

**TRAINING SERVICES GROUP, INC.**  
**PROFESSIONAL LAW ENFORCEMENT TRAINERS**  
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Each of the courses is presented by practitioners with years of experience in police work. Our methodology is to present “nuts and bolts” instruction – how to actually “do it”- not textbook theory. The instructors teach from the vantage point of having practical experience and war stories to illustrate their points.

The course descriptions depict the days of training the full course requires. However, they can be modified to your particular in-service or in-house needs.

TSG also works with agencies that prefer to cosponsor training courses.

**CONTRACT TRAINING**

TSG can also provide custom training for your agency. You identify a training need and we develop a curriculum for you to approve. If requested we will obtain POST approval. Our instructors have experience in almost every discipline.

References and instructor biographies are available.

**THE PRINCIPALS**

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## COURSE DESCRIPTIONS

### INVESTIGATION COURSES

#### **ARSON INVESTIGATIONS (4 DAYS)**

You will learn the latest techniques on determining the cause and origin of fires and update your basic arson investigation procedures by attending this school. Practical exercises are included. Topics covered are: motivation of the arsonist; determining the point of origin; fire causes – accidental and incendiary; fatal fires; vehicle fires; practical exercises and legal aspects. Approved by the State Fire Fighting Commission for 32 hours of in-service.

#### **ADVANCED ARSON INVESTIGATIONS (5 DAYS)**

This school is designed to give the participant the knowledge to conduct legal arson investigations of fires which may occur in the investigator's jurisdiction, determine the origin and cause of that fire and prepare the necessary forms, sketches and reports to record the facts determined by the investigation. The participant will be able to identify common motives which are often encountered in fire investigations. The course will cover practical exercises on how to identify, collect and preserve evidence to prove facts and/or occurrences. Approved by the State Fire Fighting Commission for 40 hours of in-service.

#### **CHILD ABUSE INVESTIGATIONS (3 DAYS)**

This course of instruction addresses the difficult area of investigating complaints of child abuse. Child Abuse is a complex problem that cuts across class, cultural and educational lines with critical implications for society as a whole. Law enforcement professionals face multiple perspectives in investigating suspected or alleged child abuse. A focused approach may be achieved if the investigator can view the investigation as a detailed process that has as its foundation understanding the dynamics of child abuse.

This course includes: Physical child abuse, incest and interfamilial abuse, child sexual exploitation, interviewing child abuse victims/suspects, missing children, legal issues and considerations, managing the crime scene and interviewing practical exercises

## **CONSTITUTIONAL LAW FOR THE STREET OFFICER (2 DAYS)**

This course provides legal guidelines for the street officer: what to do, when to do it, anticipating the traps and blind alleys of the judicial system and, most importantly, how to properly explain what you've done to insure admissibility of the evidence and reduce the chance of a complaint or lawsuit, which are all covered in this course.

Included: The exclusionary rule and the exceptions, reasonable suspicion stops and frisks, pursuits, traffic stops and interdictions, field interviews, interviews and confessions, the Miranda rules, suspect admissions, search and seizure and the exceptions to the warrant requirement, field identifications, and probable cause arrests.

## **CRIME SCENE INVESTIGATION (2 DAYS)**

This intensive two day course provides officers, investigators and crime scene technicians with the skills to process a crime scene and manage physical evidence. Participants will process mock scenes as a part of a team. Topics include: Securing the scene, scene search procedures, documenting the scene, evidence collection, proper packaging, the chain of custody and legal issues involving the introduction of evidence at trial.

## **CRIMINAL INVESTIGATIONS (5 DAYS)**

This intensive course covers practical techniques of criminal investigation. This is not textbook theory, rather a "nuts and bolts", hands on, how to do taught by experienced investigators.

Topics include: case management, managing the crime scene, processing the crime scene, coordinating with the crime lab, psychological profiling, wound and scene interpretation, locating witnesses, canvassing techniques, identifying suspects, interview and interrogation and a session entitled "Miranda Made Simple".

Included: The decision of when to arrest, preparing for trial, courtroom demeanor and trial testimony. Also includes sessions on media and public relations issues related to an investigation, and the popular "working the case for trial" and "legal aspects of criminal investigation" (the exclusionary rule, stops, frisks, arrests, search and seizure, Miranda, confessions and identifications).

