



# FBI-LEEDA Insightner



Winter 2018 - Issue I

## officer wellness



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# DID YOU KNOW?

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LifeLock partners with Law Enforcement

LifeLock partners with FBI-LEEDA to present educational programs about identity theft and fraud across the United States. Summits are open to all law enforcement including: prosecutors, command level, investigative personnel and patrol officers. Also open to financial industry investigators and analysts. Together, we have educated over 15,000 individuals representing nearly 6,000 agencies.



FBI-LEEDA





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## President's Letter



**Thomas R. Alber**  
President, FBI-LEEDA

### Greetings!

FBI-LEEDA continues to grow and prosper and is an organization of which we can all be proud. I am happy to report the Association continues to thrive and the demand for classes continues to grow. 2017 was a banner year, with the exponential growth of our Trilogy courses (Supervisor, Command and Executive) and the addition of our Reflective Leadership Institute. We strive to create new ways to help FBI-LEEDA continue to be the leading provider of law enforcement leadership training in the nation. From an education perspective, I believe FBI-LEEDA provides the best leadership training for law enforcement in the country. We are constantly reviewing our course curriculums to remain up-to-date to ensure we are offering the best law enforcement practices the leaders in your police agencies need to succeed.

With everything we are facing in law enforcement today, the courses led by FBI-LEEDA will help you to make the important decisions to ensure both you and your organization are the best they can be. It is key to our organization that we continue to bring fresh, updated, and relevant training to our members. With the rapidly changing face of our environment, education couldn't be more important. The way we lead, learn and interact with our communities all reinforce our primary mission of providing excellent service to our diverse communities.

FBI-LEEDA's Annual Executive Training Conference is stacking up to have one the strongest line-up of speakers along with many networking activities. I am looking forward to the great hospitality, networking and hearing from prominent presenters from across the country on pertinent issues that impact many of our communities.

FBI-LEEDA continues to thrive and transition as the demand for classes grows. Your dedication to continuing education for law enforcement is commendable and FBI-LEEDA would not be where we are today with-

out you. We are here to serve you and ensure that FBI-LEEDA continues to provide the level of academic excellence you expect. I encourage you, as a member of FBI-LEEDA, to remain connected with the day-to-day activities of our association by utilizing the resources we have in place for you:

**FBI-LEEDA Monthly Newsletter** is monthly electronic newsletter emailed to all FBI-LEEDA members. The monthly newsletter includes information about upcoming courses, conference information, the latest law enforcement news, and more.

**FBI-LEEDA Twitter** feed (@FBILEEDA) and **FBI-LEEDA Facebook** page (@FBILEEDA) provides daily information on our classes, police leadership articles, upcoming courses, conference registration and more. If you have recently attended an FBI-LEEDA course make sure to check the social media feed to see your class photo!

**FBI-LEEDA LinkedIn** group provides a platform for members to share and discuss information on the importance of leadership in law enforcement.

Through these numerous media platforms, FBI-LEEDA is proving its commitment to keeping our members connected and updated! On behalf of the FBI-LEEDA Board, we wish you a happy, healthy and very safe 2018!

**Tom Alber**  
President, FBI-LEEDA

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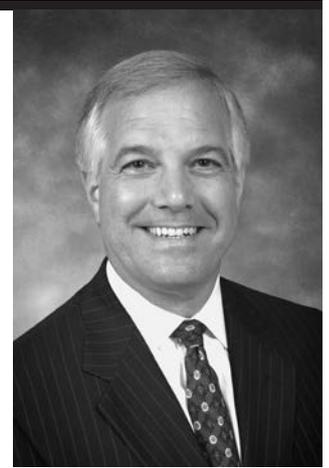
# The LEEDing Edge

Executive Director's Report - January 2018

Happy New Year, from all of us at FBI-LEEDA! With this New Year comes the excitement of setting and updating goals and excitedly looking at what lies ahead. As we move forward, we should also reflect on our challenges and successes of the past year. In 2017, we achieved many of our goals with the addition of the Reflective Leadership Institute. We ended the year with well over 200 classes provided. This number significantly exceeds classes we provided in 2016. This continued growth exemplifies the value of the leadership education that our Association provides to those who are at the 'tip of the spear.'

This past year FBI-LEEDA provided classes across the United States, including Alaska. We also provided the Trilogy courses in Puerto Rico and to law officers in Canada. This is a significant step forward for our Association as we strive to expand the benefits of our leadership classes to the officers and personnel in new areas. We could not have achieved this level of success without our exceptional instructors and the FBI-LEEDA staff. As we continue to grow our classes, we have added new staff members and instructors. I assure you, we seek only the very best and most qualified people to meet your needs. FBI-LEEDA is committed to ensuring that we provide you with the necessary tools to employ cutting-edge leadership practices within your agency. Our program calendar for 2018 is already crowded, and we're booking classes into 2019. We encourage you to contact the office so that we can reserve dates for your agency to host classes.

Our Association could not enjoy the accomplishments we have experienced this past year without our members' constant support. Our goal is to continue to improve member benefits and make sure we are pro-



**Charles "Skip" Robb, Jr.**  
Executive Director  
FBI-LEEDA

viding the best leadership and management education available. If you haven't already done so, I urge you to renew your membership today. Membership benefits include, exclusive members-only online content, line-of-duty death benefits, member discounts, and access to a wide network of law enforcement leaders across the nation.

We are diligently preparing for our 27th Annual Executive Training Conference in Birmingham, Alabama. Birmingham's rich history in the Civil Rights Movement is a perfect backdrop for this year's conference theme: "Reflecting on leadership lessons from the past to address current law enforcement issues." This conference will include excellent networking events as well as other opportunities to connect with law enforcement leaders from around the country and indeed the world. We want a record number of attendees this year, so register soon to book your room.

In closing, I want to thank you for your active participation and support of FBI-LEEDA. Your participation allows us to succeed in providing the best leadership education to today's law enforcement officers and agencies. We anticipate a banner year for FBI-LEEDA, and look forward to seeing you in Birmingham!

All the best,

*Charles E. Robb, Jr.*  
Skip

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# It's Never Too Late to Eat Right

— **Heather Leff**, Personal Trainer and Co-Owner  
*The Work House Training Ground*



Those evil late-night munchies. They're always lurking in the shadows, nudging us in the gut with their sharp hunger pangs, urging us to grab a meat lovers' pizza or candy-covered sugar bombs from the vending machine. Listening to them is one way to go, especially when it's late, you're starving, and don't have the energy to search for something healthy. But those bad decisions will catch up with you. And quick. You'll not only pack on pounds, but also do your body (and mood) the ultimate disservice.

If you're not careful, working later shifts can put you at risk for things like weight gain, heart disease, high blood pressure, and diabetes, as it can interfere with the body's natural rhythms. In addition to getting enough sleep, you want to eat right while burning the midnight oil. And following a few easy steps can help make those late-night munchies much less of a necessary evil.

## Start Smart

It all begins with making the right choices at the market. Arm yourself with a list of healthy options and stick to it. A good rule of thumb is to "shop the perimeter" where you'll find the freshest foods, like produce, meats and dairy. The inner aisles house the packaged and processed, so limiting your time there means leaving the sodium-rich, fatty, and sugary foods on the shelves. Because if you're not buying junk, then junk won't be tempting you from your pantry.

## An Apple a Day...

Fill your cart with plenty of fruits and veggies (shoot for 4-5 servings each daily) as your meal and snack foundations. Salads are a great option, as they're filled with nutrients and, contrary to what you're thinking, can be incredibly satisfying. Opt for dark leafy greens, like spinach or romaine, which are packed with vitamins A, C and K. Go simple by adding grape tomatoes, onions, carrots, and cucumbers. Or opt for a little flair, and do grilled chicken, almond slivers and mandarin orange slices. Just be sure to keep the dressing basic, so you

don't kill all that goodness with calories. A tablespoon of olive oil and/or balsamic vinegar (or even a squeeze of lemon juice) can be the perfect complement.

**Now onto protein.** The DRI (Dietary Reference Intake) is 0.8 grams per kilogram of body weight, or 0.36 grams per pound. For average sedentary individuals, males should opt for 56 grams per day, and ladies, around 46 grams. Chicken breast, lean meat, like ground turkey (94% or 99%), and fish are all good choices. And there are so many options to keep things interesting—grill, bake, BBQ, sauté. Have fun exploring! Grill a chicken breast, add a complex carb, like a cup of quinoa or brown rice, and a cup of steamed or sautéed veg, like broccoli or cauliflower. Just ensure your protein portions are the proper size—an easy gauge is to see that it's no larger than the palm of your hand.

## Put Some Prep in Your Step

Now, how do you make sure those good eats make it to your late-night plate? By meal prepping. Designate one day or night (like a Sunday) to do all your cooking for the week—chop veggies, slice fruit, cook your protein, etc. Do as much as you can then, so all you have to do later is pack it up and go. Trust me—getting it done ahead of time is crucial to keeping your diet on point and making smart choices.

## Stick to a Schedule

Just like exercise, having a regular meal routine keeps things balanced. Shoot for three main meals, eaten around the same time each day, and don't skip. It's important to not let working later be an excuse for eating poorly or scarfing down big dinners in the middle of the night. Sticking to a meal schedule keeps you full through the day and your metabolism running smoothly.

## Don't Forget Breakfast (or Snacks!)

A smart choice for the late-nighters (and everyone, really) is to fuel the body properly first thing. Research shows that eating breakfast stimulates metabolism

and encourages burning more calories. It also shows that regularly skipping puts you at a higher risk for heart disease, obesity, high blood pressure, high cholesterol, and diabetes. Eating breakfast also has a positive effect on cortisol, one of the primary “stress hormones,” and helps restore glycogen. If you don’t replenish glucose stores, you’ll feel hungry, cranky, and fatigued. Best to skip the muffin or bagel and go for a combo of protein and good fats, like eggs and avocado slices.

Aim to eat small snacks every few hours, too. This balances energy and leaves you feeling full without overdoing it. Apples are a prime choice—they’re easy to carry, typically less than 100 calories, and pack four grams of dietary fiber, 17% of the daily recommended value. They’re great plain, but try slicing and dipping in a tablespoon of peanut butter for a quick energy boost. A few other options: celery stalks and baby carrots dipped in hummus (a cup of chickpeas packs 14 grams of fiber!), a handful of nuts (the unsalted variety), or a piece of string cheese.

### Cut Down on Caffeine

Don’t panic—I’m not suggesting cutting it out completely, just limiting consumption around four to five hours before quitting time. Coffee can disrupt your inner clock, so not only will it be harder to sleep, you won’t slumber as soundly. While getting quality sleep (and enough of it) is an essential part of any day, it’s especially critical when working later. Instead of coffee or energy drinks, go for a natural sugar high, like a piece of fruit (see apple endorsement above).

Hopefully these tips shed some light on adapting healthier eating into your late-night gig. All it takes is a little scheduling, planning and prepping to really make a difference and not leave your overall health in the dark.

*Leff is a personal trainer/co-owner of The Work House Training Ground (workhousetraining.com) in Chester County, Pennsylvania, specializing in strength and weight training. She’s also a senior editor for one of the world’s leading digital home shopping retailers.*

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## Members' Spotlight



### SHARE YOUR EXPERIENCE. GET YOUR VOICE HEARD.

We welcome your submissions: Our Members' Spotlight highlights articles written by FBI-LEEDA members, for FBI-LEEDA members. Articles should be approximately 750 words; please include your professional portrait (.JPG or .TIF file), a short bio and send to the FBI-LEEDA office, attention Delanie Lynch or email her at [dlynch@fbileeda.org](mailto:dlynch@fbileeda.org)

## 2017-2018 FBI-LEEDA Executive Board

*Pictured (l to r): Thomas Alber, John Horsman, Dominic Rizzi, Joe Wellington, Ira Edwards, Jr., Paul Shastany, and Charles "Skip" Robb, Jr.*



### FBI-LEEDA Mission Statement

*To advance the science and art of law enforcement leadership and promote the exchange of information to improve law enforcement management practices through training, education, and networking among police professionals across the United States and beyond.*



## 27th Annual Executive Training Conference

**Sheraton Birmingham Hotel** – 2101 Richard Arrington Jr. Blvd. N, Birmingham, AL 35203

FBI-LEEDA's mission is to advance the art and science of law enforcement leadership and continue to provide excellent networking opportunities for our members and is proud to offer an education-based conference with some of the top thought-leaders in the law enforcement profession.

**Registration is now open: <http://fbileeda2018.org/>**

*The conference is open to law enforcement – sworn and professional staff, including both members and non-members alike – consider inviting law enforcement colleagues to join you.*

**SAVE THE DATE**

**Monday-Wednesday, April 30-May 2, 2018**

# Proactive Wellness Strategies

— Irene Barath, Leadership Development Unit  
Ontario Police College [OPC]



*'The art of living is more like wrestling than dancing, because an artful life requires being prepared to meet and withstand sudden and unexpected attacks.'*

— Marcus Aurelius, *Meditations*, 7.61

Imagine driving along a busy highway many miles from home. You suddenly hear a clattering, the engine light comes on, and the transmission fails. You manage to get the vehicle safely stopped on the side of the road. Fortunately, you realize there is a first line of support, and you use your auto club hotline to call for a tow truck. The tow truck driver arrives and loads your vehicle. You get a small sense of relief from managing the situation well so far. Then the tow truck driver turns and asks, "So where am I towing your car?" You don't know the area. You don't have an answer. He provides a list of several local garages. While well-intended, this does not inspire confidence since you do not know which one will be best suited to your specific needs. Could this additional stress of trying to figure out what to do have been prevented? The answer is simply, yes.

