than 40 years.

**STRATEGIC PLANNING**  
**for heightening overall professionalism in a law enforcement agency**  
**A One-Day Workshop for Police Command Staff**  
**Instructor: Career Police Advisor/Trainer Randy Means**

Everyone agrees that strategic planning is a good idea- but many do not appreciate what distinguishes *strategic* planning from ordinary, good planning. A strategy is a *broad, often long-term* plan designed to achieve *major goals* that would be difficult or impossible to achieve in a shorter term. If taken seriously, it can help achieve outcomes that might have been otherwise viewed as unattainable.

A strong strategic plan also provides additional definition and communication of agency *values, vision, mission, goals and objectives* to both internal and external stakeholders. It allows for review of agency capacities, *focuses resources on priorities*, and recognizes the internal and external forces that can affect future outcomes.

When a law enforcement agency is able to blend agency goals with a realistic understanding of available resources and potential liabilities, the formulation of an integrated response to a predicted future environment is possible. Then, *strategic* planning is happening and a patient, determined process begins – maybe little by little – but step by step it begins.

Through systematic long-range planning, law enforcement leaders can attain otherwise impossible goals involving increased organizational effectiveness, improved officer and public safety, reduced officer misconduct, and sharply reduced threat of liability. This program shows how to reach those goals through Strategic Planning. It is positive, proactive, and practical - and includes in-depth discussion of how to attain liability prevention and risk management goals by the scaling and scheduling methodology of Strategic Planning.

**AM: Strategic Planning Goals & Methodology**  
**PM: Heightening Overall Individual & Organizational Professionalism**  
**Including: An Evaluation System That Actually Works!**

The instructor is a veteran police consultant who teaches this topic regularly for the Ohio Association of Chiefs of Police and to law enforcement organizations nationwide.

**Constitutional Policing: A Two-Day Review and Update  
for Field Law Enforcement Officers and Their Leaders  
Instructor: Career Police Advisor/Trainer Randy Means, J.D.**

On the day an officer takes the oath of office, the Constitution becomes more than a legal obligation; it becomes an ethical duty, a matter of promise-keeping – keeping the most solemn promise made in a law enforcement career, the promise to support uphold and defend the Constitution of the United States of America. However lofty that promise, it is hollow – without a thorough understanding of what the Constitution requires of police officers.

This advanced training teaches field law enforcement officers what they can and cannot lawfully do under the United States Constitution. It demonstrates how knowledge of the law can be a powerful tool for achieving investigative goals. It empowers officers to attain higher ethical standards, consistent with their oaths of office, without sacrifice of overall law enforcement effectiveness. It covers arrest and detention, search and seizure, interview and interrogation, eyewitness identification, and more. Bias mitigation and use of force discussions are woven appropriately into the training.

Violations of the Federal Constitution can cause loss of public trust, criminal evidence suppression, massive civil liability and even criminal prosecution of law enforcement officers. But all that can be avoided by strong legal and ethical preparation. The instructor, a career full-time police attorney, has written a book on this subject, is past head of the national association of police legal advisors, and a U.S. Department of Justice vetted and approved trainer on this topic for the Los Angeles Sheriff's Department in an ongoing, multi-year collaboration.

**LEADERSHIP AND MANAGEMENT RESPONSIBILITIES**

**Part of any Constitutional Policing training is about individual, personal efforts to know and understand how the Constitution applies to police practices. The other part involves organizational leadership – what focused policies, strengthened systems and other initiatives can be brought to bear in this fight for the legitimacy in which we are all necessarily invested pursuant to our legal and ethical obligations. This is an intense, deep-dive training program including leadership principles as applied to the much-needed effort to assure the highest possible quality of Constitutional Policing and associated professionalism.**

**Minimizing Bias and Perceptions of Bias**  
**A One-Day Workshop for Officers and Their Leaders**  
**Instructor: Career Police Advisor/Trainer Randy Means**

The way we think about people and events affects the way we feel toward people and events, which then affects the way we behave toward them. Stereotyping is a big part of all this. Some of these biases arise from our own experiences, some come from media representations, some come from ancestors we never knew.

We all have a variety of biases, positive and negative, caused by a lifetime of socialization. By our early and constant exposure to our own culture and its normative attitudes, we are explicitly and implicitly taught what to think and therefore how to feel about others – across a wide band of generalizations - stereotypes. We are “taught” about gender and sexuality, age and disabilities, social class and religion, as well as nationality, ethnicity, color and race.