## **DEATH INVESTIGATIONS (2 DAYS)**

This course is designed to provide information and skills to assist the initial responder and investigating officer in conducting an investigation involving a death. The officer will learn scene and wound analysis techniques through lecture, case studies and visual presentations of crime scenes. Participants will learn the importance of detailed crime scene observation and documentation. Attendees will review recommended actions they should take whether they are the first officer at the scene, the investigator or the crime scene technician.

Upon completion of this course, participants will have a better awareness of their roles as death scene investigators. They will be able to follow prescribed steps in the management of these cases and properly document their efforts for future court presentation.

Topics include: Managing the crime scene, scene assessment, determining manner and cause of death, scene photography, evidence management, biological evidence, coordinating with the coroner, medical examiner and forensic pathologist.

## **DIGNITARY/EXECUTIVE PROTECTION (4 DAYS)**

This course is designed to provide the participants with the knowledge of strategies and tactics of protecting a "principal", be they a government official or a high-risk business executive. It is part of the overall Homeland Defense concept with emphasis on maintaining continuity of operations on both state and local level. It is a mentally intensive course that requires excellent physical condition, observation skills and deductive reasoning ability.

The course includes: Gathering protective intelligence; threat assessment; conducting the advance; site security; motorcade operations; "working the principal"; emergency procedures; coordinating with other agencies and managing the detail from the advance to "wheels up" and more. Practical exercises reinforce the classroom training. The instructor's have been involved with protective details for the first and second families, Congress and Senate office holders, presidential candidates, actors, entertainers and high profile executives.

## **FINGERPRINT CLASSIFICATION & COMPARISON (5 DAYS)**

This program is designed to teach those individuals interested in the science of fingerprint (friction ridge) identification, classification and comparison the basic skills required to identify, classify and compare known inked impressions to unknown latent fingerprints found at crime scenes.

Upon completion of this course, the student will be able to observe, evaluate, interpret and identify the patterns formed by the ridges present on the friction skin of the human hand and thereafter apply the appropriate fingerprint classification formula using the NCIC (National Crime Information Center) classification system

In addition, the student will learn the proper method of taking inked impressions from an individual and comparing them to the NCIC (ten print classification) print out for identification purposes.

After successfully completing this course, the student will be able to: Relate the history and science of friction ridge identification, Identify the eight basic fingerprint patterns, classify all ten fingers using the National Crime Information Center Classification System, take known inked impressions from other individuals, effect identification using known inked impressions and NCIC classification printouts, effect identification using known inked impressions and unknown impressions, have a basic understanding of the Henry System, understand how to prepare courtroom presentations and testify in a court of law to the science of friction ridge identification.

### **GANG INVESTIGATIONS (3 DAYS)**

This course provides an overview of gang activity – specifically illegal drug activity, violent crime among gangs and gun crimes. Topics include gang structure and tactics, gang psychology, emerging trends, targeted investigations, intelligence gathering, graffiti analysis, gang terminology and both state and federal prosecutions.

### **HOSTAGE NEGOTIATIONS (3 DAYS)**

Hostage taking involves a desperate individual or individuals demanding certain conditions, threatening suicide, or creating other conditions that may find first responders unprepared to handle. This class is to provide basic training in hostage/crisis negotiations for those members of a Negotiation/Tactical Team that are assigned to resolve these situations. Through the use of statistical data, clinical information about mental illness, the student will become familiar with the history of negotiations, negotiation methods and their practical application. This will be accomplished in a seminar format that encourages student participation and incorporates lecture, handouts, videos, and transparencies.

Topics include: Bargaining vs. intervention, crisis negotiation theory and procedures, case studies, crisis intervention/active listening, abnormal psychology, suicide – by – cop, high risk factors and the tactical role of negotiator

## **INTERNAL AFFAIRS INVESTIGATIONS AND THE DISCIPLINE PROCESS (2 DAYS)**

This seminar examines in detail a practical approach to internal affairs investigation and discipline. Investigative tactics, officer's due process rights, and a discussion of citizen review boards are included. This course examines the distinction between an internal affairs complaint and a citizen complaint, when officer discretion is proper and when discipline is appropriate. A close look at the legal pitfalls in disciplining - particularly discrimination and due process claims. Attendees will gain an understanding of the types of misconduct that must be investigated, police officers rights, coordinating an internal and criminal investigation, interview techniques, the discipline process, and preparing for a legal attack on the investigation.

