

Public Safety Leadership

The West Point Way

Hosted by
Mill Creek Police Department

CLASS DATES 2024

Wk1: Sep 16 - 20

Wk2: Oct 21 - 25

Wk3: Nov 18 - 22

COST

\$2,000 / participant

LOCATION

Mill Creek City Hall
North Building-Rm 201
15728 Main Street
Mill Creek, WA 98012

CONTACT INFORMATION

Eric Chartrand, Deputy Director of Public Safety
Mill Creek Police Department
eric.chartrand@millcreekwa.gov
425-921-5764

NOTE: *Limited reimbursements may be available through the Association for WA Cities, WA Cities Insurance Authority, or the WA Counties Risk Pool.*

Members can email their risk pool directly for more information by clicking on their risk pool hyperlink above.

**This course can be used towards
any CJTC Career Level Certification**



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Public Safety Leadership: The West Point Way

This course is a significant commitment in developing leaders in public safety organizations. It is designed for those who have an understanding of leadership (either at work or church, parenting, coaching, or any other portion of their life). We present materials based on the psychological interactions between human beings, understanding what the science says about how people relate to one another. We also draw on our collective art learned through trial and error as leaders to share and recognize best practices. The artful application of sound leadership principles that enhance the motivation, satisfaction, and performance of the men and women in our community is one course goal.

But it isn't enough to attend a three-week training and assume we will walk away as proficient leaders. We must challenge ourselves every day to apply what we've learned. How many courses have you attended where you received a certificate for merely being in attendance? We want to challenge you as leaders to maximize your own potential daily and discover and cultivate the potential of those you lead.

Our most important resource is our personnel. Focusing on their development must be the organization's top priority. In a time where law enforcement is often in the news, almost daily for the wrong reasons, it is important to encourage the growth and development of our public safety leaders.

The leadership theories and accompanying strategies are presented by exploring both past and present incidents of current activities (inside and outside the organizations). Organizations focus significant resources on trying to hire the right people, so why do officers or leaders sometimes engage questionable or unethical behavior? The simple answer is a break down in leadership. But it's far more complicated than that. We want to explore the leadership challenges you face as an individual, a leader, inside your teams, and as an organization.

We will cover a lot of information over three weeks – you'll be tired. This is one of those areas where you will get out of this course what you put into it. But I can promise you that if you come prepared to learn and engage with others, you'll gain some new tools, some great insights, and often – a renewed sense of purpose as a leader in your organization.

I look forward to meeting you, if I can provide any additional information, please call me at 509-993-6684.

Stay safe,
Dave Mather

A handwritten signature in black ink, appearing to read "D. Mather", located below the typed name.

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TARGET AUDIENCE

Any public service personnel (sworn or civilian) that has a leadership element to their job. This can include those with positional leadership roles (chief, records manager, dispatch supervisor, field training officer) and those with practical leadership roles (line level public service, school resource officer, records manager, etc.).

OUTLINE

AREA 1: Leading Individuals

- Individual Differences
- Generational Differences
- Attributions and Biases
- Expectancy Theory
- Goal Setting
- Motivation Through Consequences
- Cognitive Evaluation Theory
- Job Design
- Followership

AREA 2: Leading Teams

- Group Structural Dimensions
- Group Development
- Socialization
- Cohesion
- Developing Teams through Shared Decision Making
- Intergroup Conflict

AREA 3: The Leader in the Leadership System

- Social Exchange
- Bases of Power
- Avoiding Favoritism
- Transactional Leadership
- Transformational Leadership
- Understanding and Mitigating Stress
- Communication and Counseling for Leaders

AREA 4: Leading the Organization

- The Organization as an Open System
- Leading the External Environment
- Harnessing the Power of Culture
- Leading Change
- Creating Learning Organizations
- Ethics and the Healthy Organization

LEARNING OBJECTIVES

1. Understand and apply modern behavioural science and leadership theories that enhance human motivation, satisfaction, and performance in the achievement of organizational goals.
2. Learn frameworks to organize knowledge and experience into effective leader actions.
3. Integrate course content into daily leadership practices.
4. Develop and achieve personal leadership potential to the fullest.
5. Inspire a lifelong commitment to the study and practice of effective leadership.

CLASS SIZE

Up to 48: adult learning teams of up to eight members per team.

CLASS HOURS

- Total 120 hours
 - Week 1: 40 hours (Monday through Friday 0800-1630)
 - Week 2: 40 hours (Monday through Friday 0800-1630)
 - Week 3: 40 hours (Monday through Friday 0800-1630)
- There is pre-work reading required before the first day of class and homework most nights of the course.



Frank Scalise

Upon the conclusion of a twenty-year career in law enforcement, Frank began teaching leadership in 2014 throughout the United States and Canada. Leadership is a subject he has been passionate and deeply inquisitive about since early in his police career.

Frank rose to the rank of Major prior to retirement. He has a Masters of Science in Administration of Justice and a Bachelor's Degree in History. He is a graduate of the Southern Police Institute (Command College) and has experienced numerous leadership training programs. In addition to leadership instruction, Frank has taught multiple law enforcement-related topics at the Washington State Police Academy and several colleges and universities as an adjunct professor.

Frank is a prolific writer and award-winning author. His non-fiction includes a Police Report Writing textbook, a monograph regarding body cameras, and numerous course curricula for the police academy and a technical college on subjects such as Report Writing, Sexual Assault Investigation, Crime Scene Forensics, and Community Oriented Policing. Among his more than fifty works of fiction are many mystery titles, including police procedurals in which he often examines police-related experiences and issues.