Police departments identify their personnel as the most important and expensive resource they have. Through the professionalism of their personnel, both sworn and unsworn, police agencies maintain the trust and respect of the communities they serve. The ability of law enforcement professionals to move beyond the transactional delivery of police service, pay for time, to a transformational delivery of police service, seeing what needs to be done to enforce the law effectively and engaging fully, depends in a large part on the officer's physical and psychological wellness.

When police agencies provide independent access to wellness resources including physical and emotional support for law enforcement personnel and their families, the benefits can be profound. Agencies who provide these essential resources and encouragement are

investing in their personnel's wellbeing both at work and at home. That is the first line of support. The next step is to encourage their staff to proactively find and establish trust with a health care professional to put that safety net in place.

At some point in our life, personally or professionally, for ourselves or our family, we will be managing a crisis. These situations are all relative and may not seem significant or overwhelming to others, but that does not matter because it will be a crisis for us, none the less. When the situation we are dealing with, whether it a difficult call, managing public scrutiny over a decision made in the moment, or the health issues of a family member catches us off guard, then it is reasonable for us to want to have a safety plan in place.

Early in my career, I was involved in a prolonged investigation involving a missing child where the outcome was not good. The case involved many hours of overtime, time away from my husband and young children, as well as grief at the loss of the child. Thinking I was handling everything so well, I did what most law enforcement officers do. I dug in, worked longer and harder, hugged my children more than usual, and became even more guarded and protective while telling everyone who asked that I was fine.

Several months later my husband and I were renovating our home, including the purchase of a much-anticipated dishwasher that we could afford because of my overtime pay. After a long day at work, I walked into the kitchen where my smiling and handy husband proudly pointed to our newly

*(continued)*

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“Agencies who provide these essential resources and encouragement are investing in their personnel's wellbeing both at work and at home.”

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installed dishwasher. That's when it hit. Looking at the dishwasher I knew the only reason we could afford that luxury was because of the overtime during the homicide investigation of that child months earlier. I felt the engine light come on and the transmission fail. I was able to get myself to a safe place with the support of my family and some professional intervention, but I could not bring myself to use that appliance for a long time. This situation taught me a valuable lesson. The best time to try and marshal the resources to handle a crisis is before you are in the crisis.

When a crisis hits, it is essential for police personnel to be able to reach out to their agency for that first line of support. If the cause of the crisis is work-related rather than personal, police leaders should proactively reach out to their workers and ensure they know what help is available. If the agency can connect with and vet mental health professionals in the community, then it makes it easier for the officers to get help for themselves and their family members when there is a need.

At the Ontario Police College in Canada, we work with new recruits, experienced officers, and supervisors of both sworn and unsworn personnel to have candid conversations about officers seeking out access to resources at the earliest opportunity before a crisis. We understand that if a crisis arises and an officer takes the first step to find out what resources are available, getting three or four options means the challenge only begins. If the officer takes a chance and reaches out to a psychologist or counsellor and shares their problems, there is no certainty there will be a good fit. If the officer does not have confidence in the first mental health professional they speak to, the likelihood of them making a second call, confiding again in someone new, is very slim. This problem could be prevented if the officer already has a respectful and trusting relationship with a mental health professional that was established before challenging times settled in.

It is not always about the officer. Sometimes during the course of a tour of duty an officer might find themselves getting a bit bumped or bruised from managing a motor vehicle collision or crime scene event. When the officer arrives home looking a bit worse for the wear, their loved one may be a bit disturbed as they face a reality that police work can be riskier than expected. It might be the loved one that requires assistance to build and apply resilience skills to keep the family functioning optimally. Even the constant barrage of negative media can take its toll on the motivation of an officer and the positive energy of their family.

Policing is often referred to as the caring profession. Caring about what we do on the job and off the job means we try to bring our very best in every situation. No one ever asks for a crisis to hit. No one ever wakes up one day hoping for a tragic call or terrible personal news that will turn their world upside down. No one asks for an anxiety disorder that manifests six months after a crisis. No one asks for an addiction caused by months of trying to self-medicate out of a crisis.

Police leaders can be the conduit between their personnel and the wellness resources in the community to help them and their families have success in their personal and professional lives. They can do this by making resources available to their staff using everything from trained volunteer peer support programs to police vetted certified mental health professionals. Our minds and bodies are part of a complex system, and we need to have emotional wellness checkups the same way we should have physical checkups. Maintaining our cars through preventive and ongoing maintenance is the best measure for a safe, effective, long-lasting vehicle. Our emotional wellbeing is no different.

*Irene Barath is the Resilience and Wellness Training Coordinator and Team Leader of the Leadership Development Unit at the Ontario Police College [OPC]. She is a graduate of LEEDS Session 72 and was a Leadership Fellow and Visiting Scholar at the FBI NA. Irene can be reached at [irene.barath@ontario.ca](mailto:irene.barath@ontario.ca).*

**Announce Your Candidacy:**

## FBI-LEEDA Sergeant at Arms



**JOIN OUR TEAM:** Members who wish to take a more active role in FBI-LEEDA are encouraged to submit a letter of intent to run for the office of Sergeant-at-Arms. This is an excellent opportunity to channel the direction of the organization. Any active member in good standing who wishes to run for the office of Sergeant-at-Arms must submit a written statement of his or her intention to seek office at least thirty days prior to the next Conference addressed to the attention of the current President of the Association, care of the Executive Director.

Members interested in running for an Executive Board Position must be an Active FBI-LEEDA member and must be employed as the Chief Law Enforcement Officer at the time of nomination and election.

**Deadline to submit your candidacy statement is Saturday, March 31, 2018**

Send to: FBI-LEEDA  
Attention Thomas Alber  
5 Great Valley Parkway, Suite 125, Malvern, PA 19355

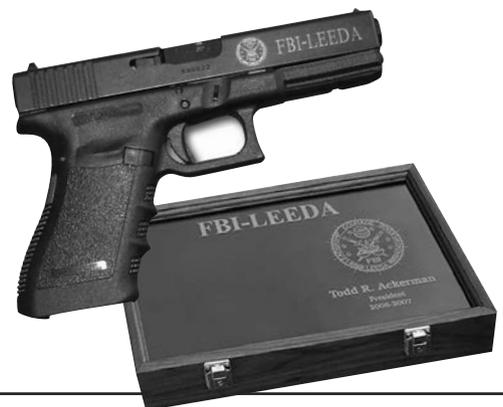
## FBI-LEEDA Commemorative Glock

This special commemorative Glock is available to FBI-LEEDA members only and is shipped to federal firearms licensees only. Standard delivery is 30-45 days after receipt of your order with payment. Purchaser is responsible for cost of the FFL transfer (if any), shipping, and any applicable taxes. All prices include engraving – can engrave up to three sides of the Glock.

**Order form and prices are posted on the "Members Only" section of the FBI-LEEDA website.**

**For orders please contact:**

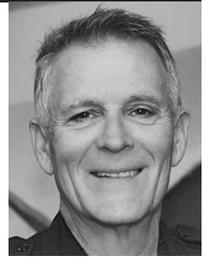
Todd R. Ackerman, Chief of Police  
Marysville Police Department  
207 South Tenth, Marysville, KS 66508  
Tel: 785-562-2343 Fax: 785-562-3296



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# Developing and Mentoring Competent Leaders In Policing, And Planning For Succession

— *Dennis R. McLaughlin, Police Chief, Retired*



Have you ever looked around the room at a staff meeting and wondered just who was going to run the department when you were gone? Or tried to figure out how to turn average, lethargic or struggling leaders into competent and inspirational leaders? Leaders who will take the department to its next level? Unfortunately, too many top-cops spend significant energy directing everything from above and never get to the place of developing strong, competent leaders, and allowing them to lead.

Developing skilled and competent police leaders can be a demanding undertaking and is usually an exercise in patience, but in the end is exponentially worth the effort. Successful leadership development is dependent upon three components:

1. *The mentor or leader's own personal leadership style/model, which may be the most important component;*
2. *The intentional development or mentoring program; and*
3. *The leader's willingness to become a better leader.*

## The Leader's Personal Leadership Style/Model

Most leadership models practiced by police leaders today can be described as “hybrid,” or in other words, a combination of the characteristics of several. While some leaders possess predominant characteristics of a single model, e.g. servant, transformational, autocratic, participative, ethical leadership or another model, it is rare to see a leader who consistently stays in the lines of just one.

If there is a model or style that is most consistent with positive leadership development it is “transformational” leadership. Transformational leaders are those who consistently inspire and motivate employees to grow professionally and personally by providing them opportunities to develop beyond their present skill set and above perceptions of their own capabilities. On the other end of the leadership spectrum is an “autocratic”

style, or what I refer to as “micromanagement.” There is a time and place for this type of firm leadership control, such as overseeing the firing range or supervising inexperienced officers performing a technical skill. Generally, a leadership approach should be dependent on employee competency and the technical nature of the job. Micromanagement, however, has no place in leadership development and actually detracts from it. If a department has incompetent leaders that require rigid control, the problem most likely resides with leadership selection rather than in development or mentoring efforts. Micromanagement not only diminishes the motivation of an aspiring leader but actually reduces the desire and ability to serve as an effective leader.

One example of this type of control comes from a leader I once worked under who admittedly had a need to control. This leader routinely returned memos and documents with red correction marks all over them. These returned documents came back to every leader in the department. The unfortunate part is that the “corrections” had little to do with grammar, spelling or sentence structure. The red-penned changes replaced one adjective, verb, or adverb for another, which neither improved nor detracted from the document. The unfortunate result was that over time most of the leaders began feeling incompetent and somewhat apathetic, particularly in their verbal communication. Some leaders quit trying to improve and regressed to haphazardly throwing paragraphs on a document. They were indeed aware that whatever quality of work was submitted would be corrected and returned.

A leadership style such as this does not foster healthy development nor does it motivate leaders to grow and think for themselves. A controlling leader prevents subordinate leaders from learning to think on their own and to make dynamic decisions. Instead, subordinate leaders become adept at making decisions based on the control relationship and by second-guessing rather than by exercising dynamic leadership and problem solving skills. Or they just quit trying altogether and simply develop an unhealthy dependent relationship.

“Developing skilled and competent police leaders can be a demanding undertaking and is usually an exercise in patience, but in the end is exponentially worth the effort.”

A comprehensive examination of the benefits and limitations of various leadership models has filled many pages and is not the intent of this article. However, I want to emphasize the importance of recognizing that some leadership styles are more conducive to developing leaders than others. And secondly, an emphasis needs to be placed on self-reflecting on one’s own leadership model or style before engaging in this endeavor.

**Intentional Development Or Mentoring Program**

The second component of leadership development is the intentional development or mentoring, which is actually the “nuts and bolts” of the program. There are two parts to this component: the informal and the formal.

Let me first state that leadership development is not the same thing as leadership training. Training is a useful part of a leadership development strategy. However, sending a leader to training and expecting a skilled and well-oiled leader to return is akin to sending a recruit to the basic police academy and expecting a seasoned officer back.

*Informal:*

The informal leadership development program begins by getting to know your leaders on an individual basis. Whenever I am assigned a new leadership team, promote or hire a new leader, I make an early priority to get to know them as well as I can. What makes them tick? What are their interests? What annoys them? What are their beliefs about leadership? What memories do they have about good leaders and not so good ones? What are their future goals for themselves and for the department? This type of understanding can’t occur in a single

meeting but is the result of continuous efforts in relationship building. Informal meetings should be semi-frequent and a continuous process. No doubt some top leaders that will say: “My schedule doesn’t allow for regular one-on-one meetings with my subordinate leaders. I need my leaders to be efficient, fully-functional and hold their own without much attention from me.” My suggestion is that maybe the reason your schedule is so full is that you haven’t developed your leaders to competently lead the department. After all, isn’t that what you hired them for? The concept of leadership development is to spend time developing leaders, allowing them lead the department, and spending less time directing things from the top. One of the most important responsibilities a senior leader has is to develop subordinate leaders. And you can’t develop your leaders if you don’t take the time to know your leaders.

Once you begin the process of regularly meeting with your leaders and begin to observe their leadership skills in action, you gain a better understanding of their strengths and where they need growth. For example, you might have a leader who resists public speaking opportunities because of discomfort in front of audiences. Or you might have a leader who hasn’t developed a strong relationship with the Public Works or Fire Departments. You might have a leader who lacks the confidence to counsel subordinates, one who avoids engaging conflict in a positive manner, one who can’t get organized and manage time, or another who is overly brazen when dealing with subordinates. Once you have identified and exposed the areas that need improvement, the next step is to challenge individual leaders to grow by presenting them with opportunities for development. This is where you need to think creatively and draw on your own leadership experiences. The process begins by making leadership assignments not on who is best suited for the job, but on who needs this type of exposure and development. Rather than sending your commander who has the best relationship with Public Works to assist them in developing a flood safety plan, you send the one who hasn’t formed those strong work-

*(continued)*

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## Developing and Mentoring Competent Leaders In Policing, And Planning For Succession

(continued)

ing relationships. The leader who is not comfortable speaking to audiences, accompanies you to Council to assist with a presentation, or helps another leader moderate the next community forum. I'm not a fan of sending people unaccompanied and ill equipped to make them face their worst fears. I prefer to ease them into growth opportunities. There are endless opportunities to expose leaders to development experiences. These opportunities are limited only your own creativity and the thought you invest.