## **INTERVIEW AND INTERROGATION (5 DAYS)**

A comprehensive course on communicating with victims, witnesses and suspects resulting in the investigator obtaining complete and accurate information. The special techniques for interviewing victims and witnesses and interrogating suspects are individually addressed.

The sessions include: preparation of the investigator, the interview room set up, communications skills, reading body language, evaluating behavioral responses, detecting deception, indicators of truthfulness, the formal written adopted statement and its value at trial, criminal profiling and how to be an effective interrogator.

All the legal issues are addressed: The exclusionary rule and its application to interrogations, Fifth and Sixth Amendment protections— when Miranda is required – limits on trickery – avoiding coerced confessions – and their legal ramifications.

Advanced techniques include, cognitive interview techniques and evaluating written statements for deception. Many, many practical exercises

## **LEGAL ASPECTS OF CRIMINAL INVESTIGATION (2 DAYS)**

This is a “nuts and bolts” seminar for investigators. What to do, when to do it, anticipating the traps and blind alleys of the judicial system and how to properly explain what you have done to insure the admissibility of evidence. The rules of evidence and procedure as they relate to criminal investigation and trial are also incorporated. The exclusionary rule, stop and frisk, traffic stops, interdictions. Miranda, search and seizure, interviews and confessions, arrests, detentions and identifications are all covered.

## **NARCOTICS INVESTIGATION (5 DAYS)**

This course covers both undercover and traditional narcotics investigations. Topics include substance/drug identification, identifying offenders, conducting surveillance, effectively using undercover techniques and tactics, developing the cover and setting up operations, conducting traditional narcotics investigations (stops, frisks, interdictions, search techniques, interviewing and Miranda), and managing legal issues to insure admissibility of evidence.

All instructors are experienced narcotics investigators and undercover operatives. Participants should come in an unmarked/undercover vehicle and a cell phone to facilitate to surveillance practical exercises. Participants will learn how to set up a cover and cover story and perform as an undercover operative

## **SEXUAL ASSAULT INVESTIGATIONS (2 DAYS)**

This course provides a comprehensive look at the techniques and procedures of conducting a sexual assault investigation. Topics include: understanding the criminal code and proving the elements of the crime, the dynamics of sexual assault, first responder responsibilities interview techniques, the importance of victimology, the forensic physical examination, the victim advocate, managing evidence, DNA evidence, rape suspect typologies, serial offenders, geographic profiling and commencing the prosecution

## **TESTIFYING AND TRIAL TECHNIQUES (1 DAY)**

A seminar that focuses on the ultimate end of police activity - testifying. Topics include courtroom demeanor, recognizing nonverbal signals, handling cross-examinations, interacting with the jury and the court, how to be an impressive witness. The rules of evidence are also examined.

## **UNDERCOVER OPERATIONS & COVERT INVESTIGATIONS (5 DAYS)**

An extensive course for the new investigator and a great refresher for the veteran.

Instruction will include:

Overview of Operations: transitioning from uniform (& back); determining the depth and building the cover; financing operations and psychological issues – living the lie.

Tactical Issues: officer safety; the use of props; surveillance and counter surveillance including practical exercises; informant management; recognizing deception; working with federal agencies. Also a session on the bust out and raid planning

Collecting intelligence on the target – sources of information and collecting corroborating evidence.

Managing the operation: Drug and weapon purchases, vice/prostitution cases; corruption investigations; the contract murder case; storefront operations and more.

Equipment: Sessions on state of the art surveillance equipment and how to use it to build rock solid cases, help ensure officer and CI safety and to gather intelligence

Included in each session: The undercover officer on the witness stand and tips for testifying. Also, legal issues involved in UC operations such as: entrapment, wiretap laws, consent once removed, UC investigation of inmates, listening posts and search warrants.

The instructors are all veteran law enforcement officers with extensive experience working undercover and managing UC and covert investigations as supervisors.

