



RANDY MEANS & ASSOCIATES, LLC

RMA

NEXT LEVEL LEADERSHIP

Hosted by the Gardner (KS) Police Department
November 6 & 7, 2023 (0830 to 1600 Each Day)

A 2-DAY TEAM BUILDING WORKSHOP FOR LAW ENFORCEMENT LEADERS AT ALL LEVELS



The need to use a lot of punitive discipline suggests a poorly-disciplined organization. In a properly "disciplined" organization, systems work well and people do what they're supposed to do, including follow the rules.

This program explains use of enhanced and largely positive leadership initiatives, using focused policy and strengthened systems, to assure officer accountability to professional standards.

This training is about shaping organizational culture through enhanced methods of human development and proper use of strengthened systems.

INSTRUCTOR/FACILITATOR



RANDY MEANS, J.D.



Attorney with decades of experience working full-time in/with law enforcement leadership



Nationally recognized expert in police law, systems, leadership and accountability



Former military officer, second-in-command of a combatant naval vessel

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 supervisors and mid-managers see the "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. Program theme: Finding True North – accountability at all levels to professional standards.

Get to Know Randy Means



Son and brother of West Pointers, himself former operations officer, then executive officer (second-in-command) of a small combatant naval vessel. He then attended a top-tier law school, became a department head at a state law enforcement training center, nearly ten years in-house counsel to a major city police department, since 30+ years in a prominent law enforcement consulting firm and a nationally recognized expert in police law, systems, leadership and accountability. His work has been mentioned in the Wall Street Journal, discussed on 60 Minutes and featured on both the Law Enforcement Television Network and FBI Training Network. Author of two books on policing, 100+ published articles, and past head of the National Association of Police Legal Advisors, he has conducted law enforcement training in every state and Canada and taught more than a half-million law enforcement officials, including tens of thousands of police leaders. Featured speaker at annual conferences of the IACP, FBINAA, PRIMA and state chiefs' groups from New York to California.

Workshop Topics

Strengthening Organizational Culture
Trends in state law: LEOBRs and more
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 and Reactive Disciplinary Tools
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 Fraternization 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

To Register ...

**Contact Kathy Wilmoth at 913-856-7312 or
kwilmoth@gardnerkansas.gov**

**Alternate Contact: Captain J. Hayes
jhayes@gardnerkansas.gov**

**Workshop Location: Gardner Justice Center,
16540 N. Moonlight Road, Gardner, KS 66030**