### *Formal:*

The second part of an intentional development or mentoring plan is the formal program. This is best accomplished in a group setting such as part of your executive staff or command staff meetings. This is also a valuable opportunity for you to impart your own vision and expectations for leadership. While there always seem to be way too many agenda items in leadership meetings, it is essential to make time at the end or in the beginning to directly work on leadership development. This can take many forms but one that I particularly like is a group book study. Between each meeting leaders are assigned to read a chapter or chapters and come to the meeting prepared and expected to engage in a discussion. I have found this tool most effective by assigning a different leader to moderate the discussion at each setting. A group study such as this allows for meaningful discussion on a variety of leadership topics. It also has the added benefit of letting you better understand the leadership philosophies of subordinate leaders and will undoubtedly provide additional insight into the areas that need developed. Two of my favorite books for a study such as this include *Lincoln on Leadership* and *The Leadership Secrets of Colin Powell*.

Another valuable tool for a formal program is to develop and present a tabletop exercise. This can take many forms but one that is very impactful is an officer-involved shooting. An exercise such as this can be developed for a line-supervisor group, the command or executive leadership group. A well- thought-out table-

top exercise has the added benefit of allowing critical policy evaluation. Leaders participating in the assessment can determine if the policy met the needs of the incident or not, or will be practical in an actual situation. If not, adjustments can be made. Other ideas for tabletops might include a major flood or dam break, a major storm requiring numerous evacuations, a fire in the jail, a large community disturbance or riot. There are so many constructive lessons that come out of tabletop exercises that they are greatly recommended as a semi-frequent leadership development exercise.

Another useful tool for leadership development is to assign each leader to construct a meaningful Personal Leadership Enhancement Plan (PLEP), which can be done either as part of a group or individually. This exercise begins with self-reflection on the part of the developing leader with the intent of discovering areas for leadership growth and skill development. The PLEP can also begin with a leadership inventory or skill assessment. My only caution is that leadership inventory assessments are most useful when there is meaningful follow up with some sort of leadership growth plan. Leader assessments and inventories with no intentional growth plans are little more than mildly intriguing. The PLEP is not a formalized program with specifically defined steps but rather a concept that can be utilized as a leadership development tool. I personally like to use the first three parts of a SWOT analysis by asking leaders to reflect on their areas of strengths, weaknesses and opportunities, with opportunities representing specific steps for personal growth development.

The leader who is responsible for growth development can help guide this process either one-on-one or in a leadership group. I've seen this work exceptionally well in a group where each leader individually develops the plan, shares it verbally with the group and solicits feedback from members. This type of group setting generally places the presenter in a vulnerable position and is advised only after group members have developed trusting relationships. Afterward, group members can hold one another accountable to follow up on individ-

ual growth opportunities. Otherwise, the PLEP can be part of one- on-one leadership meetings. To reiterate an earlier comment, intentional formal leadership development is limited only by the leader’s own creativity and the time he or she is willing to dedicate.

### A Leader’s Willingness To Become A Better Leader

Leadership development is most successful with leaders who are motivated and desire to grow or aspire. Unfortunately, a typical police department has at least one leader who is satisfied simply by occupying a leadership position with little or no aspiration to grow as a leader. The motives for leadership lethargy are endless. I’m not going to attempt to discuss motivation here except to reemphasize that most leaders become unenthusiastic and indolent when they are micromanaged, excessively controlled, don’t feel trusted, and are not given opportunities to lead. Executive and command leadership has the responsibility for motivating subordinate leaders to lead the department and carry out its mission with at

least a mild tone of enthusiasm. Some leaders and employees will require your best transformational leadership skills to inspire and motivate them to grow professionally and personally. If you will recall I stated that leadership development is an exercise in patience. For some individuals the desire to adapt and develop moves frustratingly slow and may take several trips back to the proverbial “blackboard.” The most effective venue to assess and address lethargy or low motivation is in informal and sincere leadership meetings. The informal setting provides an outstanding opportunity to assess a leader’s motivation and to strategize about development.

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“ The PLEP is not a formalized program with specifically defined steps but rather a concept that can be utilized as a leadership development tool. ”

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It’s a reality that some leaders will never get on board. Give your best and most patient efforts, but don’t dedicate so much energy that you are disrupted from the betterment of your full leadership team. I hate to give up on a leader or an employee, but when an individual refuses or avoids all opportunities to develop professionally, it sometimes becomes necessary, particularly if the individual has become a cancer within the organization.

### Conclusion

Developing and mentoring successful leaders takes energy, endurance and creativity. Most certainly it is an exercise in patience and persistence. As you engage in developing other leaders, you will discover a proliferation of your own leadership skills and abilities. The real payoff, however, is when you recognize that your efforts have led to a leadership team that works together to effectively problem-solve and address issues long before they become problems.

The title of this article includes the phrase planning for succession which I have avoided mentioning until the end. When you engage in an effective leadership development program, you won’t have to do much succession planning. Just step back; it’s already occurred!

1. Phillips, Donald, *Lincoln on Leadership: Executive Strategies for Tough Times* (New York: Business Plus, 1992).
2. Harari, Oren, *The Leadership Secrets of Colin Powell*, (New York: McGraw-Hill, 2002).

*After a 30-year career in law enforcement, Dennis McLaughlin recently retired after serving as Chief of Police in Breckenridge, CO. Prior to Breckenridge he served as a lieutenant/watch commander and Canine Unit Commander at Plano Police Department in Texas. While at Plano he also held several other positions in administration, training and Professional Standards. McLaughlin began his law enforcement career at Weld County Sheriff’s Office in Colorado followed by several years as a Police Agent at Lakewood, CO Police Department and Investigative Commander at Bryan County Sheriff’s Office in Oklahoma. Chief McLaughlin is a graduate from the School for Executive Leadership at the Institute for Law Enforcement Administration as well as IACP sponsored Leadership in Police Organizations and FBI-LEEDA courses. He holds a Ph.D. and Master’s degree in theology/ethics, a Bachelor’s degree in psychology and a graduate certificate in police management from the University of North Texas.*

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# The Hearts Behind the Badge

— Daniel T. Primožic, Ph.D.  
FBI-LEEDA



It is not accidental that the police badge is a shield. It symbolizes many things: protection of society, the nobility of the profession, the valor of the bearer, and many other good and fine things. And if we look into some of the history of what a shield represents, we find the idea of it being a part of the armor of self-protection in battle. Yet if we look specifically into what their shield meant for Spartan warriors, we find something more important still:

... the shield was given importance because of the equipment's reach and coverage. So soldiers who lost their shields in the battlefield were often punished severely afterwards. When the exiled Spartan king Demaratos was asked the question – why men are dishonored only when they lose their shields but not when they lose their cuirasses? The Spartan king made his case – 'because the latter [other armors] they put on for their own protection, but the shield for the common good of the whole line.'<sup>1</sup>

That quotation adds the idea of service to others to the already established idea of protection to the symbol of the badge-as-shield, and both, as Sir Robert Peel famously pointed out, are essential to the purpose of policing. The men and women of law enforcement serve on the front line in an ongoing battle to protect the public, their colleagues, and themselves from the ravages of criminals. They are on that front line for the “common good” and their wives, husbands, children, significant others, and non-sworn colleagues are serving with them “behind the lines,” so to speak.

Too often, our law enforcement guardians and warriors contact the most horrid effects and damage that their fellow, albeit criminal, human beings can offer. Every one of those contacts, as a principle of forensic investigations will tell us, “leaves a trace.” Tragically, they sometimes leave a trace in terms of physical injury and death for the officers that experience those contacts.

But, I would argue that they also inevitably leave an equally tragic psychological trace and on-going impact on the officer. We are increasingly aware of this and are told this truth in the important growing literature concerning police wellness, and also because of our personal observations of professionals in the field of policing. We also know this because of reports that we get from those who serve “behind the lines.”

The term “Soldier’s Heart” was first coined in the post-Civil War era when people were looking at these veterans returning from combat and trying to understand why they had been changed, because there was general recognition that they had been changed, and that many of those changes were not for the good. [And back then] there were two different models trying to explain this. One was a psychological model, and the other model was a physiological model.<sup>2</sup>

The “traces” that officers are left with from their work lives leave scars and deep tracks in their hearts and minds, just as surely as those suffered by soldiers returning from our wars. They also have a “soldier’s heart” (aka some effects of PTSD), especially after many years of service; but so too do those that are their significant others. During a conference held about “police and family,” I remember all-too-clearly the comment of the wife of a former chief of police who poignantly admitted that every day of every year of his long and honorable career, when her husband left for work until he returned alive and well, she lived with the deep fear that he would not so return. And I remember also that husband’s surprise when he learned that she went through those emotions on a daily basis because she never told him about them. Evidently, she wanted to “shield” him for any additional burdens than he already endured. I firmly believe that she had her own version of a “soldier’s heart.” And how many reports and stories from “behind the lines” have been and could be told of this kind? Far too many, I fear.

“The “traces”

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These words are not meant for pity or undue sympathy for those human hearts that are injured by the critical work of law enforcement professionals. It is not, in the parlance of my friends in policing, mere “whining.” There is nothing “touchy-feely” or “weak” about these facts. Like my father who served on Omaha Beach as a medic, officers do not wish to talk about their “traces” and injuries (both

physical and psychological), nor the experiences that caused them. And evidently, some of their significant others are also unwilling or reluctant to share their experiences. These are understandable human reactions to their undergoing great trauma, fear, and harm. All of these people are brave, and heroic in their own ways and they wish to keep themselves humble and resolute in the face of their challenging lives. This kind of private valor seems commendable. Yet to somehow heal their hearts, they must express their injuries to others who might be able and willing to help. No one can heal injuries that remain hidden, denied, or ignored. All these hearts deserve better than that.

I am haunted by something I read recently from the Frontline program concerning the military and PTSD that I already cited and the analogous situations that may be lurking for those in law enforcement:

These people, their spirituality is deeply affected by what they have done. And I’ve seen many people when they are dying – and I’ve done a lot of work with that population – they start talking about things that happened 50 years ago. Many are looking for forgiveness. Some have given up looking for forgiveness. They just feel that this is something that does not fit with . . . how they were raised as children; it’s not how they have functioned [in the rest of their lives] as adults . . . and it does not fit anywhere. And it’s very hard work.<sup>3</sup>

So they must do what they can try to heal their soldier’s hearts both for themselves and for the fact that they still shield us on the front and rear guard, and for what the exiled Spartan king called the “common good.” For that, they must be as well and as good as can be. We rely on that, we are grateful for that, we honor all the hearts that beat “behind the badge,” and we must find ways to help wherever we can.

1 Dattatreya Mandal (December 8, 2015), “Ten Surprising Things You Should Know About the Spartan Army,” [realmofhistory.com](http://realmofhistory.com).

2 Dr. Matthew Friedman, Executive Director of the VA National Center for Post-Traumatic Stress Disorder, (March 2005), “Soldier’s Heart” and “Shell Shock:” Past Names for PTSD,” [Frontline, pbs.org](http://Frontline.pbs.org).

3 Andrew Pomerantz, Chief of mental health services for the VA in Vermont, *Ibid*.

Daniel T. Primozic was awarded his Bachelor’s and Master’s degrees in Philosophy from Southern Illinois University at Carbondale and his Ph.D. in Philosophy from the University of New Mexico. Over a professional career of 30 years he taught at the University of New Mexico, the University of Albuquerque, the College of Santa Fe, Chapman University, Faulkner University, Central New Mexico Community College, Del Mar College, and Santa Fe Community College. He specialized in applied ethics, applied philosophy, and logic and critical thinking.

His career with law enforcement training and education began in 1996 by joining the Institute for Law Enforcement Administration (ILEA) at the Center for American and International Law in Plano, Texas as an adjunct instructor and continued when he was hired by ILEA as Associate Director and Resident Ethics Scholar in 2007. There he developed, coordinated, and taught courses in law enforcement ethics and leadership and contributed to research and publication in those fields. He is an author, editor, national and international speaker, and FBI-LEEDA’s curriculum manager and resident ethics expert.

# IDENTITY THEFT AND TAX FRAUD:

## AN INFORMATIONAL OVERVIEW FROM FBI-LEEDA & LIFELOCK

### WHAT IS TAX FRAUD?

Tax fraud can be defined in many ways and includes when people submit false information to either reduce the amount of taxes they owe or increase a tax refund. When it involves identity theft, tax fraud is sometimes called tax-related identity theft. It occurs when your personally identifiable information (PII) is used without your permission to commit tax-related crimes or fraud. PII includes such information as your name and Social Security number.

A tax fraudster who gains access to your PII can use it to file a tax return in your name, and collect a tax refund—even if you didn't have a refund coming. It's a fraudulent return, after all. They'll make up the numbers, including the refund amount.

The IRS has become more aggressive in targeting tax fraud and with good reason. Scammers, posing as IRS employees use emails, text messages, and phone calls to trick unwitting victims. The criminals prompt taxpayers—and even tax professionals—into unknowingly handing over personal information that could be used to commit tax fraud.

### HOW BIG IS TAX FRAUD?

The Internal Revenue Service paid out \$3.1 billion in fraudulent tax refunds in 2014, according to the U.S. Government Accountability Office. That figure represents only those fraudulent tax refunds the IRS paid out. The GAO says the total attempted refund fraud that year was \$25.6 billion.

### 5 WARNING SIGNS OF TAX-RELATED IDENTITY THEFT

1. Your e-filed tax form is rejected.
2. The IRS or your tax preparer tells you more than one tax return has been filed using your Social Security number.
3. The IRS sends you notice that you owe additional tax for a year you didn't file a tax return or a letter saying a suspicious return has been filed using your Social Security number.
4. Your IRS record shows you were paid by an employer you don't know. Why? Someone may have used your Social Security number to get employment. The employer reported subsequent income to the IRS.