## **WORKING THE CASE FOR TRIAL (1 DAY)**

What “working the case for trial” actually means...the four questions the investigator must constantly ask to insure evidence is acquired and is admissible. How do I prove this? How do I get this evidence introduced? How will the defendant attempt to explain away the evidence? A full day of tactical tips from actual cases. A session on testifying, cross-examination and courtroom demeanor is included.

## **PATROL/FIRST RESPONDER COURSES**

### **BLOODBORNE PATHOGENS - THE RISK TO PUBLIC SAFETY (1 DAY)**

This program outlines the various types of bloodborne pathogens, OSHA regulations, techniques for protecting the officer and post exposure procedures.

### **COMMUNITY ORIENTED POLICING (2 DAYS)**

Study of the philosophy of policing based on the concept that the synergy of the police officers and private citizens working together can solve problems related to crime, fear of crime, social and physical disorder and neighborhood decay. How to establish new relationships with the people being served and solving crime related problems

### **CRITICAL INCIDENT RESPONSE (ACTIVE SHOOTER) (2 DAYS)**

This course is designed for line officers, supervisors, and commanders and is based on concepts currently espoused by the International Association of Chiefs of Police. Many high – risk deployments are eventually handled by specialized units (e.g., TACT, SWAT). However, this course provides a framework for police agencies to develop response plans and policies for those incidents when tactical capabilities are not available or resolution is deemed necessary prior to the arrival of the appropriate specialized units or specially trained officers. Included in this course of instruction will be operational use of less-lethal force options and munitions and how they relate to proper containment and limiting suspects' options in such instances. Also included; tactical options, responsibilities of the first officers on the scene, establishing perimeters and the safety of hostages. The course also includes a brief overview of violent, high - risk incidents in the United States.

## **DOMESTIC VIOLENCE INVESTIGATIONS (5 DAYS)**

Domestic violence calls are one of the most dangerous calls an officer responds to. This course of instruction includes a close look at various domestic situations and is designed to provide the participant with the knowledge to recognize domestic related situations. By covering statistical information regarding domestic violence, the participant will understand the importance of domestic laws and how to safely and properly respond to domestic calls.

This course discusses Domestic Violence Laws and other laws applicable to domestic situations, such as stalking and self defense, in detail so that the participant will recognize the appropriate applicable law when operating in the field, including the requirement to assist victims. Topics include: the history of DV, identifying the primary aggressor, spousal rape, conflict resolution and elder abuse.

To provide the participant with stronger skills when investigating domestic cases, the course provides the participant with investigative and intervention strategies for domestic violence calls. Participants will participate and critique role-play scenarios in this course to allow the participant to become more familiar with skills acquired during the course. This course concludes with an open discussion between participants and instructor to discuss officer response to and applicable laws for various domestic situations.

## **FIRST LINE COUNTER TERRORISM (3 DAYS)**

The focus of this three-day extensive course is to increase participants' awareness of the characteristics of global and international terrorists so they can be identified and potential attacks disrupted. Included in these sessions are: The history of and a current evaluation of the terrorist threats posed by domestic extremists, international terrorists, crazies, "Lone Wolfs" copycats and "wannabes", and the threat posed by Islamist extremists.

Participants will learn how a terror cell is structured and how they are funded and the seven indicators of a terrorist incident. What types of targets they look for and the WMD's they may use to produce mass casualties.

First responders will receive training in conducting threat assessments, using conventional and unconventional resources to counter the threat and improve cooperative efforts among other agencies and with citizens, including how to harden a High Value Target. Included are practical exercises to illustrate the importance of intelligence the officer may encounter during "routine" daily duties, including how to handle an NCIC hit from the Terrorist Screening Center. Finally, considerations for the first response to an incident. Topics will include PPE and

other safety issues, managing evidence, the first responder as a target of a secondary attack and the “Locate, Isolate and Evacuate” concept.

This training is practical, hands - on training directed primarily to those that will have to respond to a terrorist incident and other critical incidents. The blocks of instruction can be taught as stand - alone sessions.

**TERRORIST AND TERRORIST ACTS – 8 HOURS** ... includes their motives, methods of communication and recruiting. The focus is to increase participants’ awareness of the characteristics of domestic and global terrorists in the hope that they may be identified and their actions disrupted. Discussion will look at the history of the main groups and individual extremists including “Lone Wolves”, copycats and “wannabes”. Interactive session will involve the class creating behavioral profile of radical extremists including WMD’s they hope to use (Chemical and Biological). Major terrorist actions will be reviewed as well as recent activities. This session will conclude with participants creating a fictitious cell, outlining members’ responsibilities and creating a terror attack.