Apart from the portion of the brain that handles socialization lies the “old” brain, prehistoric in its evolutionary origins. This part of the brain harbors a survival instinct that tends to see difference as threat. It operates instinctively and instantly without our conscious thought or even awareness – so it is impossible for us to block its messaging – even if we wanted to.

All this paints a bleak picture, but there is hope. We may not be able to eliminate or even block some of our bias, but there are things we can do to minimize it and block its behavioral effects. This necessarily begins with self-awareness. The statement, “I don’t have a biased bone in my body” is more indicative of a lack of self-awareness than the absence of bias.

This all matters in all parts of everyone’s lives but it matters even more in police work. We’re not folding sweaters at the Gap here. We are detaining, searching, arresting, and using force, including deadly force. We are required by the Constitution and our oaths of office to deliver police work that is bias free – at least in its behavioral outcroppings.

The instructor is a U.S. Department of Justice vetted and approved trainer on this topic for the Los Angeles Sheriff’s Department in an ongoing, multi-year collaboration as part of a federal court settlement agreement.

**IMPACT Communication Skills: De-Escalation and Non-Escalation of Conflict**  
**A One-Day Workshop for Officers & Their Leaders**  
**Instructor: Career Police Advisor/Trainer Randy Means, J.D.**

The skills necessary to de-escalate emotional tension and associated conflict – including physical conflict – are monumentally important to both officer and public safety. Equally important are **non**-escalation skills – the wisdom and tools needed to keep from making things worse. In some situations, with some people, that may be the best we can do. And, in some such situations, officers must have the wisdom and emotional intelligence to occasionally stand down – because the conflict is not worth the varied risks it involves. Seeing the big picture is critical.

Interpersonal communication skills empower officers to achieve law enforcement goals with minimum conflict, furthering all philosophies of community and problem-oriented policing and reducing risks of injury and death to both officers and the public. They are the most powerful tools of officer safety and survival.

In a broader sense, positive personal contacts are a primary trust-building tool critical to beneficial community engagement, Research and common sense indicate that positive, one-on-one, non-enforcement contacts with members of the public are essential to the trust needed to form law enforcement partnerships with the community and engage mutually in problem solving.

The principles of human relations taught in this training are the proven pathways to minimizing conflict and to broader success in law enforcement. Consequently, this training seeks to establish them as performance expectations and illustrate how agencies can heighten overall professionalism around these matters.

All performance criteria identified in the training were reached by consensus of a national faculty of very successful veteran law enforcement officers who also have extremely relevant, advanced academic credentials. All are expert in police tactics and very familiar with officer safety issues. The instructor/facilitator in this training has led this national training project for more than twenty years and is himself a recognized expert in the matters to be discussed.

**Managing Police Personnel Administration**  
**A Two-Day Workshop for Law Enforcement Leaders**  
**Shaping Organizational Culture**  
**by *Leading and Managing* this Vital Function**  
**Instructor: Career Police Advisor/Trainer Randy Means, J.D.**

It is often said that the hardest part of running a law enforcement agency is managing the personnel function—dealing with the *people*. This function cannot just be administered, it must be *led and managed*. Just the federal alphabet soup of anti-discrimination law is daunting and involves a minefield of legal issues: the CRAs, ADA, ADEA, FMLA, FLSA, and more. Beyond that are issues of secondary employment, rules regarding personal appearance, light/limited duty, physical fitness, and the list goes on and on. The challenges of dealing effectively with employee associations and unions add another layer of complexity, as may state statutory law. Lawsuits alleging unfairness and discrimination in police employment are still multiplying rapidly. But law enforcement leaders must not be paralyzed by fear of lawsuits and liability and the relaxation of professional standards just causes more and different problems. This seminar teaches how best to handle these issues—and to make your agency a better place. Topics include ...