## FOUR DIFFERENT TYPES OF TAX FRAUD

While tax-related identity theft comes in myriad forms, there are four ways it can start, usually involving obtaining a victim's PII. Here are a handful of ways it can happen:

- 1 **PHISHING** – Phishing occurs when fraudsters send taxpayers fake emails or website links purported to be from the IRS. The criminals' aim is to trick would-be victims into sharing personal data. A key point to remember from the IRS itself: "The IRS doesn't initiate contact with taxpayers by email, text messages, or social media channels to request personal or financial information. This includes requests for PIN numbers, passwords or similar access information for credit cards, banks, or other financial accounts."
- 2 **PHONE FRAUD** – Cyberthieves often impersonate IRS agents via telephone to steal personal information. In recent years, the IRS has reported a rise in such cases. The agency says it will never call to demand immediate payment, nor will the IRS call about taxes you owe without first having mailed you a bill.
- 3 **TAX PREPARER FRAUD** – Tax preparer fraud occurs when clients receive emails that appear to be from their tax professional asking them to update their online accounts.
- 4 **PHONY IRS AGENTS VISITING A HOME** – A particularly onerous form of tax fraud occurs when an identity thief visits a home (sometimes targeting an elderly resident) and claims to be an IRS agent. While IRS agents visit homes and businesses, they carry picture IDs and will try to contact you before visiting. Don't let anyone inside your home unless you know they are who they say they are. The IRS does use private debt collection agencies, but you'd have received a letter from the IRS and the debt collection company that your case was transferred.

## TIPS FROM THE IRS TO HELP PROTECT YOURSELF AND YOUR TAX INFO.

- Always use security software with firewall and anti-virus protections. Make sure the security software is always turned on and can automatically update. Encrypt sensitive files such as tax records you store on your computer. Use strong passwords.
- Learn to recognize and avoid phishing emails, threatening calls, and texts from thieves posing as legitimate organizations, such as your bank, credit card company, and even the IRS. Do not click on links or download attachments from unknown or suspicious emails.
- Protect your personal data. Don't routinely carry your Social Security card, and make sure your tax records are secure. Treat your PII like you do your cash; don't leave it lying around. The IRS offers a helpful web site on the subject of tax fraud. You can also call the IRS's Identity Protection Specialized Unit at 800-908-4490.
- File Early–If you file early, criminals won't have a chance to file a fraudulent return on your behalf.



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# Three Proactive Ways to Foster Your Family Members' Educational and Career Growth

## Families Behind the Badge

— Heidi Giusto, Ph.D.



The knowledge that a police officer's role is at least in part "to protect and to serve" is ubiquitous. How does that extend to one's family outside of protecting them from harm? Protecting and serving your family can take many forms. Here are three ways you can proactively support and guide your family members in their educational and career endeavors (as well as your own).

### **Discuss College, Academic Programs, and Scholarships with Your Children—and Start Early**

If you're the parent of a high schooler, college likely isn't too far from your mind. To support your children and learn about their interests and goals, incorporate questions into day-to-day discussions about what they might like to do after high school. Is your son hoping for a Top 30 national university or the local community college? Is your daughter striving for a swimming scholarship? Does one of your children want to go directly into a police academy? Getting teenagers to open up to you might be much more difficult the fall of their senior year if these conversations haven't been broached regularly for several years prior, but if you are aware of your children's ambitions much earlier, it can help you gently guide some of their decisions throughout their high school years. Start these conversations early—and have them regularly.

For instance, if your child wants to attend a college or university, understand that college admissions readers value extracurricular activities—especially those that show leadership potential. While most parents don't want to push their child to become president of a club if he or she isn't interested, sometimes children do need to be told that being president of this or captain of that can help them stand out in a college application. So, while good grades and standardized test scores are important (to state the obvious), extracurricular activities should also be considered carefully.

You can also encourage your child to research schools and programs of interest. If feasible, make a trip to visit the schools, so you and your child can see them firsthand. College visits can introduce you both to the cultural and academic environment of each school. Moreover, visiting campus can invigorate and motivate a high

school student to work hard to increase his or her chance at gaining an acceptance letter to a dream school.

When your children apply to schools, don't underestimate their ability to receive scholarships, which can enable them to begin their careers with as little debt as possible. Depending on the school and program, there might be ample scholarship opportunities. One MBA program practically begged one of my contacts to apply for scholarships because they typically had more money to give than people applying for it. He earned his MBA without paying a dime. Personally, the most I ever paid in a semester aside from books was \$12.50—a small fee from Duke University to access their health and fitness center. All total, for my three degrees, I earned over \$300,000 in merit-based scholarships, fellowships, and grants. During my undergraduate education, I even had enough extra scholarship money to fund a summer study abroad experience. When most young professionals graduate with tens of thousands of dollars in student loan debt, the value of starting one's professional life without school debt is hard to overstate; applying for scholarships is well worth the effort.

### **Encourage Ongoing Learning, Professional Development, and Networking**

We live in the Information Age, which can be both overwhelming and exhilarating. Learning is never more than a few keystrokes away. People are often amazed at the sheer number of free courses available that can help them develop a broad range of skills. Coursera, for instance, provides MOOCs—massive open online courses—on practically every topic under the sun, many for free. Coursera also offers certificates and specialization tracks for a fee. What's more, faculty of Ivy League and other prestigious universities teach many of the courses. You could find yourself in a MOOC taught by someone literally at the top of his or her field.

Coursera is just one option for online professional development, though. Other similar platforms include edX and FutureLearn, both of which offer courses taught by faculty from leading universities and institutions. Moreover, the iGeneration (those younger than Millennials) take it for granted that they can learn just about every-

“ You never know when an encouraging comment ... could be the catalyst that leads them to an exciting career, an educational endeavor, or a newfound passion. ”

thing from YouTube. TedTalks, podcasts, and audiobooks are abundant.

Outside of online resources, professional organizations and alumni associations regularly have structured, educational events. If your spouse is an introvert with limited networking options, consider registering together for an upcoming event. Even if you are not a member of an organization, you'll likely be able to attend events (at a slightly higher rate than members or alumni). Such opportunities allow for acquiring new information as well as expanding one's network.

In short, foster your family members' professional development by sharing ideas, supporting their interests, and even leading by example to show that learning never gets old! For instance, rather than listening to music during your morning jog, listen to a book that teaches you something new. If you adopt that habit and share your new insights with your family members, they might follow suit. A few new skills listed on a resume, application, or in an interview might be all someone in your family needs to reach their next goal.

### **Suggest Volunteering for Personal Enrichment—and Possibly Pick Up Skills and Experience to Boot**

Have you ever encountered a person who volunteered for a charity and then regretted it? Or thought it was a waste of time? Not likely. Volunteering is rewarding for a multitude of reasons. When you donate your (valuable) time to a cause you support and believe in, not only do you contribute to society but also to your own sense of personal fulfillment. Ideally, when you volunteer, you'll do it out of the goodness of your heart—but volunteering can also provide practical benefits.

For instance, did you know that a correlation exists between having a strong social network and living longer (*The Longevity Project, 2011*)? If a family member is in need of social engagement and loves animals, perhaps he or she would find it rewarding to volunteer at a pet shelter as an adoption counselor or pet matchmaker. Retirees often find that volunteering eases the transition from the workplace into retirement by filling free

time to help a charity and staying connected. Note that if your goal is to expand your network and social circle, focus on “people-facing” roles such as for fundraisers or galas, as not all volunteer opportunities automatically grant a larger social network given that some nonprofits are small and some volunteer work might be more independent rather than social.

Volunteering can serve as a form of career exploration of sorts. Perhaps your daughter thinks she would like to go into nursing. It might be helpful if she volunteers at a nursing home or children's hospital. Of course, she won't know what it's like to be a nurse from only a volunteer experience, but she might gain an understanding of the work environment and whether it truly interests her. A client of mine volunteered with hospice throughout his undergraduate education, and it shaped his understanding of what he wanted in life and guided his decision to apply to medical school.

Volunteering can also provide opportunities to embrace leadership roles and refine skills. Let's look at budgeting as an example. Perhaps your partner realizes it would be beneficial to be able to list “managing a budget” on his or her resume or have it be a topic of discussion in an interview. If he or she is knowledgeable about budgeting but does not have formal experience managing a budget outside of personal finances, a volunteer role might be an ideal way to pick up this skill. In this instance, your partner could become a treasurer of a community group, such as a homeowners association. In that role, he or she would gain at least some budgeting skills while still having support from others who are more experienced (in this instance, a community management group or president of the board). This type of position will show initiative, demonstrate leadership, and hone skills. Will it replicate an undergraduate degree in finance? No. But will it provide enough experience to fill a potential skills gap on a resume? Perhaps.

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Embracing an investigative and forward-thinking mentality in regular communications with family members can help you support and serve them. You never know when an encouraging comment about your spouse's new volunteer role or a gentle nudge to your son or daughter about how joining a club might be fun could be the catalyst that leads them to an exciting career, an educational endeavor, or a newfound passion.

*Heidi Giusto, owner of Career Path Writing Solutions, helps individuals and businesses succeed when the stakes are high by helping them articulate clear and compelling strategic communications. Heidi holds a Ph.D. from Duke University and is a Certified Professional Résumé Writer, a Certified Employment Interview Professional, and a Certified Empowerment and Motivational Coach.*

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# Statistics Collection Tool - Helping Tell Law Enforcement's Story of Going Dark

— Presented by *NDCAC*

As members of the law enforcement community, we know what it takes to make a case: evidence.

Going Dark is about law enforcement's lack of access to evidence - whether it is on devices, "evidence at rest" or transmitted across communications networks, "evidence in motion." Complicating law enforcement's ability to collect evidence is that a growing portion of the evidence necessary to prosecute a case exists only in the digital world. In a nutshell, as law enforcement is increasingly hampered in its ability to collect evidence, because of advancing communications services and technologies, it is more difficult to make that case before a judge or to convince a jury.

Law enforcement is often called upon to describe the nature and scope of the impact of advanced communications technologies. However, for policymakers and legislators Going Dark is not a meaningful problem because of their detachment from the issue. The question most often posed by policymakers and legislators is - how does this affect your ability to investigate cases? To provide the answers that will resonate with those policy makers, the law enforcement community must have persuasive answers.

Several individual agencies, prosecutor offices, and law enforcement associations, in conjunction with the National Domestic Communications Assistance Center (NDCAC), have developed a Statistics Collection Tool to better quantify the full impact of Going Dark on investigations and cases. The statistics and examples collected by the tool will be shared with the law enforcement community to be used in discussions with policymakers and legislators about the loss of access to digital evidence. Those discussions are critically important as the crisis law enforcement faces with digital evidence require a legislative solution to address them in their entirety.

Put simply, law enforcement must continue the Going Dark conversation and advocate for access to evidence commensurate with the authority it has been granted under law.

Technological barriers the Statistical Collection Tool was designed to capture include: warrant-proof encrypted communications apps; encrypted smartphones and other devices; and non-compliant providers that either have no technical means to assist law enforcement or whose processes result in significant delays that jeopardize investigations.

The types of information that can be submitted with the Statistical Collection Tool are:

- **Electronic surveillance** – *Information about investigations that involved (or would have involved, had a capability existed) the collection of evidence in motion in real time.*
- **Device** – *Information pertaining to the collection of evidence at rest from devices (e.g., phone, tablets, computers, hard drives) seized during an investigation*
- **Records Request** – *Service provider-based records generated and retained in the normal course of business for which law enforcement has gained the lawful authority to access (or would have if law enforcement knew such records were generated and retained).*
- **Case Examples** – *the story behind how the inability to collect either evidence in motion or at rest impacted an investigation. It puts the impact into context and shows real-life implications of the lack of access to evidence.*

Often overlooked are examples about the impact of not pursuing an investigative technique because a lack of capability or nonexistent records. For example, when

a subject uses an over-the-top communications app with end-to-end encryption for which the investigator knows there is no technical solution - that represents an opportunity that no longer exists and it most definitely impacts a case. Further, many investigations initially rely on basic subscriber or user information and when records do not exist, or are not maintained, valuable information that was once considered foundational to building a case and providing justification for more intrusive methods of surveillance disappears.

To start using the Tool, please contact  
**NDCAC Technical Resource Group**

call: (855) 306-3222  
email: AskNDCAC@ic.fbi.gov

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Several individual agencies, prosecutor offices, and law enforcement associations ... have developed a *Statistics Collection Tool* to better quantify the full impact of advanced communications methods on investigations and cases.