**UTILIZING CONVENTIONAL & UNCONVENTIONAL RESOURCES – 4 HOURS**...includes examining avenues of material support. This session explores both conventional and unconventional methods of increasing law enforcement through such things as inter-agency cooperation, citizen involvement, utilizing grant resources, using new technological advances and laws such as the Patriot Act. Also, discussion of such programs as the Citizen Corp and Highway Watch.

**UNDERSTANDING GENERAL & SPECIFIC THREAT ASSESSMENT – 4 HOURS**...this class involves gaining a better understanding of how terrorists pick and attack their targets with focus on how to make a High Value Target a harder target to strike. Participants will learn methods of performing a general risk assessment and how to analyze particular threats. Interactive session will encourage participants to choose a HVT in their area and discuss specific ways to make those targets more difficult to successfully attack.

**TERRORIST TARGETS AND TACTICS – 4 HOURS**...an assessment of the types of targets terrorists prefer and the tactics and WMD’s (Nuclear, Radiological, Explosive) they use to inflict mass casualties. The instruction will include recognizing Symbolic, Strategic and Combination targets. This session will involve a review of the Al-Qaeda training manual (Manchester) and a look at the most recent international terrorist incidents.

**TERRORISM: FRONT LINE COUNTERTERRORISM – 2 HOURS...**95 percent of the counterterrorism capability is in the hands of state, local and tribal law enforcement. This block of instruction will give the officer an understanding of the seven indicators of terrorism – the sequences of an impending attack and what to look for during “routine” daily duties. Also, recognizing and collecting intelligence in the field and how to handle a NCIC hit from the Terrorist Screening Center.

**TERRORIST INCIDENT? THE FIRST RESPONSE - 2 HOURS...**what the first responder must consider when responding to an incident. What to look for, what to do first, who to call first and what to do next. Instruction will include crime scene issues, the potential for secondary attacks, decontamination requirements, PPE and the Locate, Isolate and Evacuate concept in response to a WMD incident.

### **RADICAL EXTREMISTS (2 DAYS)**

This course covers the history of domestic and international extremists groups that pose a danger to America and U.S. interests. We examine racial extremists, environmental groups, animal rights extremists, anarchists, antigovernment extremists, antiabortion extremists, Islamist radicals and more.

Topics include: recognizing individual and group activities; understanding their characteristics, beliefs and motives; how they raise funds; what the officer needs to watch for and the appropriate approach to the threat.

### **REPORT WRITING (1 DAY)**

The procedures for drafting accurate, thorough, and concise reports that are organized and impressive. What to explain and how to properly explain it. Incident reports, offense reports, investigation reports and internal affairs reports are all covered. Topics include: Conceptualizing the writing process, planning the report, common areas in grammar and syntax and understanding the various police report users. Also included, responding in writing to high-risk situations to reduce the potential for lawsuits.

### **CRIME & VIOLENCE IN AMERICA’S SCHOOLS (2 DAYS)**

This course is designed to provide solutions to the growing trend of youth crime and violence that is occurring in and around our school campuses. Lessons learned from previous school shootings will be explored. Attendees will develop skills that are effective in properly recognizing persons who are at-risk for participating in serious violent incidents. This course will also feature a

comprehensive approach to reduce school crime and violence. The “Community–School–Police” model will be presented to establish the needed partnership to combat violence.

This course is designed for law enforcement commanders, supervisors of youth and school-based programs, school resource officers, D.A.R.E. officers, youth investigators, school administrators and counselors, teachers and executive staff members.

Included: Crime on campus: The role of law enforcement, identifying children at risk for violent behavior, proactive intervention and prevention of youth violence and bullying, building successful police/school partnerships, student safety and staff responsibility, using a staff/student team approach for safer schools and how an unsafe school develops.

## **INTERPERSONAL SKILLS**

### **DEFUSING CONFRONTATIONS (2 DAYS)**

Techniques for solving confrontational situations. Participants gain an understanding of how to recognize potential violence and turn hostile situations, individual or group, into controlled events by using communication skills, resolution techniques and crowd management. Topics include: recognition, communication skills, resolution techniques and crowd management. Also included: How To Deal With Irate People.

