



RANDY MEANS & ASSOCIATES, LLC

RMA

**15 LAW ENFORCEMENT TRAINING PROGRAMS TAUGHT BY RANDY MEANS PERSONALLY
ALL EXCEPT THE LAST ONE CAN BE PRESENTED IN A ONE DAY VERSION
BUT ARE BEST DONE AS TWO-DAY CLASSES**

FOR BOTH OFFICERS & THEIR LEADERS

MINIMIZING BIAS & PERCEPTIONS OF BIAS

For Officers & Their Leaders

Stereotyping and its Dangers
Self-Awareness and the Bias Studies
“Profiling” Issues
Tools for Mitigation

LIABILITY PREVENTION & RISK MANAGEMENT

Managing High-Risk Field Activities

For Officers & Their Leaders

Use of Force
High Speed Driving
Entry into Private Premises
Officer-Citizen Contact Professionalism

RISK MANAGEMENT THROUGH COMMUNITY POLICING

Getting to the Heart of Things

For Officers & Their Leaders

Why “Community” Policing?
Pillars and Theories
Building Relationship and Trust
Public Safety Partnerships

CONSTITUTIONAL POLICING
For Officers & Their Leaders

Pedestrian Contacts and Searches
Vehicle Stops and Searches
Entry into Private Premises
Questioning and Identification Procedures

MANAGING POLICE ETHICS
For Officers & Their Leaders

The Role of Preparation
Applied Ethics & Virtue Ethics
Shaping & Re-Shaping Culture
Building & Maintaining Duty & Honor Values

COMMUNICATION SKILLS FOR LAW ENFORCEMENT
For Officers & Their Leaders

Talking and Listening: Why be “Nice?”
Brain Science and Communication Theory
Verbal and Non-Verbal Communication
Conflict Management: De-Escalation and Non-Escalation

FOR SUPERVISORS, MANAGERS & ADMINISTRATORS

IMPROVING PUBLIC CONTACT PROFESSIONALISM: MANAGEMENT ISSUES
Creating & Enforcing Actual Standards

Hiring for Human Relations and Communication Skills
Creating Policy and Training Around These Skill-Sets
Supervisory Involvement in Assuring Proper Performance
True Accountability to Standards in This Critical Domain

POLICE USE OF FORCE: MANAGEMENT ISSUES

A Systems Approach

Getting the Right People
Creating the Right Policy
Linking Training & Supervision
Building Culture & Community Trust

HIGH-RISK PERSONNEL PRACTICES: MANAGEMENT ISSUES

From Hiring to Firing, and a Lot In Between

Recruiting Strategies and Hiring Standards
Harassment and Discrimination Issues
Readiness Standards: Physical and Mental
Fundamental Fairness with Employees

PROACTIVE “DISCIPLINARY” TOOLS

Discipline without Punishment

Influence through Inspiration and Trust
Goal Setting and Recognition Systems
“Enhanced” (Closer) Supervision
Testing and Early Warning Systems

REACTIVE DISCIPLINARY TOOLS

Responding to Performance Issues

Performance and Readiness Evaluations
Progressive Discipline as a System
Internal Investigations and Associated Issues
Case Dispositions: Consistency and Proportionality

ADVANCED INTERNAL AFFAIRS

Assuring Accountability to Standards

Where are We Today: What's Going On?
Philosophy: Just the Facts or Lessons Learned
Complaint Handling, Case Triage, Dispositions
Investigative Methodology

IMPROVING YOUR POLICY MANUAL

Making Your Directives System Work for You

A Directives System
System Pillars
Manual Organization
Assuring Critical Knowledge

STRATEGIC PLANNING FOR COMMAND STAFF

Making Possible the Otherwise Impossible

Why "Strategic" Planning?
A Ten-Step Approach
Elements of a Plan
Building and Maintaining Support

ADVANCED LEADERSHIP SKILLS

Transformative Methods of Influence

Roles and Responsibilities
Accountability to Standards
Supervisors as Risk Managers
Liability Prevention Hot-Spots
Tools and Methodology
Competence & Character
Building Relationship & Trust
Lessening Fraternalization & Building Respect
Unity of Command
Performance and Readiness Evaluation
Improving Recognition Methods and Systems

[AND SEE THE FOLLOWING PAGE FOR OUR FLAGSHIP PROGRAM FOR LEADERS AT ALL LEVELS](#)

A LEADERSHIP TEAM-BUILDING WORKSHOP

CREATING & MAINTAINING THE “WELL-DISCIPLINED” ORGANIZATION

(An All-In-One 3 Day Program)

WHO SHOULD ATTEND?

ALL MEMBERS OF THE LEADERSHIP TEAM – FROM SERGEANTS TO CHIEF AND SHERIFF

This is applied micro and macro-leadership training about the shaping of organizational culture through enhanced methods of human development and proper use of strengthened systems, and getting all leadership team members on the same page. Leadership is a team sport.

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 workshop illustrates a variety of enhanced leadership initiatives, including focused policy and strengthened systems, to achieve “disciplinary” goals.

Leadership styles can and will 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. It 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.

Topics include

Strengthening Organizational Culture
The “Well-Disciplined” Organization
Professional Standards and Morale
Recruitment and Selection Systems
Keys to Fairness and Just Culture
Assuring Needed Consistency
Proportionality in Disciplinary Actions
Making Progressive Discipline Work
Defining Supervisory Expectations
Unity of Command
Proactive Effects of Close Supervision
Complaint Handling and Documentation
Quality Control Methodologies & Analytics
Routing and Analysis of Negative Data

Improving Early Warning Systems
Appropriate Use of Written Directives
Fitness for Duty Issues
Use of Force and High-Speed Driving
Managing Supervisory Discretion
Strengthening Community Relations
Reducing Fraternalization and Nepotism
Activity to Negativity Ratios
Performance Evaluation and Discipline
The Power of Recognition Systems
Goal Setting and Attainment
In-Service Training/Testing/Assessment
Liability Prevention/Risk Management
Strategic Planning – Finding True North