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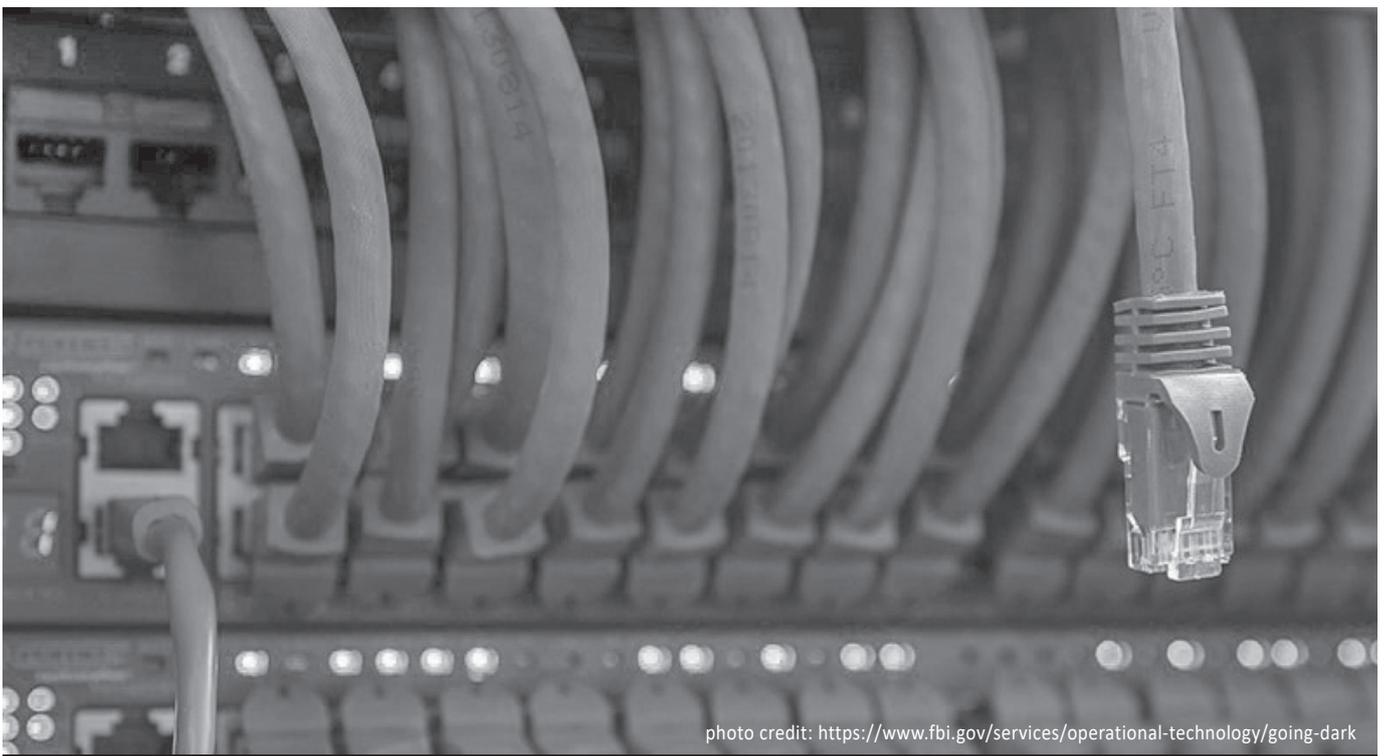


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# Public-Private Partnerships: An Update On Workplace Violence

— *Larry Barton, Ph.D.*



Workplace violence has resumed as a menace in the United States. Workplace homicides were on the decrease between 2002-2016, but in 2017 we are experiencing a mass shooting (categorized by the FBI as more than two victims) approximately every two weeks. During last summer, we witnessed a deadly shooting at a UPS facility in San Francisco by an employee, a dismissed employee who murdered five at an awning warehouse in Orlando and another horrific murder at a small Pennsylvania supermarket, to name just a few.

There were 417 homicides at workplaces across the country in 2015. Three hundred fifty-four of those were shootings, a 15 percent increase from the previous year. We are awaiting numbers for 2016 from NIOSH (we lack consistent reporting from medical examiners and many agencies) but expect the number to be about 467 homicides. There are 262 workdays in a year; thus, it is fair to estimate we have two homicides daily in the United States due to an employee, former employee, disgruntled customer, spouse or partner or other individual with a grievance. OSHA estimates nearly 1.7 people are injured at work each year in the U.S., often leading to hospitalization and worker comp claims if the employer failed to meet the four primary duties: The Duty to Care, Duty to Warn, Duty to Act and Duty to Supervise.

As you manage public safety in your community, we need to increasingly understand that employers often contact your agency too late. They have interviewed an employee or contractor regarding mention or display of a weapon, or tell the person they are being “investigated” for fraud or been told by an employee that she is the victim of domestic abuse and does not want to obtain a protective order out of fear that her children will be hurt. These employers—small businesses and large corporations—often do not have a threat assessment team. Often uninformed human resources managers will tell a leader that “because of privacy laws, we really can’t do much.” The absurdity of such

comments is real, and on occasion the delay between when the employer knows they face a volatile person, and then reach out to you for a wellness check or to conduct surveillance, can be enormous.

Most police departments work successfully with area employers through annual site visits, helping to explain active shooter and Run, Hide or Fight scenarios. Bravo. But for others, the excuses that I hear from managers at various companies is that their police department says that budget cuts have curbed the ability to interact unless there is an emergency. Some indicate that they prefer that companies contact federal agencies. For the listener—that’s your corporate taxpayer—they may hear these responses as: “Don’t bother us; we have far more important immediate issues to address.” I wouldn’t want to be the chief at the microphone after a workplace violence killing in your community and the CEO produces notes of calls and emails to you asking for assistance with a menacing customer or employee.

I recently addressed the FBI National Executive Institute (NEI) and shared these numbers that may help you and your department understand the magnitude of what happens to employers (in prior articles I have reflected on the impact to your police agency when we have a suicide or homicide of an LEO):

- *The average cost to a U.S. employer when an employee is killed, based on our annual study at the University of Central Florida, is \$4.6 million per victim. This is an average of jury awards and out of court settlements with 84 law firms participating in the study.*
- *The average cost to an employer for an assault is \$177,240; this is an average of seven studies by Northwestern University Medical School. This includes direct payments to victims, worker comp claims and lost time/productivity.*

- *Suicides at work are at their highest level in 28 years of reporting. Most noteworthy was the suicide of a young person inside Apple Corporation's Cupertino, CA HQ last summer. And just one year ago, an Amazon employee who was on a performance improvement plan attempted suicide at company HQ after emailing chief executive officer Jeff Bezos and hundreds of co-workers. Suicide by young employees is rising about 28% so far in 2017 according to our work at UCF; factors often cited by EAP plans include the alleged influence of the HBO program, "13 Reasons Why" as well as poorly managed performance discussions and lack of promotion of EAP-type of support and counseling programs.*
- *In terms of active threats in the American workplace, there is no single data base that is empirically sound, but my estimate for The Conference Board is that the Fortune 100 is managing approximately 689 cases per week by customers, employees or former employees. These threats are often made in person, via email/blogs, phone calls or by sending packages to corporate HQ, supervisors, their homes or other method. Please note that the number 689 is a rolling number, not new cases: thus, the average Fortune 100 company has about seven cases per week, or one a day, that is actively under case management. We represent many of those corporations and service as their threat assessor on a 24/7 basis and find that this average is surprisingly resilient; there is no seeming change based on climate, political thunder, sector or the actual health of the enterprise. Mental illness, poorly managed separations, domestic violence moving into the workplace, stalking and bullying are the primary categories that dominate our efforts this year, in that order.*
- *In 2011, OSHA updated the General Duty Clause requiring that employers maintain a safe workplace, not in terms of chemical spills, but specifically outlining expectations on workplace violence awareness and case mitigation. That same year, the Society of Human Resource Management and ASIS, the world's largest security association, issued a Joint National Standard on Workplace Violence Prevention. Corporations are expected to have a Threat Assessment Team. They are advised to have an independent third-party threat assessor on call to provide mitigation and potential solutions in working with law enforcement, perpetrators, potential victims, the news and social media. They are expected to know your agency, work with you and be engaged with your department. It may be that your leadership could make a difference, working with the local Chamber of Commerce to host a dialogue on these issues.*

The stakes are high. And the reward—the saving of a single citizen—is a noble one.

*Dr. Larry Barton teaches threat and workplace violence mitigation for The FBI Academy and U.S. Marshals Service and is Professor of Crisis Management and Public Safety at UCF. He can be reached at [larry@larrybarton.com](mailto:larry@larrybarton.com)*

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# Teaching Ethics – A Proactive Approach for Preparing Future Criminal Justice Practitioners

— *Dr. Christopher Przemieniecki, Assistant Professor  
West Chester University (PA)*



Ethics in the criminal justice field is a study of moral reasoning and decision making. For those working in the field such as police officers, lawyers, judges, and correctional officials, a course in ethics is often a core requirement at police/correctional academies, law schools, and criminal justice university programs. Many criminal justice practitioners and academicians agree that studying and applying ethics is essential to maintaining a fair and respected justice system. Learning how to confront ethical dilemmas is of paramount importance for effective law enforcement, legal decisions, and correctional management. The criminal justice profession demands that individuals have a strong ethical foundation in an effort to deter unethical behavior. Anything less, and that individual and the agency will have problems.

The actions of a police officer acting appropriately significantly improves the relationship he/she has in the community. Thus in return, the community is more likely to be trusting and supportive of the police. This is more apparent than ever in today's policing climate. However, ethical dilemmas and poor decisions continue to plague law enforcement and need to be addressed. In 1997, the International Association of Chiefs of Police (IACP) stated that "ethics is our greatest training and leadership need today and into the next century." The IACP also criticized police departments for not conducting more frequent ethics training programs noting that "nothing is more devastating to individual departments and our entire profession than uncovered scandals or discovered acts of officer misconduct and unethical behavior." Although this statement was made 20 years ago, it remains timely and applicable today. Unfortunately, some police academies devote only a few hours of ethics training in a 19-22 week program. This is clearly not enough.

## Traditional Teaching Methods

There are several popular ethics instruction textbooks used in criminal justice undergraduate or graduate level courses (see Pollock, 2016; Banks, 2016) and police-specific ethics books (see Perez & Moore, 2013; Green,

2013; and Delattre, 2011). While these books offer a good overview, including a focused perspective into the ethical dilemmas and decisions faced by criminal justice practitioners, there are many additional formats that are effective in a classroom setting. Examples of popular teaching methods include the use of case studies (actual or hypothetical stories of ethical dilemmas experienced by law enforcement), films (featuring popular Hollywood films such as *Brooklyn's Finest* and *Training Day* or training videos focused on ethical dilemmas), decision-making processes (where students learn step-by-step guidelines for selecting the proper course of conduct), and the study of philosophical foundation principles (such those of Socrates, Plato, Aristotle, Immanuel Kant, John Locke, and Jeremy Bentham). Another teaching method, as suggested by Kardasz (2008), is to focus on the whistleblowers and the misconduct of others. While all these methods are effective, they can fall short in engaging students to go beyond the discussion of ethics by not providing concrete solutions to real life ethical dilemmas.

## Innovative Teaching Strategy

There is no doubt that teaching ethics is challenging and students often dread taking the course. Therefore, the challenge is getting students to understand the realities of ethical dilemmas. For example, how can a person reach that point in their career where his or her ethics might be compromised?

As a criminal justice educator with over 15 years of teaching experience that has included a college classroom setting, law enforcement conferences, and professional development training programs, I have heard many students and professionals tell me that the criminal justice profession still lacks substantive ethics training. This lack of ethics training has prompted me to change the way I teach criminal justice ethics. For the last five years, I have taken a different approach to teaching ethics that has been well received by local law enforcement chiefs, prosecutors, defense attorneys, judges, and correctional agency directors and wardens.

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“The criminal justice profession demands that individuals have a strong ethical foundation ... Anything less ... the agency will have problems.”

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While police academy training and “crash-course” professional development seminars are important and should not be discounted, a university/college setting gives future criminal justice professionals the opportunity to spend more time studying ethics. Since most college courses operate on a 16 week calendar, this gives the instructor a chance to challenge students to think critically about how and why people might engage in unethical behavior. A 16-week course offers more

rigorous material, including in-depth discussions concerning ethical dilemmas, exploring the philosophical foundations of ethics, and challenging the students to solve ethical dilemmas rather than just “talk” about what the right thing to do is.

One requirement in my graduate ethics classes that has been well received is for students to present an ethical dilemma as well as a solution to the problem to a panel of criminal justice professionals. For example, assuming the policing segment, students have 20-25 minutes to present an ethical dilemma specifically related to policing (e.g., high-speed pursuits; undercover operations; use of confidential informants; use of force; police officer-on-police officer relationships; and audio/body cameras to list a few) and share this dilemma with a panel of police experts. The student must research the topic for background information, find supporting quantitative/qualitative data, and construct a solution for potential implementation which is reviewed by a panel (i.e., police professionals). This is called active learning. It is not only important to find a creative solution to deal with the ethical dilemma, but the students must convince the police experts that their ideas have applicability and can be realistically imple-

mented. This assignment not only encourages creative thinking but also builds life skills as they are presenting to experts. Probably the most demanding and stressful aspect of this project is fielding questions from the police experts. Not only are the students expected to speak about the background and/or history of their topic but they must clearly articulate their ideas and provide evidence that the proposed solutions are reasonable.

*(continued)*



# Teaching Ethics – A Proactive Approach for Preparing Future Criminal Justice Practitioners

(continued)

This assignment is then repeated with the courts and corrections segment. More importantly, according to a recent study from the National Association of Colleges and Employers, is the “ability to verbally communicate with persons inside and outside the organization” (Job Outlook, 2016). This is an important skill employers are looking for in new hires. Enabling students to present to criminal justice experts reinforces the importance of thinking on their feet and provides lifelong skills in the ability to address challenging issues. While many teaching methods can be used to address ethical dilemmas in law enforcement, this approach of giving students practical experience defending their creative solutions to ethical-based problems before criminal justice experts to has shown to be successful. In fact, some of the ideas suggested by my students have been implemented by police chiefs.

While philosophical and theoretical foundations of ethics are great for dinner conversations and classroom discussions, this hands-on approach to addressing ethical dilemmas resonates well with criminal justice practitioners. Ultimately, the end goal is to improve the ethical decision-making skills of future criminal justice practitioners and this will in turn improve the relationship with those in the community.

For more information about teaching ethics, please contact Dr. Christopher Przemieniecki (cprzemieniecki@wcupa.edu)

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## Secondary Employment Renting a Cop – What’s the Concerns

— Eric Daigle, Esq.