### **EFFECTIVE COMMUNICATION SKILLS (1 DAY)**

This seminar examines the communication process and is designed to make the attendees more effective communicators. Learn how differences in perception and experience can result in communication failures and complaints. Emphasis is on learning to listen, recognizing the barriers to communication and how to overcome them. Cultural and gender differences are also examined.

### **SIMPLY SAFE (1 DAY)**

Methods for making the workplace, facilities and the home safer. Includes sessions on personal security measures that you can use whether around town or while traveling. This is an excellent course for community relations purposes.

## **WORKPLACE VIOLENCE (3 DAYS)**

Recognizing, preventing and responding to incidents of violence in the workplace. This course examines the cost to business and industry, threat assessments, offender characteristics, triggering events, prevention strategies, intervention techniques, sample grievance reporting procedures, managing the security function, employee screening, termination strategies and interacting with local law enforcement.

## **MANAGEMENT SERIES**

### **BASIC CRIME ANALYSIS (2 DAYS)**

This workshop in crime analysis is intended for those personnel or managers who are new to an analysis unit or students attempting to understand the vital role crime analysis plays in law enforcement operations. This workshop serves as an intensive overview of crime analysis, crime analysis technology, data-driven decision-making and action research to generate project development and strategic plans for criminal justice agencies. Participants will simultaneously learn about reporting requirements, evaluation and presentation of findings to a larger practitioner and community for response development and policy consideration.

This course is especially useful to people who have taken or will be taking our course on Crime Mapping for Police.

Topics to be covered are: Crime Analysis in Action, Elements and Models: SARA, PAG, Action Research Model, Crime Analysis Technology, Applications of Crime Analysis, Repeat Calls for Service, Repeat Victimization, Crime Analysis and Situational Crime Prevention, Multi-Agency Analysis and Response Development, Analysis and Evaluation and Additional Techniques and Resources.

### **CRITICAL INCIDENT MANAGEMENT-THE PATROL RESPONSE (1 DAY)**

An intensive course on managing manmade and natural critical incidents. This training will provide the attendees with the concepts of locate, isolate and evacuate during the initial response to a disaster. Incorporates the incident command concepts into the response and recovery phases. Includes an examination of mitigation, prevention and preparedness issues. The training will include critiques of actual incidents managed by the instructors.

## **ETHICS IN GOVERNMENT (1 DAY)**

A seminar designed to familiarize the government employee with the ethical issues facing him or her each day. Focus is on the government employee's duties and responsibilities - what's legal, what's illegal, what's required and what's right. The discussion will include the perceptions of citizens, how they are established, eliminating misperceptions and providing adequate services.

## **IMPROVING MANAGERIAL EFFICIENCIES (1 DAY)**

Techniques for improving the productivity and efficiency of public sector managers. Topics include personal organization, time management, planning, delegation, and supervisory responsibility in the bureaucracy.

## **INSTRUCTOR DEVELOPMENT (5 DAYS)**

This class will satisfy the instructor development requirements for police instructors required by Tennessee P.O.S.T. regulations. This skills-oriented program is developed primarily for the law enforcement instructor. This is a practical, skills-oriented course designed to familiarize the law enforcement instructor with instructional design principles and effective instructional techniques. It is intended for individuals who have or will have training or instructional responsibilities in their agencies. This course is also highly recommended for employees who are called on frequently to make department presentations such as school resource officers and some staff supervisors.

Course topics include: Application of principles of adult learning, task analysis, valid instructional objectives, valid written examinations that correspond to specific instructional objectives, various methods of instruction in the lesson plan, known methods of combating stage fright, using audio-visual aids effectively in a presentation, design of lesson plan including the six major elements for a two-hour presentation. Participants will make a ten minute class presentation of a segment of the lesson plan developed during the course.

## **LEADERSHIP SURVIVAL (2 DAYS)**

Leadership Survival is not survival of the fittest but rather survival of the most prepared. President John F. Kennedy is quoted on Leadership, as, "In order to go along, you need to get along." Leadership is about building bridges, not walls. Participants' discussions will center upon "Surviving with Honor." Surviving through understanding today's employee, communications, empowering change and leadership through trust, loyalty and delivery of promises. The leadership

topics presented during this workshop target law enforcement chief executives, command staff and first line supervisors.

