

**Thomas & Means**  
A Law Firm Dedicated  
to Serving the  
Law Enforcement  
Profession

“Randy Means was a pioneer in the field of law enforcement risk management. His training was mandatory for our command staff and internal affairs personnel. In his field, he’s simply the best.”

-Lee McCown,

Commander (Ret.), Risk Management Bureau, Los Angeles County Sheriff’s Department.

Total Quality Policing  
Integrity  
Effectiveness  
Accountability  
Risk Management  
Liability Prevention

“On the national front, he has long been a powerful force in furthering police professionalism. I’ve been exposed to most of the best in law enforcement training. In my opinion, Randy Means is the best of the best.”

- Charles Jordan, MPA  
Chief of Police, (ret.)  
Hampton, VA  
and FBI National Academy Graduate

Thomas & Means  
Allied to Benefit  
Law Enforcement



# The Lakewood (WA) Police Department

Proudly Presents

## A Thomas & Means Total Quality Policing Seminar

### Advanced Supervision & Management Police Leadership in the Era of Accountability

#### A Two-Day Program Taught by Randy Means, J.D.

Son and brother of West Pointers, trained by Marines, himself a former Operations Officer then Executive Officer on a small combatant Naval vessel, former Department Head at a State Law Enforcement Training Center, nearly 10 years a full-time Major City Police Attorney, now 20 years a partner in a prominent national police management and training firm, Randy Means is perhaps uniquely qualified to teach principles of leadership and liability prevention in police organizations, paramilitary environments laden with administrative and operational legal constrictions and teeming with risk of injury, death and legal liability.



Randy Means

One of the most respected police trainers in America, he has taught nearly a half-million law enforcement officials and provided consulting services to hundreds of agencies, including many of the largest and best in the country. Long time legal and risk management instructor for the IACP and featured speaker at 10 of their annual conferences, he has also spoken at national conferences of the FBINAA, PRIMA, and ILEETA. He is the author of *The Law of Policing* and dozens of published articles, and writes the law, liability prevention and risk management column for *Law & Order* magazine.

“Randy’s experience as a military leader and three decades of full-time service to law enforcement give him such special credibility with my staff that he can take them directly from learning to doing.”

- Sheriff Douglas C. Gillespie,  
Las Vegas Metropolitan Police Department

“A big part of my job over the years was to locate the finest trainers in America to teach for the organizations I served. Randy is clearly one of the two best police legal trainers in the country.”

- Lt. Eric Edwards, Former Police Legal Specialist,  
Phoenix Police Department, Now Counsel to the  
Arizona Chiefs Association

**March 26-27, 2015**

**Lakewood (WA) Police Department**

**9401 Lakewood Dr. SW, Lakewood, Washington 98498**

**Hours: 0800-1630 each day**

**For All Supervisors, Managers, and Administrators**

**(Sworn and Civilian)**

**In Field Law Enforcement and Corrections**

**Creating Positive  
Organizational  
Culture Through  
Effective Leadership  
and Appropriate  
Systems of  
Accountability**

**“Randy Means has provided training and consulting services to more law enforcement agencies across America than anyone else I know of. Based on actual experience, he probably know more about what American law enforcement actually does than any of the so-called 'experts', academic or otherwise. His training is something special.”**

**-Reece Trimmer  
(sadly, now deceased)  
Harvard Law School  
Graduate and nearly  
40 year full-time  
Police Legal Advisor**

**Consulting Services**

**Risk Management  
Personnel Issues  
Policy Review  
Litigation  
Expert Witness  
Physical Fitness  
Arbitration  
Internal Affairs**

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Law Enforcement



# **Advanced Supervision & Management Police Leadership in the Era of Accountability**

## **Program Description**

This program deals with a variety of supervisory and managerial responsibilities that are non-negotiable. Supervisory styles can and will vary from supervisor to supervisor but adherence to certain key principles cannot. Leaders absolutely must put employees on clear notice of organizational standards. Those standards must be consistently enforced. Sanctions must be consistent and proportionate. This cannot vary from supervisor to supervisor; overarching consistency must be maintained from workgroup to workgroup. This requires a systemic approach to handling what historically was left to individual supervisory and managerial discretions. This seminar demonstrates the need for organizational solutions to organizational problems and emphasizes roles and responsibilities of the various members of the leadership team - first-line supervisors to chief executives.