Secondary policing, private duty, or off-duty work is the practice by which municipalities allow their sworn officers to moonlight as private security during off hours. Officers are generally allowed to wear their official uniforms, carry department-issued weapons, and maintain all the police powers of an active, on-duty police officer, which includes the power to: search, seize, arrest, and use deadly force. The concern, however, is that they execute their powers as a police officer under the direction of a private entity. Let’s call it what it is – renting a cop. So, what’s the concern? The

“... discussion should start with the department’s need to develop an effective process within policy that will clearly identify the process, rules, and organizational structure related to secondary employment.”

concern is that many police departments and officers earn a considerable commission for this work, which has the potential for corruption and liability issues. Departments should also be concerned about insurance coverage, equipment usage and fatigue of officers.

The demand across the country for law enforcement security services is high. Officers enjoy the benefit of earning a secondary income, and police departments enjoy the benefit of earning administrative fees. The focus of this article is the organizational structure of secondary employment, with the goal of limiting disciplinary and liability issues that will directly affect the department’s operations. As such, our discussion should start with the department’s need to develop an effective process

within policy that will clearly identify the process, rules, and organizational structure related to secondary employment.

### Policy

According to the Bureau of Justice Statistics, eighty-three (83%) percent of all the nation’s police departments have written policies for secondary employment.<sup>1</sup> A police department’s policies and procedures provide the agency with core liability protection. Policies that are comprehensive and current are the backbone of effective and constitutional policing. A police department’s policies and procedures shall reflect and express the department’s core values and priorities, while providing clear direction to ensure that officers lawfully, effectively, and ethically carry out their law enforcement responsibilities. It is not enough, however, to simply have sound policies. Officers must be trained on the policies, supervisors must hold officers accountable, and, when the policies are violated, a sound disciplinary process should be engaged.

A Secondary Employment policy should begin with clarifying the question of “who is the officer working for” when working in a secondary employment position. The mere fact that a person is employed by a police department does not transform all their actions into law enforcement actions, even if they relate to policing. We must recognize that a police officer, while not on duty for the police department, still has the same responsibilities and power to affect arrests as a police officer. Officers in secondary employment are usually working as they would on duty, and they will need to take action to keep themselves safe. Does your agency require secondary employers to indemnify the department, or even sign a release discharging the City or Town from all legal responsibility related to the secondary employment?

*(continued)*

## Secondary Employment Renting a Cop – What’s the Concerns

*(continued)*

### Prohibiting Secondary Employment

There must be a clear section in the policy identifying prohibited secondary employment positions, which may include, but are not limited to:

- *Performing tasks other than those of a law enforcement nature while in police uniform;*
- *Professional sporting events – risk of serious injury and mass demonstrations;*
- *Repossessing or towing, process server, bill collector etc.;*
- *Employment that requires access to police info;*
- *Assisting in case preparation for defense of criminal actions;*
- *Selling or dispensing intoxicating beverages;*
- *Any involvement in the marijuana industry.*

### 1099 Employee

Some municipalities allow their employees to moonlight freely. Under certain circumstances, the officer is considered an independent contractor to the secondary employer, working for that employer as a 1099 employee. If the police officer is injured while moonlighting, generally, he will not be covered by worker's compensation unless the officer is acting under color of law. In that case, the secondary employment ends the instant the officer switches from acting as a security guard, for example, to a role in which he/she assumes his/her police powers. If the police officer affects an arrest for shoplifting while working as a security guard, for example, then his role changes, as well as that of his employer. Under those circumstances, the officer has reverted to being the municipality's employee. The policy must also clearly state that officers are not allowed to receive cash payments for work conducted as a secondary employee.

### Insurance

Another consideration is that if the officer slips, trips, or falls, and is injured while moonlighting, the officer is not covered by the insurance of either the municipality or the secondary employer. The officer would have to rely on his personal health insurance coverage.

### Industry Standards

The best way to evaluate your department's operations is to take a look at issues that have arisen within other departments in their secondary employment scenarios, and review the lessons learned. As always, we believe the most difficult part in drafting policy is determining the best method for assessing your operations, including where you are and what topics you can address for liability protection. In the subject of secondary employment, we recommend a review of the "Findings" for the New Orleans Police Department, and the progress the department has made to rectify the issues raised in the findings.

To summarize, the U.S. DOJ's Civil Rights Division identified issues with secondary policing during its 2011 investigation of the New Orleans Police Department. The Findings Report identified a broadly troubling "Paid Detail" system. A review of the NOPD's Detail system, as currently structured, revealed the following concerns - that it:

- 1.1) *Drastically undermines the quality of NOPD policing;*
- 2.2) *Facilitates abuse and corruption by NOPD officers;*
- 3.3) *Contributes to compromising officer fatigue;*
- 4.4) *Contributes to inequitable policing by NOPD; and*
- 5.5) *Acts as a financial drain on NOPD rather than fulfilling its potential as a source of revenue for the City and Department.*

As discussed above, there needs to be specific policies related to secondary employment. The detail system can contribute to poor policing, as was evidenced in NOPD, where some officers were more committed to their details than their work as police officers. Department leaders must be aware that with poor documentation, no restrictions on officers soliciting work, and officers being allowed to negotiate their compensation, the opportunity to extort businesses and individuals exists. Department executives must evaluate their current system to ensure that secondary employment is not undermining the department's operations.

Final thoughts on things to consider:

- *Do you have an effective policy?*
- *Can officers negotiate wages?*
- *Do officers use department equipment while working details?*
- *Is the department charging to cover wear and tear on equipment, such as cars?*
- *What are the insurance coverage/workers' compensation issues if officers are injured?*
- *Do you have an effective accountability record-keeping system?*
- *Is your system centralized in operations?*
- *Are your supervisors inspecting and auditing the detail operations?*

## Research

- *AELE Research* <http://www.aele.org/law/Digests/empl137.html>
- *New Orleans*
  - *Findings Letter*  
[https://www.justice.gov/sites/default/files/crt/legacy/2011/03/17/nopd\\_report.pdf](https://www.justice.gov/sites/default/files/crt/legacy/2011/03/17/nopd_report.pdf)
  - *Agreement*  
[https://www.justice.gov/sites/default/files/crt/legacy/2013/01/11/nopd\\_agreement\\_1-11-13.pdf](https://www.justice.gov/sites/default/files/crt/legacy/2013/01/11/nopd_agreement_1-11-13.pdf)
  - *NOPD Policy*  
<https://www.nola.gov/nola/media/OPSE-Media/Policy.pdf>
- *Seattle Police – Secondary Employment Policy* - <https://www.seattle.gov/police-manual/title-5---employee-conduct/5120---secondary-employment>

(Endnotes)

- 1 <https://www.bjs.gov/content/pub/pdf/lpd07.pdf> (page 13)

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# Law Enforcement Executive Development Training



FBI-LEEDA's Trilogy program is a series of three core education programs that provide mid to upper-level leaders, intensive training in the latest management concepts and practices faced by today's law enforcement professionals. These dynamic, cutting-edge courses are taught by executive level law enforcement experts with extensive leadership experience that help engage and prepare participants for command level positions. POST and state certification for continuing education credit is available for most states. Please contact FBI-LEEDA [info@fbileeda.org](mailto:info@fbileeda.org) for more information state certification.



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Contact FBI-LEEDA at 877-772-7712 or email us at [info@fbileeda.org](mailto:info@fbileeda.org) for additional information concerning any of these training opportunities or interest in hosting any of these programs in your area.

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*Day 4 is spent entirely on crisis communications and a desk top crisis exercise, and the last day concentrates on how to strategically use social media to improve and augment community relations.*

Class size is limited to ensure individual participation in exercises. Participants are encouraged to bring a laptop, as writing exercises will be assigned during class. Participants will learn how to craft and deliver messages that will help create a positive public perception and how to best utilize various forms of communication.

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## Leadership Integrity *(Formerly known as Ethics & Procedural Justice)*

FBI-LEEDA presents *Leadership Integrity*, an on-line distance learning program that focuses on the importance of ethics, integrity and procedural justice to the daily operation of law enforcement agencies. Law enforcement officers are held to a high standard and require a level of public trust, commonly known as police legitimacy. When officers display conduct unbecoming, public trust is eroded and the image of an agency is tarnished. This program will provide lessons in reasoning that lead officers to appropriate decisions and resolutions.

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*The registration fee for Leadership Integrity class is \$350.*

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Inquiries for POST credit for these courses should be directed to Dan Primoic at 505-900-3020 or [dprimoic@fbileeda.org](mailto:dprimoic@fbileeda.org)

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Visit our website for upcoming dates and information on these one-and two-day programs. To host a summit, please contact:

**John Gilbride** (Tel:) 609-409-6926  
 Email: john.gilbride@pharma.com



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# FBI-LEEDA Regional Representative Program Update

— **Mark Sullivan**

*Program Coordinator, FBI-LEEDA*



FBI-LEEDA's team of Regional Representatives are gearing up as we approach another busy season of over two dozen regional command colleges around the country. These sessions are held by the FBI field offices and offer a week-long in-service training for senior members of area local law enforcement agencies. Our Reps visit each command college in their region and share information about all of FBI-LEEDA's many training initiatives offered.

## Welcome New Reps

The FBI-LEEDA Board recently appointed two new members as Regional Reps. We would like to welcome Lieutenant Bruce Hannan as our Region 5 Rep covering Mississippi, Alabama, Georgia and Florida. Bruce is the Executive Officer in the Warrant Division with the Palm Beach County Sheriff's Office in Florida.

Richard Powell was chosen as the Rep for Region 10. Richard is the Undersheriff for the Sedgwick County Sheriff's Office in Wichita, KS and will cover Wyoming, Utah, Colorado, Kansas, New Mexico, and Oklahoma. Please extend a warm welcome to both Bruce and Richard!

### Thank You

FBI-LEEDA would like to thank Mark Goodloe, former Region 10 Rep, who recently retired as Commander with the Kansas Highway Patrol and took a full-time position as a Public Safety Outreach Manager for Verizon Wireless. Thank you, Mark, for your service and we wish you the best of luck in your new career!



## Become an FBI-LEEDA Regional Representative

We currently have an opening for a Regional Representative: **Region #6** – for those in MI, OH, KY, and TN

You must be a full-time sworn member of a law enforcement agency, an FBI-LEEDA member in good standing, and hold the rank of Lieutenant or above (or considered an exempt/non-hourly) employee.



If you wish to apply for the position, please send a letter of interest and resume to:

**Mark Sullivan**, FBI-LEEDA RR Program Coordinator  
11936 W. 119th Street, Suite #200, Overland Park, KS 66213

Or email your submission to [msullivan@fbileeda.org](mailto:msullivan@fbileeda.org)

This is a non-compensated position.  
Applications are due by February 1, 2018.