Topics for this seminar include: Organizational bureaucracy, workplace diversity, customer service levels, the politics of policing, managing change and making the tough decisions.

### **MANAGEMENT: FIRST LINE SUPERVISION (5 DAYS)**

This course is designed around contemporary issues of public safety management. The focus is on making sound decisions and implementing procedures that provide for maximum efficiencies. Topics include: Transitioning to the role of supervisor, personal organization, time management, effective communications, policy assessment and development, motivating and evaluating subordinates, managing grievances and disciplining employees, problem solving, decision making, delegating, training, risk management and liability issues, personnel law, the supervisor's public relation responsibilities and "putting out fires"

### **MANAGEMENT: ADVANCED SUPERVISION (5 DAYS)**

This is a continuation of our First Line Supervisor course but with a focus on the middle management role in a law enforcement agency. The course is designed for the experienced supervisor, middle manager or division commander and has value as a refresher for those on the Executive Command Staff. Promoting police personnel and not providing them with the information and tools necessary to perform the task is not only a poor management decision, but provides the mechanism for vicarious liability. This course will introduce the manager to theory, practicality and legality of the world in which they operate. This course combines lecture, discussion and "hands on" practicals. Topics include personnel legal issues (FMLA, FLSA, ADA, EEOC), managing discipline and appeals, risk management, needs assessments, personnel allocations, conflict resolution, budget issues, media relations, team building, ethics and more.

### **MANAGEMENT: ADMINISTERING SMALL AND MIDSIZED AGENCIES (5 DAYS)**

This course is designed for the Administrator and Executive Staff members of a small or midsized law enforcement agency. To be effective senior supervisors must develop a working knowledge of a myriad of topics that are managed by subordinate specialists in a larger agency. The topics covered in this course include: budgeting and financial management, managing with a lack of

resources, planning, policy development, legal and liability issues, personnel law, problem solving, managing public relations, leadership and more.

### **MANAGING MARGINAL EMPLOYEES (2 DAYS)**

This seminar describes the strategies available to manage the small percentage of any organization who are problem employees. This seminar is a common sense approach to effectively modify the behavior of problem employees. The participants will learn to assess their personal strategies for change. Nothing is more frustrating to a manager than an employee with a bad attitude. These are the employees who are seldom a true discipline problem, but are a serious morale problem with their constant whining and undermining of your leadership. This seminar is designed to help supervisors deal with whiners, complainers and other poor performers. They will also learn how to stop the cancerous spread of attitude problems across your department.

Topics Include: Defining the Marginal/Problem Employee, Organizational Factors Causing Marginal/Problem Employees, Eliminating the Organizational Problem, Developing a Good Place to Work, Managing the Marginal/Problem Employee and preventing Marginal/Problem Employees

### **MEDIA RELATIONS (1 DAY)**

An examination of the often differing goals of the news organization and the law enforcement community. Instruction includes: drafting the media release and managing news conference. The principal focus will be on managing the media during a crisis or critical incident.

### **PERFORMANCE APPRAISALS (2 DAYS)**

What two words strike fear in supervisors and subordinates alike? Performance appraisal. The performance appraisal process often makes everyone tense, perhaps because many supervisors have little training in the objectives foundations, and delivery of performance appraisals. Furthermore, supervisors often fail to realize that the performance appraisal process is just that – a process, not a once a year chore. This course is designed to provide supervisors a way to give an employee a plan of achievement, not merely a judgment. This course is designed for the new and experienced supervisor alike.

By the conclusion of instruction, the student will: Be aware of the elements in a successful appraisal program, explore steps for developing and implementing a successful system, analyze the interviewing process and recognize common pitfalls and problems

Numerous interactive activities are utilized in this training session to encourage group participation and enhance retention and application of the learned information

### **POLICY ASSESSMENT AND DEVELOPMENT (1 DAY)**

This course is designed to provide public safety officials with a methodology for reviewing and assessing current policies, determining when development of a new policy is necessary, how to insure the conduct of employees is consistent with the policy or should the policy be amended to mirror the employee's conduct, whether the policy complies with the employee's statutory and constitutional rights and the legal implications of not having a policy or having substandard policies.

