

The Seven Layers of Success for Leading and Managing in Law Enforcement

The First Layer: Selection

There is empirical proof that great organizations begin with selecting the right people for the job, removing the wrong people and then getting the right people in the right positions. Law enforcement agencies are no different. Compromising the selection process will not only hinder any agency's short term performance but will also handicap the profession's future. Selection should be "systemic" and include an extensive background screening, an application phase (FTO) and at least a year's probationary period that does not begin until the application phase is complete. Selection should not only be addressed at the entry level, but also at every level as well.

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The Seventh Layer: Legal Support and Legal Updates

This is often the weakest link. Constant legal update must be provided with aggressive, available, experienced legal support to continuously "scan the legal environment" and alert the agency to new legal decisions, further assist in assimilating these new decisions into its policy and training, then provisions should be made to provide direct support to the officers in the parameters of the laws and case law.

The Second Layer: Policy

Based on the principle of "foreseeability" policy and procedure must flow from the department's mission statements, the vision and values articulated by its chief executive, and the latest in professional research, in an attempt to channel, in a positive mode, the discretion of the officer while providing the necessary attention to legal and procedural guidelines.

The Key to Leading and Managing in Law Enforcement

"Law enforcement management and leadership is not a one-time event. It is an intentional, focused, well planned, well supported, ongoing, step-by step, never-ending process."

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The Third Layer: Training

Training must use **POLICY AND PROCEDURE** as its basis for its curriculum. Through extensive exercises, simulations, applications of relevant principles and essential knowledge provide "in context training" that represents the real world in which the officer must function.

The Sixth Layer: Review and Revision

There must be constant review by management and each officer of their "spreadsheet," the overview of complaints, lawsuits, discipline, chronic offenders, incident and activity reports related to High Frequency, Low Frequency/High Severity events to identify the areas for change and revision. Revision must take place immediately with attention to the effects primarily on policy, procedure and training. It is this "Kaizen" approach to managing that keeps an organization from falling victim to dated policies, procedures, legal changes, etc.

The Fifth Layer: Discipline or Reinforcement

Discipline or preferably the three R's of reinforcement consisting of **Re-directing**, **Rewarding**, and **WHEN APPROPRIATE Reprimanding**.
Redirecting - **Starts** the desired behavior.
Rewarding - **Sustains** the desired behavior
Reprimanding - Properly done-**Stops** the undesired behavior.

The Fourth Layer: Supervision

Essential to the operational structure is the presence of positive, supportive supervision in an environment that focuses on "**Catching a cop doing something right**" and proactively manages performance through properly directed policy, procedure and training with a focus on developing people as well as the agency.

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