# Contact Your Regional Representative:

## FBI-LEEDA Regional Representatives

**Region 1** Chief Matthew Canfield  
(ME NH MA RI) Laconia (NH) Police Department, mcanfield@laconiapd.org

**Region 2** Chief (Ret.) Randy Szukala  
(NY VT CT) North Wonawanda (NY) Police Department, rds140@roadrunner.com

**Region 3** Lieutenant Tim Troxel  
(PA NJ DE) Upper Moreland (PA) Police Department ttroxel@uppermoreland.org

**Region 4** Chief Andy Robinson  
(WV MD VA NC SC) York (SC) Police Department, arobinson@yorksc.gov

**Region 5** Lieutenant Bruce Hannan  
(AL MS GA FL) Palm Beach County (FL) Sheriff's Office, hannanb@pbso.org

**Region 6** *This could be you*  
(MI OH KY TN) *Become an FBI-LEEDA Regional Rep today!*

**Region 7** Lieutenant Lisa Kumbier  
(WI IL IN) Brown Deer (WI) Police Department, lkumbier@bdpolice.org

**Region 8** Chief Harry Gurin  
(ND SD NE MN IA MO AR) Peculiar (MO) Police Department, hgurin@peculiarpd.com

**Region 9** Chief Mark Pazin  
(CA NV AZ HI AK) California Office of Emergency Services (OES), Mark.Pazin@CalOES.ca.gov

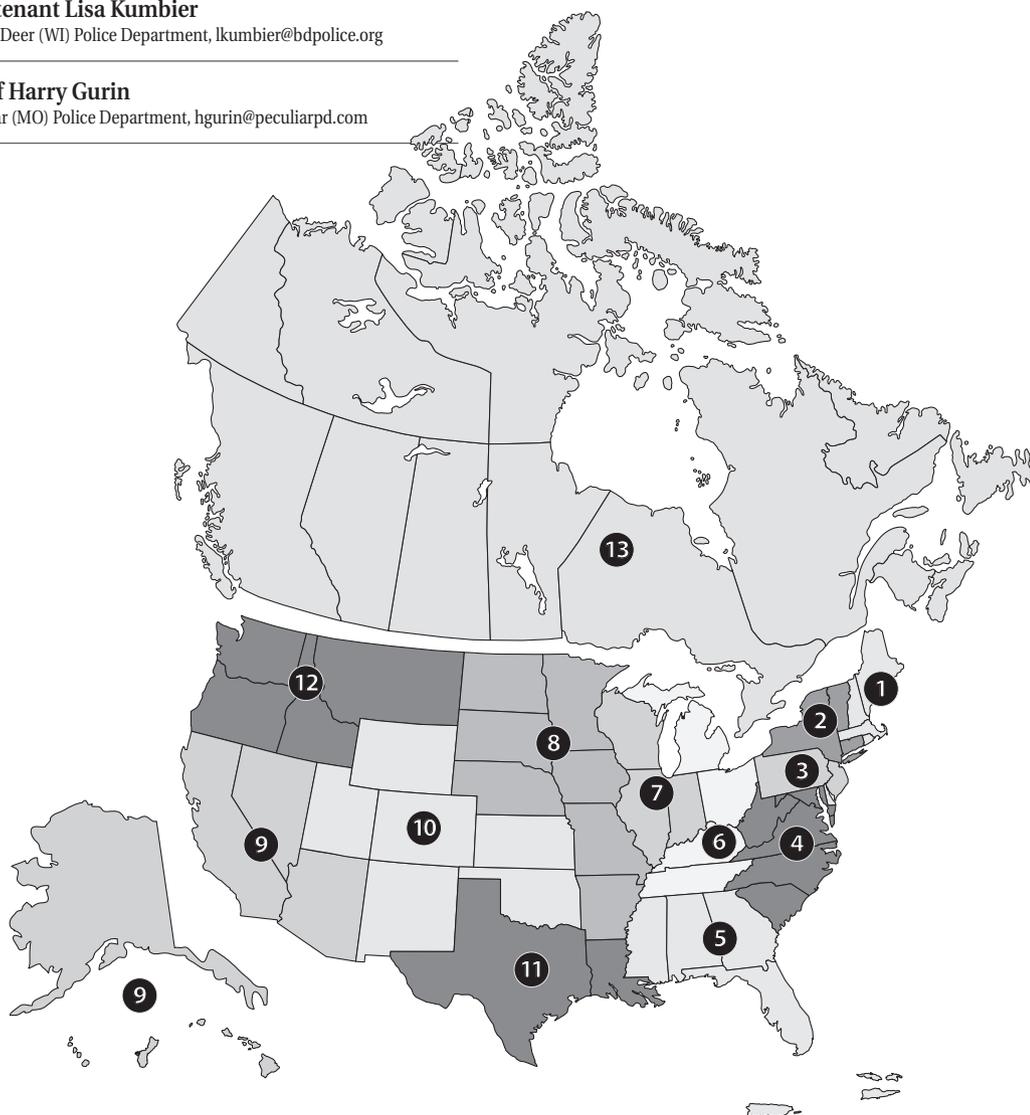
**Region 10** Undersheriff Richard Powell  
(WY UT CO KS NM OK) Sedgwick County (KS) Sheriff's Office, richard.powell@sedgwick.gov

**Region 11** Assistant Director (Ret.) J. Frank Woodall  
(TX LA) Texas Department of Public Safety, colwoodall@att.net

**Region 12** Lieutenant Tony Bennett  
(WA OR ID MT) Yakima (WA) Police Department, Tony.Bennett@yakimawa.gov

**Region 13** Inspector Superintendent Steven Molyneux  
(CANADA) Toronto Police Service, steven.molyneux@torontopolice.on.ca

**Program Coordinator: Mark Sullivan**  
FBI-LEEDA, msullivan@fbileeda.org



# FBI-LEEDA Corporate Partners



## DIAMOND LEVEL

### CORPORATE PARTNERS



## LifeLock

Contact: Paige Hanson,  
Chief of Identity Education

60 East Rio Salado Parkway, Suite 400  
Tempe, Arizona 85281

Telephone: 480-457-2108 | Facsimile: 480-907-2946  
Email: Paige\_Hanson@symantec.com



## PLATINUM LEVEL

### CORPORATE PARTNERS



## Purdue Pharma, LP

Contact: John Gilbride, Director,  
Diversion Control & Law Enforcement Liaison Education

One Stamford Forum, Stamford, Connecticut 06901  
Telephone: 609-409-6926  
Email: john.gilbride@pharma.com



## Justice Federal Credit Union

Contact: Kathleen L. Taylor, Business Development Officer

5175 Parkstone Drive, Suite 200, Chantilly, Virginia 20151  
Telephone: 7703-480-5300 Ext. 3148 | Facsimile: 703-480-5400  
Email: taylork@jfcu.org



## Conference Photos

Visit the conference photo website to review and download memorable images from our Conference in Jacksonville.

<https://2017fbileedaconferencejax.shutterfly.com/>  
Use password: leeda2017JAX (case sensitive)

**GOLD LEVEL CORPORATE PARTNERS**



**5.11 Tactical**

Contact: Chuck Hauber, Director, FED/MIL Team  
 4300 Spyres Way, Modesto, California 95356  
 Telephone: 540-940-7146  
 Email: ChuckH@511Tactical.com  
 www.511Tactical.com

**SILVER LEVEL CORPORATE PARTNERS**



**Gazelle - ecoATM**

Contact: Max Santiago, Senior Director of Law Enforcement Relations  
 10121 Barnes Canyon Road, San Diego, California 92121  
 Telephone: 858-461-9968  
 Email: max.santiago@ecoatm.com  
 www.ecoatm.com/law-enforcement



**ELITE Interactive Solutions, Inc.**

Contact: Louis C. Hook, Executive Vice President and Chief Operating Officer  
 1200 W. Seventh Street, Suite L1-180  
 Los Angeles, California 90017  
 Telephone: 877-435-4832, Mobile 310-753-5327  
 Email: lhook@eliteisi.com



**Motorola Solutions**

Contact: Clay Cassard  
 2120 W. Braker Lane, Suite P  
 Austin, Texas 78758  
 Telephone: 512-924-3891  
 Email: clay.cassard@motorolasolutions.com



**Verizon Wireless**

Contact: Tom Ostrosky, Verizon Project Manager, Public Safety Outreach Program  
 1 Verizon Way, Basking Ridge, NJ 07920  
 Telephone: 908-227-3732  
 Email: Thomas.Ostrosky@VerizonWireless.com

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<http://www.rasportinc.com/store/c23/FBI-LEEDA.html>



# FBI-LEEDA Corporate Partners



## BRONZE LEVEL CORPORATE PARTNERS



### Glock, Inc.

Tavaras Richardson, Marketing Manager  
6000 Highlands Parkway, Smyrna, Georgia 30082  
Telephone: 770-432-1202 Ext. 6775  
Email: tavaras.richardson@glock.us



### National Insurance Crime Bureau (NICB)

Contact: Ivan Blackman, Director of Vehicular Investigations  
1111 E. Touhy Ave., Suite 400, Des Plaines, Illinois 60018  
Telephone: 847-544-7042  
Facsimile: 847-544-7101  
Email: lblackman@nicb.org



### Police & Sheriffs Press

Contact: Frank Raiford  
P. O. Box 1489, Lyons, Georgia 30474  
Telephone: 912-537-0780  
Facsimile: 912-537-4894  
Email: Frank@pasp365.com



### RaSports, Inc.

Contact: Cary Fletcher  
1860-D E. Miraloma Avenue, Placentia, California 92870  
Telephone: 714-524-2300  
Email: clfletcher@rasportinc.com



### Thomson Reuters - Clear

Contact: Daniel DeSimone, Sr. Director, Investigative Resources  
1410 Springhill Road, Suite 450, McLean, Virginia 22102  
Telephone: 703-219-2511 • Cell: 571-422-6548  
Email: daniel.desimone@thomsonreuters.com  
www.clear.thomsonreuters.com

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FBI-Law Enforcement Executive Development Association



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@FBILEEDA



# FBI-LEEDA Instructors



**Dean Crisp**  
*Faculty Coordinator*



**David Allen**



**Dr. Anthony Batts**



**Ron Bayne**



**David Boggs**



**Eric Daigle**



**Jeff Green**



**Dr. Michael Gropman**



**Jennifer Harris**



**Larry Horak**



**Les Kachurek**



**Eric Kowalczyk**



**Carlos Maldonado**



**Neil Moore**



**Tim Plotts**



**Todd Radford**



**Tom Smith**



**Luis Soler**



**Jerry Thompson**



**Sean Whent**



**Terri Wilfong**



**Frank Woodall**



**Keith Bushey**  
*Instructor Emeritus*

## Welcome Sean Whent

### Our New FBI-LEEDA Instructor

Sean Whent served the Oakland (CA) Police Department for 22 years. During his career, he worked in the Patrol Division, Criminal Investigations Division, Special Operations Division, Internal Affairs and the Office of Inspector General. He also oversaw the police academy and was an instructor of multiple courses in the police academy and in-service training. From 2013 to 2016, he served as the Chief of Police.

Chief Whent has attended the Senior Management Institute for Police and the FBI National Executive Institute. He holds a Bachelor's Degree in Criminal Justice Administration from California State University East Bay and a Master's Degree in Criminology, Law and Society from the University of California at Irvine. He is married and is the proud father of three daughters.



# Training Graduates

## SUPERVISOR LEADERSHIP INSTITUTE



### Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Asheville, NC, class held in September 2017. We would like to thank Chief Tammy Hooper and the Asheville Police Department for their hospitality.



### Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Biddeford, ME, class held in October 2017. We would like to thank Chief Roger Beaupre and the Biddeford Police Department for their hospitality.



### Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Bossier City, LA, class held in August 2017. We would like to thank Sheriff Julian Whittington and the Bossier Parish Sheriff's Office for their hospitality.



### Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Boynton Beach, FL, class held in October 2017. We would like to thank Chief Jeffrey Katz and the Boynton Beach Police Department for their hospitality.



## Congratulations

### SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the **Conroe, TX**, class held in **October 2017**. We would like to thank **Constable Ryan Gamble and the Montgomery County Constable** for their hospitality.



## Congratulations

### SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the **Conway, SC**, class held in **September 2017**. We would like to thank **Chief Joesph Hill and the Horry County Police Department and Horry-Georgetown Technical College** for their hospitality.



## Congratulations

### SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the **Dupont, WA**, class held in **September 2017**. We would like to thank **Chief Larry Holt and the DuPont Police Department** for their hospitality.



## Congratulations

### SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the **Kirkland, WA**, class held in **October 2017**. We would like to thank **Chief Cherie Harris and the Kirkland Police Department** for their hospitality.

# Training Graduates

SUPERVISOR LEADERSHIP INSTITUTE



## Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the **Marion, IA**, class held in **September 2017**. We would like to thank **Chief Joseph F. McHale** and the **Marion (IA) Police Department** for their hospitality.



## Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the **Milwaukee, WI**, class held in **November 2017**. We would like to thank **Special Agent in Charge Justin Tolomeo** and the **Milwaukee FBI Office** for their hospitality.



## Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the **Mooresville, SC**, class held in **October 2017**. We would like to thank **Chief Damon Williams** and the **Mooresville Police Department** for their hospitality.



## Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the **Portland, OR**, class held in **November 2017**. We would like to thank **Chief Jason Wallis** and the **Port of Portland Police Department** for their hospitality.



## Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the **Ridgeland, MS**, class held in **November 2017**. We would like to thank **Chief John R. Neal and the Ridgeland Police Department** for their hospitality.



## Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the **Sarasota, FL**, class held in **October 2017**. We would like to thank **Sheriff Tom Knight and the Sarasota Sheriff's Office** for their hospitality.



## Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the **Scotch Plains, NJ**, class held in **September 2017**. We would like to thank **Sheriff Joe Cryan and the Union County Sheriff's Office** for their hospitality.



## Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the **St. Peters, MO**, class held in **September 2017**. We would like to thank **Executive Director Dr. Thomas Leasor and the Eastern Missouri Police Academy** for their hospitality.



## Training Graduates

SUPERVISOR LEADERSHIP INSTITUTE



### Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the **Stuart, FL**, class held in **November 2017**. We would like to thank **Chief David Dyess** and the **Stuart Police Department** for their hospitality.



## Training Graduates

COMMAND LEADERSHIP INSTITUTE



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the **Allentown, PA**, class held in **August 2017**. We would like to thank **Chief Keith Morris** and the **Allentown Police Department** for their hospitality.



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the **Beaumont, TX**, class held in **October 2017**. We would like to thank **Chief Hector Flores** and the **Lamar University Police Department** for their hospitality.



## Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the **Boulder, CO**, class held in **October 2017**. We would like to thank **Sheriff Joe Pelle and the Boulder County Sheriff's Office** for their hospitality.



## Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the **DuPont, WA**, class held in **October 2017**. We would like to thank **Chief Larry Holt and the DuPont Police Department** for their hospitality.



## Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the **Hampton, NH**, class held in **September 2017**. We would like to thank **Chief Richard Sawyer and the Hampton Beach Police Department** for their hospitality.



## Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the **Lawrenceville, NJ**, class held in **September 2017**. We would like to thank **Director Martin Masseroni and the Mercer County Police Academy** for their hospitality.



# Training Graduates

COMMAND LEADERSHIP INSTITUTE



## Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the **Manchester, CT**, class held in **September 2017**. We would like to thank **Chief Marc Montminy** and the **Manchester Police Department** for their hospitality.



## Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the **New Bern, NC**, class held in **September 2017**. We would like to thank **Chief Toussaint E. Summers, Jr.** and the **New Bern Police Department** for their hospitality.



## Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the **Oak Creek, WI**, class held in **August 2017**. We would like to thank **Chief Steve Anderson** and the **Oak Creek Police Department** for their hospitality.



## Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the **Oklahoma, OK**, class held in **September 2017**. We would like to thank **Chief Daniel Piazza** and the **Oklahoma City Community College Police Department** for their hospitality.



## Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the **Raleigh, NC**, class held in **August 2017**. We would like to thank **Director Sam Pennica** and the **Raleigh/Wake City-County Bureau of Identification** for their hospitality.



## Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the **Topeka, KS**, class held in **October 2017**. We would like to thank **Chief Chris Enos** and the **Washburn University Police** for their hospitality.



## Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the **Toronto, CA**, class held in **November 2017**. We would like to thank **Chief Mark Saunders** and the **Toronto Police Service** for their hospitality.



## Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the **Wagoner, OK**, class held in **September 2017**. We would like to thank **Chief Bob Haley** and the **Wagoner Police Department** for their hospitality.