## **LEGAL TRAINING**

### **ANNUAL LEGAL UPDATE (1 DAY)**

This one day course is designed to provide the participant with all newly enacted laws passed by the Tennessee Legislature that affect law enforcement. In addition recent State and Federal court decisions will be discussed. This knowledge can help officers to avoid being held liable for alleged improper conduct, prevent evidence admissibility problems and increase their investigative skills in gathering evidence. Particular emphasis is placed on criminal and civil sanctions that may be instituted against those officers who act in violation of constitutional rights. The course will also cover recent court decisions involving the high risk areas use of force, search and seizure and false arrest. This course is designed to provide legal updates to all law enforcement officers regardless of rank.

### **BACKGROUND INVESTIGATION/EMPLOYEE SCREENING (2 DAYS)**

This course prepares the investigator to conduct thorough and legal pre-employment background investigations of police applicants. The topics of instruction include:

#### **EVALUATING THE APPLICATION AND PERSONAL HISTORY STATEMENT**

How to interpret the written application and personal history statement. Spotting errors and omissions. What does the application not tell you?

## **THE APPLICANT INTERVIEW**

Questions that must be asked and those forbidden by law. Also the answers you're looking for. "Reading" the applicant for signs of deception. Getting the required releases signed.

## **THE BACKGROUND CHECK**

Sources of information. Interviewing references, landlords, family members, neighbors, former employers, supervisors, co-workers and 3rd party acquaintances.

## **LEGAL ISSUES**

Understanding the Civil Rights Act of 1964 which prohibits discrimination, the Americans with Disabilities Act; the Fair Credit Reporting Act and the use of credit reports; Federal and State employment statutes; Polygraph laws; issues of defamation and the consequences of negligent hiring

The instructors are veteran law enforcement officers experienced in conducting police applicant background investigations, supervising others, reviewing investigations and making hiring decisions.

## **LEGAL ISSUES FOR SUPERVISORS:**

### **DISCRIMINATION, HARASSMENT AND SEXUAL HARASSMENT (1 DAY)**

An overview of Title VII of the Civil Rights Act which prohibits, discrimination or harassment based on race, color, gender, nationality, or religion. Identifies supervisory misconduct which can result in a discrimination complaint; suggested methods for preventing and responding to such claims and how to justify management actions. Sexual harassment is also prohibited under the act. These sessions deal with recognizing sexual harassment and the appropriate response, including an immediate and adequate investigation. The final session provide guidelines for avoiding and responding to retaliation claim

## **EMPLOYEE RIGHTS**

**(1 DAY)**

This course examines the pitfalls that a supervisor faces when dealing with subordinates. The principal focus is on the federal and state employment rights each employee has. The OSHA, FSLA, FMLA, ADA, and statutory protections as they relate to age discrimination, sick leave, hiring, disciplining, firing, providing references and more are addressed.

## **RISK MANAGEMENT:**

### **LAWSUIT PREVENTION TRAINING – OFFICER LEVEL (2 DAYS)**

An in-depth examination of why enforcement officers are such a target for lawsuits. Particular risks are reviewed as well as tactics for reducing those risks. Prevention through proper conduct and the importance of reports are covered as well as managing the lawsuits. This training addresses what the officer and first line supervisor need to know about excessive force, invasion of privacy, negligence, pursuits, use of deadly force, infliction of emotional distress, false arrest, defamation and much more. Both state law and federal civil rights law are covered.

### **LAWSUIT PREVENTION TRAINING – SENIOR SUPERVISOR LEVEL (2 DAYS)**

This session provides proven tactics to avoid lawsuits from police operations. This is “nuts and bolts”, what senior supervisors must do and must not do. How effective training, supervision and discipline interact to reduce liability and when the City or County can be liable. Also covered - responding to the incident from investigation to trial. Attendees will get hand- on training managing incidents that could occur in their departments any day. Topics include citizen complaints, prisoner suicides, shooting deaths, managing pursuits, false arrests, excessive force, discrimination and harassment claims, negligent hiring, providing references, defamation, intentional torts, policy assessment, discipline and officers’ due process rights, the federal Civil Rights Act, wrongful death claims and much more will be covered.