## **Topics Include**

Supervisory Roles and Responsibilities	Defining and Dealing with “Misconduct”
Strengthening Organizational Culture	Keys to “Fairness” in Dealing With Employees
Professional Standards and Employee Morale	Assuring Consistent and Proportionate Discipline
Methods and Styles of Influence	The Role of Policy in Organizational Function
Principles of Effective Leadership	Supervisor’s Role in Department Training
Creating Accountability to Standards	In-Service Training/Testing/Assessment
Tools of Inspiration and Motivation	Goal Setting and Attainment
Building and Maintaining Duty and Honor Values	Proactive Disciplinary Tools
Proper Use of Supervisory Power	Complaint Handling and Documentation
Supervisory and Managerial Ethics	Routing and Analysis of Negative Information
Defining Supervisory Expectations	Quality Control Methodologies
Managing Supervisory Discretion	Early Warning Signs and Systems
Enhanced Supervision Techniques	Assuring Accountability to Standards
Constructive Confrontation	Fitness for Duty Issues
Handling Supervisory Disagreement with Policy	Brady and Giglio Problems and Policy
Achieving Needed Supervisory Buy In	Strengthening Community Relations
Appropriate Role of Close Supervision	Liability Prevention and Risk Management

## **Other Thomas & Means Seminars**

Advanced Leadership Skills Workshop	Managing the Human Relations Function
Hot Topics for Police Administrators	Physical Readiness Programs and Standards
Critical Thinking and Decision-Making	Emotional Intelligence
Managing Police Ethics	Interpersonal Communication
Critical Thinking and Mental Toughness	Managing Police Personnel Administration
Managing Police Discipline	Cultural and Human Diversity Management
Advanced Supervision and Management	Supercharging the Criminal Investigation Function
Liability Prevention and Risk Management	Criminal Interdiction for Patrol Officers
Officer-Citizen Contacts	Recruitment and Selection of Police Officers
Search and Seizure	Managing Use of Force
Interview and Interrogation	Managing Emergency Vehicle Operation
Federal Civil Rights Issues	Effective Report Writing
Improving Your Policy Manual	Courtroom Testimony
Internal Affairs Nuts and Bolts	Stress Management

**Professional consultation and customized training programs  
to meet your specific needs available upon request**

**For more on our training programs and other professional services visit:  
[www.thomasandmeans.com](http://www.thomasandmeans.com).**

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**Consulting Services**

Risk Management  
Personnel Issues  
Policy Review  
Litigation  
Expert Witness  
Physical Fitness  
Arbitration  
Internal Affairs

Integrity

Effectiveness

Accountability

Risk Management

Liability Prevention

**A Variety of Line  
Officer Training  
Programs are  
Available on a  
Contract Basis.**

Thomas & Means  
Allied to Benefit  
Law Enforcement



# Advanced Supervision & Management

*Police Leadership in the Era of Accountability*

## Registration and Attendance

### Five easy ways to register ...

Online at [www.thomasandmeans.com](http://www.thomasandmeans.com)

Click on "To Register for a Seminar"

Call: 704-895-5694, Ext. 11

Email: [Barbara@thomasandmeans.com](mailto:Barbara@thomasandmeans.com)

Fax this form to: 704-895-9034

Mail this form to:

Thomas & Means

P.O. Box 2039

Huntersville, NC 28070

Advanced Supervision and Management

March 26-27 2015

*Co-Hosted by the: Lakewood (WA) Police Department*

Agency \_\_\_\_\_ Email \_\_\_\_\_

Address \_\_\_\_\_ Phone \_\_\_\_\_ Fax \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Contact Name \_\_\_\_\_ Rank/Title \_\_\_\_\_

Participants (including rank or position): Additional forms may be used for additional locations or participant

\_\_\_\_\_

Registration Date: \_\_\_\_\_ Purchase Order # \_\_\_\_\_

**Seminar Tuition:** Registration fee for this two-day program is \$250.00 per person. A written confirmation of the registration will be sent to the contact name listed. Seminar fee includes all instructional costs and seminar materials. Payment (or purchase order) must be received in advance for admission to the seminar. Make checks payable to: Thomas & Means.

**Additional Savings:** Groups of three or more are \$200.00 per person.

**Refund and Substitution Policy:** A refund, less an administrative fee of \$30.00 per person, will be issued upon receipt of a written request at least 10 business days prior to the seminar. No refund will be made for a cancellation received less than 10 days in advance.

We will gladly apply a registration fee to any of our future seminars or products.

**NOTE:** For information on our program entitled "Managing Police Discipline," including internal affairs investigations, offered 8 times a year across the country, please visit our website :

[www.thomasandmeans.com](http://www.thomasandmeans.com).

**Co-Host Agency Contact:** Training Officer Charles Porche

Phone: 253-830-5039 Email: [cporche@cityoflakewood.us](mailto:cporche@cityoflakewood.us)