# Training Graduates

## EXECUTIVE LEADERSHIP INSTITUTE



### Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Allentown, PA, class held in October 2017. We would like to thank Chief Keith Morris and the Allentown Police Department for their hospitality.



### Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Dover, DE, class held in October 2017. We would like to thank Chief John Horsman and Chief Paul Bernat and the Delaware Capitol Police and Dover Police Department for their hospitality.



### Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the East Point, GA, class held in September 2017. We would like to thank Chief Gary D. Stiles and the Fulton County Police Department and Fulton County Public Safety Training Center for their hospitality.



### Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Fort Worth, TX, class held in September 2017. We would like to thank Chief Joe Fitzgerald and the Fort Worth Police Department for their hospitality.



## Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the **Georgetown, TX**, class held in **October 2017**. We would like to thank **Chief Wayne Nero and the Georgetown Police Department** for their hospitality.



## Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the **Hampton, NH**, class held in **October 2017**. We would like to thank **Chief Richard Sawyer and the Hampton Police Department** for their hospitality.



## Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the **La Junta, CO**, class held in **October 2017**. We would like to thank **Chief Todd Quick and the La Junta Police Department** for their hospitality.



## Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the **Lawrenceville, NJ**, class held in **October 2017**. We would like to thank **Director Martin Masseroni and the Mercer County Police Academy** for their hospitality.



# Training Graduates

## EXECUTIVE LEADERSHIP INSTITUTE



### Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the **Manchester, CT**, class held in **November 2017**. We would like to thank **Chief Marc Montminy** and the **Manchester Police Department** for their hospitality.



### Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the **Mission, KS**, class held in **September 2017**. We would like to thank **Chief Ben Hadley** and the **Mission Police Department** for their hospitality.



### Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the **Nashville, TN**, class held in **September 2017**. We would like to thank **Director Mark Gwyn** and the **Tennessee Bureau of Investigation (TBI)** for their hospitality.



### Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the **Oklahoma City, OK**, class held in **October 2017**. We would like to thank **Chief Daniel Piazza** and the **Oklahoma City Community College Police Department** for their hospitality.



## Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the **Pensacola, FL**, class held in **September 2017**. We would like to thank **Sheriff David Morgan** and the **Escambia County Sheriff's Office** for their hospitality.



## Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the **Richmond, VA**, class held in **October 2017**. We would like to thank **Chief Humberto Cardounel, Jr.** and the **Henrico County Police Division** for their hospitality.



## Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the **Spokane, WA**, class held in **September 2017**. We would like to thank **Sheriff Ozzie Knezovich** and the **Spokane County Sheriff's Office** for their hospitality.



## Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the **Turlock, CA**, class held in **October 2017**. We would like to thank **Chief Nino Amirfar** and the **Turlock Police Department** for their hospitality.



# Training Graduates

## INTERNAL AFFAIRS INVESTIGATIONS



### Congratulations

INTERNAL AFFAIRS INVESTIGATIONS

Pictured are the attendees from the **Cheshire, CT**, class held in **September 2017**. We would like to thank **Chief Neil Dryfe** and the **Cheshire Police Department** for their hospitality.



### Congratulations

INTERNAL AFFAIRS INVESTIGATIONS

Pictured are the attendees from the **Fort Worth, TX**, class held in **October 2017**. We would like to thank **Chief Joe Fitzgerald** and the **Fort Worth Police Department** for their hospitality.



### Congratulations

INTERNAL AFFAIRS INVESTIGATIONS

Pictured are the attendees from the **McMurray, PA**, class held in **September 2017**. We would like to thank **Chief Douglas E. Grimes** and the **Peters Township Police Department** for their hospitality.



### Congratulations

INTERNAL AFFAIRS INVESTIGATIONS

Pictured are the attendees from the **West Palm Beach, FL**, class held in **October 2017**. We would like to thank **Captain Joel Rossi** and the **Palm Beach Sheriff's Office** for their hospitality.



# Training Graduates

## MEDIA AND PUBLIC RELATIONS



### Congratulations

INTERNAL AFFAIRS INVESTIGATIONS

Pictured are the attendees from the Raleigh NC, class held in October 2017. We would like to thank Chief Brandon Zuidema and the Garner Police Department for their hospitality.

## Why choose FBI-LEEDA Trilogy?

FBI-LEEDA's Trilogy program is a series of three core education programs that provide mid to upper-level leaders, intensive training in the latest management concepts and practices faced by today's law enforcement professionals. Taught by executive level law enforcement experts, they help engage and prepare participants for command level positions.

- Supervisor Leadership Institute**
- Command Leadership Institute**
- Executive Leadership Institute**

Any individual who has successfully completed the Trilogy program will receive the FBI-LEEDA Trilogy Award, a uniform ribbon and a Trilogy pin, with presentations made during our Annual Conference.

If you have questions about the Trilogy, please contact our office at 877-772-7712.



### *Are You Eligible for FBI-LEEDA*

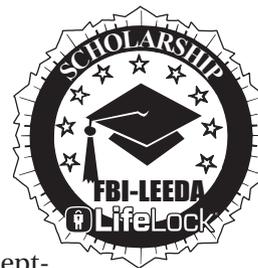
## **Life Membership?**

Any active member who has been a dues paying member in good standing for a period of not less than ten (10) years and is retired from public service may request life membership by writing to the FBI-LEEDA President. Life members are exempt from the payment of annual dues. Membership has its privileges:

- *Line-of-Duty Death Benefit*
- *Membership Directory*
- *Networking*
- *Training*

## **FBI-LEEDA/LifeLock Scholarship Program**

Each year, the FBI-LEEDA/LifeLock scholarship program offers five \$1,000 scholarships. The scholarships are awarded at the Annual Executive Training Conference. The guidelines for eligibility are listed below.



**BASICS** – Applications for the 2017-2018 academic school year are now being accepted. Your application must be postmarked by **April 8, 2018**, to be considered. FBI-LEEDA selects final candidates based on the following criteria:

- *Eligibility*
- *Quality of application*
- *Commitment to leadership*

**PROVISIONS** – An individual may receive only one scholarship award of \$1,000 per year from FBI-LEEDA/LifeLock. FBI-LEEDA will make the scholarship award payment to the recipients school on or before August 1. An applicant may re-apply each year providing eligibility requirements are fulfilled.

### **ELIGIBILITY –**

- *You must be enrolled or be accepted by an undergraduate program at the time you submit the application.*
- *You must maintain a 3.0 cumulative grade point average for three years to be eligible to submit an application.*
- *You must have graduated from high school prior to disbursement of funds.*
- *You do not have to be related or have a relationship with an FBI-LEEDA member to be considered.*

**HOW TO APPLY** – Applicant must provide the following items:

- *Application*
- *Transcript*
- *Answers to essay questions*
- *High school verification form*
- *Documentation of acceptance to college/ university*

Application, essay questions, and high school verification forms are available on the Members Only web page of the FBI-LEEDA website: [www.fbileeda.org](http://www.fbileeda.org).

Send your completed application to:

**FBI-LEEDA**  
Executive Board Scholarship Program  
5 Great Valley Parkway, Suite 125  
Malvern, PA 19355

# Membership Renewal

## REMEMBER TO RENEW YOUR MEMBERSHIP

2018 Membership renewal notices will be sent via email in November.

Please log in to confirm that your membership profile lists your current email address. You can log in to renew by credit card at any time.

### Membership has its privileges

- Training Announcements
- Membership News & Events
- Special Offers to Renew Early

**Contact FBI-LEEDA Membership Services**  
**877-772-7712 | info@fbileeda.org**

## Graduate Credit Programs Available



### California University of Pennsylvania (Cal U)

For more information about the Cal U program, contact

**Dr. Jeffrey S. Magers**  
 magers@calu.edu | (502) 762-4334'

*Cal U is a state university in the Pennsylvania State System of Higher Education*



### University of Oklahoma

For more information about the OU program, contact

**Dr. Todd Wuestewald, Assistant Professor of Criminal Justice**  
*(former chief of the Broken Arrow Police Department)*  
 twuestewald@ou.edu



### Husson University

For more information about the HU program, contact

**John Michaud, M.A., M.A.**  
 Director, School of Legal Studies  
 (207) 941-7037 | michaudjoh@husson.edu

**Charles P. Collins, MBA, Ed.D.**  
 Executive Director,  
 Husson University-Southern Maine  
 (207) 874-5801 | collinsc@husson.edu

**Marie Hansen, J.D., Ph.D.**  
 Dean, College of Business  
 Interim Dean, New England School of  
 Communication (NESCom)  
 (207) 973-1081 | hansenm@husson.edu

Visit [fbileeda.org](http://fbileeda.org) for details and links to these graduate programs

# FBI-LEEDA POST Approvals by State *(as of November 28, 2017)*

State/Class	SLI	CLI	ELI	IA	MPR	RLI	DLSL	DLASL	EPJ	LI	KEY
Alabama Peace Officers Standards & Training Commission	X	X	X	X	X						ATA
Alaska Police Standards Council	X	X	X	X	X	X	X	X	X	X	
Arizona Peace Officer Standards & Training Board	X	X	X	X						X	ATA
Arkansas Commission on Law Enforcement Standards & Training	X	X	X								
California Commission on Peace Officer Standards & Training	X	X	X	X	X	X	X	X	X	X	ATA
Colorado Peace Officer Standards & Training Board	X	X	X	X	X					X	ATA
Connecticut Police Officer Standards & Training Council	X	X	X	X	X	X				X	ATA
Delaware Council on Policing Training	X	X	X	X	X	X	X	X	X	X	ATA
District of Columbia Police Officers Standards & Training Board											
Florida Criminal Justice Standards & Training Commission	X	X	X	X	X	X	X	X	X	X	ATA
Georgia Peace Officers Standards & Training Council	X	X	X	X	X	X				X	ATA
Hawaii	X										ATA
Idaho Peace Officer Standards & Training	X	X	X	X	X		X	X		X	ATA
Illinois Law Enforcement Training & Standards Board	X				X						ATA
Indiana Law Enforcement Academy	X	X	X	X	X	X	X	X	X	X	ATA
Iowa Law Enforcement Academy	X	X	X	X	X	X	X	X			ATA
Kansas Commission on Peace Officers' Standards & Training	X	X	X	X	X	X	X	X	X	X	ATA
Kentucky Law Enforcement Council	X		X	X	X						
Louisiana Peace Officer Standards & Training Council	X	X	X	X	X						ATA
Maine Criminal Justice Academy	X	X	X	X	X	X	X	X	X	X	ATA
Maryland Police & Correctional Training Commissions											
Massachusetts Municipal Police Training Committee	X	X	X	X	X						ATA
Michigan Commission on Law Enforcement Standards	X	X	X	X	X		X	X	X	X	
Minnesota Board of Peace Officer Standards & Training	X	X	X	X	X					X	ATA
Mississippi Office of Standards and Training	X	X	X	X	X		X	X			
Missouri Peace Officer Standards & Training	X	X	X	X	X		X	X	X	X	***
Montana Public Safety Officer Standards & Training	X	X	X	X	X	X	X	X	X	X	ATA
Nebraska Police Standard Advisory Council											
Nevada Peace Officers' Standards & Training											
New Hampshire Police Standards & Training Council	X	X	X	X	X					X	ATA
New Jersey Police Training Commission	X	X	X	X	X	X	X	X	X	X	ATA
New Mexico Law Enforcement Academy Board	X	X	X	X	X	X	X	X	X	X	
New York Municipal Police Training Council	X	X	X	X	X	X	X	X	X	X	ATA
North Carolina Law Enforcement Training & Standards	X	X	X	X	X	X	X	X	X	X	ATA
North Dakota Peace Officer Standards & Training	X	X	X	X	X		X	X	X	X	
Ohio Peace Officer Training Commission	X	X	X	X	X						ATA
Oklahoma Council on Law Enforcement Education & Training	X	X	X	X	X						ATA
Oregon Department of Public Safety Standards & Training Certification	X	X	X	X	X	X	X	X	X	X	ATA
Pennsylvania Municipal Police Officers' Education & Training Commission	X	X	X	P	X		X	X		P	ATA
Rhode Island Police Officers Commission on Standards & Training											
South Carolina Law Enforcement Training Council	X	X	X	X	X						
South Dakota Law Enforcement Officers Standards & Training Commission											
Tennessee Peace Officers Standards & Training	X	X	X	X	X	X	X	X		X	ATA
Texas Commission on Law Enforcement	X	X	X	X	X	X	X	X	X	X	ATA
Utah Peace Officer Standards & Training											
Vermont Criminal Justice Training Council											
Virginia Department of Criminal Justice Services Standards & Training	X	X	X	P	X	X	N/A	N/A	N/A	P	ATA
Washington State Criminal Justice Training Commission	X	X	X	X	X	X	X	X		X	ATA
West Virginia Law Enforcement Professional Standards											
Wisconsin Law Enforcement Standards Board	X	X	X	X	X	X	X	X	X	X	ATA
Wyoming Peace Officers Standards & Training Commission											

ATA = Apply Through Agency; X = Approved; P = Approval pending for 2017; \*\*\* For MO POST credit please contact Dan Primozic at 505-900-3020

N/A = Not available for credit



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## SAVE THE DATE



# Monday-Wednesday, April 30-May 2, 2018

## 27th Annual Executive Training Conference

**Sheraton Birmingham Hotel** – 2101 Richard Arrington Jr. Blvd. N, Birmingham, AL 35203

FBI-LEEDA's mission is to advance the art and science of law enforcement leadership and continue to provide excellent networking opportunities for our members and is proud to offer an education-based conference with some of the top thought-leaders in the law enforcement profession.

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*The conference is open to law enforcement – sworn and professional staff, including both members and non-members alike – consider inviting law enforcement colleagues to join you.*

## Join us!