**RECRUITMENT, HIRING AND BEYOND**

- Targeted Recruiting
- The Hiring Process
- Minimum Qualifications
- Written Tests
- Psychological Testing
- Background Investigation
- Physical Fitness Standards at Hiring
- Recruit Training & Academic Standards
- Field Training & Probation
- In-Service Training
- Fitness Standards for Incumbents
- Retention Problems & Related Fears
- Military/Veterans Protection Laws
- Employee Evaluations
- Promotions
- Civil Service Exams
- Affirmative Action
- Off-Duty/Secondary Employment
- FLSA Wage and Hour Issues
- Personal and Uniform Appearance

**MEDICAL ISSUES**

- Sick Leave & Its Abuse
- Line of Duty Injury & Illness
- Doctors Notes
- “House Arrest”
- HIPPA
- Maternity Leave
- FMLA
- Return to Duty
- Light Duty

**FITNESS FOR DUTY ISSUES**

- Brady & Giglio Issues
- Alcohol and Drug Usage & Testing
- Psychological & Emotional Instability
- Weapon Carry Restrictions

**THE WORK ENVIRONMENT MINEFIELD**

- Discrimination & Harassment Issues
- Hostile Work Environment
- Employee Privacy Issues
- Message Traffic Discipline
- Freedom of Speech & Social Media

**NOTE:** This seminar focuses on the non-disciplinary aspects of managing police personnel administration. For coverage of **Managing Police Discipline**, attend that separate program.

**“Internal Affairs” ... Today**  
**A Two-Day Workshop for Law Enforcement Leaders & IA Staff**  
**Instructor: Career Police Advisor/Trainer Randy Means**

From complaint intake and triage to misconduct investigation and case dispositions, this program highlights and spotlights critical issues and offers recommendations for best practices and problem solving. The workshop presents internal affairs issues, methods and initiatives, including focused policies and strengthened systems, critical to achieving organizational disciplinary goals and improving officer and public trust in the process.

This unique course equips participants with knowledge and skills necessary to conduct, supervise and manage internal affairs work in a manner that heightens trust and confidence in the function and its involved processes, including internal investigations – whether conducted by a full-time “IA” person or a regular supervisor/investigator.

The program covers ordinary administrative matters as well as use of force and critical incident investigation, including investigation of officer-involved shootings. It includes legal issues, management principles and policy recommendations, but focuses also on specific IA protocols and major, critical aspects of investigative methodology. Trends in Law Enforcement Officer Bills of Rights are highlighted.

**Topics Include ...**

Review & Case Law & Legal Issues	IA Dispositions & Progressive Discipline
Selection & Training of and by IA Personnel	Administrative vs. Criminal Investigations
Complaint Handling Processes	Interaction with the Media
The Complaint Triage Process	Records Management & Confidentiality
Definition & Categorization of “Complaints”	Critical Incident Investigation
Scene Handling & Evidence Collection	Officer-Involved Shooting Issues
Recording & Other Documentation	Human Factors & Stress
Complainant and Non-Employee Interviews	Early Warning Systems
Employee Interviews and Representatives	Proactive Risk Management Issues
Investigative Mindset, Methods and Style	Tips on Liability Prevention
Brady/Giglio and Consequent Matters	Creating an IA SOP

The instructor is a full-time police attorney with decades of experience in exactly these issues. He teaches this topic for both labor and management organizations.



**Community Policing**  
**A One-Day Nuts & Bolts Workshop for Police Officers & Their Leaders**  
**Instructor: Career Police Advisor/Trainer Randy Means, J.D.**

Community Policing is about co-producing public safety in partnership **with** the community. Problem Solving is ultimately what community policing is about. This outcome occurs most quickly, effectively, and lastingly when done in collaborative partnership with stakeholders – police with community and vice versa. Optimally, police and community are viewed and felt as “one” – not “us” and “them” – and certainly not as adversaries. It is aided by utilization of appropriate problem-solving models and principles of strategic planning.

The pillars of community policing involve heavily inter-related and interactive dynamics. To a large extent, each one depends on several others. In any event, they flow from one another, often in chronological series, and are the essence of community policing. They are: Procedural Justice, Legitimacy, Respect, Engagement and Relationship, Trust, Partnerships, and Problem-Solving. This program will illustrate and explore each of these dynamics in depth.

Because our “communities” will always and without fail be diverse, even if racially similar, there will be discussion of diversity. It is, of course, the *sine qua non* of this country – the thing without which we would not be. We can embrace and enjoy that diversity, struggle with it, or live with it in peace. In any case, American law enforcement officers are obliged by their ethical duty to protect and serve the diverse peoples from across the world who have always formed our *communities*. Dealing with differences, naturally requires a degree of open-mindedness and open-heartedness that in turn allows empathy – understanding.

Community policing also requires good **leadership** at all levels. Every law enforcement officer must be a good leader, an effective influencer, and a great communicator. There will be a closing discussion of these matters.

The instructor is a U.S. Department of Justice vetted and approved trainer for the Los Angeles Sheriff’s Department on this topic in an ongoing collaboration.