
Management's Rights 8 – Hours

Description: This course teaches that the employment relationship is an enforceable contract wherein management has inherent and enforceable rights. These rights include requiring employees to: attend work on a regular basis, give a fair day's work, be subordinate to lawful directives, and perform to standards, get along with others and to be loyal to their employer's lawful business needs. The problem is that the traditional people-oriented style of management has been seriously weakened by over 40 years of employee labor and employee rights laws. A performance-oriented model of management based on principles found in contract law, economics and Performance Theory is a more powerful, practical, simpler and enforceable alternative.

Attendees will receive a certificate of training, a class manual and hardcopies of model forms and policies to use as resources for implementing this program into their agencies.

Performance Improvement Program (PIP) 6 – Hours

PIP's are well accepted by courts, arbiters, civil review boards and employees as a non-punitive means for dealing with employee performance deficiencies. They reduce the burden on management by placing the responsibility squarely on the employee's shoulders for improvement, reduce the basis for grievances because they are non-punitive methods for correcting deficient performance and they provide a valid offense against claims of illegal discrimination.

- The three causes for performance failure
- Standards for determining when performance needs improvement
- The advantages of performance improvement plans over punitive action
- How to develop a Performance Improvement Plan
- What it takes to enforce an improvement plan

Students will receive a model policy, class manual, handouts and certificate of training.

Quota-Free Police Productivity System 8-hours

It is a fundamental principle of American labor relations that employees owe their employers a **full day's work for a full day's pay**. Employers owe their employees a fair and objective method for defining, measuring and evaluating whether employees are living up to their responsibilities--without resorting to quotas. This course provides the necessary information and system required for employer and employees' to fulfill their obligations to one another and the citizens they serve. Topics of discussion: The Seven Labor Principles of Just Cause; Case law that supports management's rights to discipline and terminate; Due process and pre-deprivation rights. Topics:

- Management's rights to measure and evaluate work unit productivity without establishing quotas
- How to defend productivity standards from the "Quota" challenge
- How to develop job-specific work productivity rating scores
- How to calculate productivity rating scores
- How to ensure that employees are receiving notice when they fail to be productive employee.

Students will receive a model policy, class manual, handouts and certificate of training.

Absenteeism Control and Tracking System (ACTS) 6 - hours

This course is specifically designed for supervisors and managers who need an effective and defensible method for promoting attendance, and establishing accountability for **excessive and non-scheduled absenteeism**.

While a certain amount of absenteeism is to be expected in any organization, excessive and non-scheduled absenteeism must be controlled. Attendees will learn that the majority of courts and arbiters support management's right to require

members to attend work on a regular and predictable basis. Effective strategies for controlling absenteeism and computerized systematic procedure for tracking and evaluating non-scheduled absenteeism system is introduced. **Learn how an agency reduced absenteeism over 40% by implementing this system.**

This course will teach attendees how to:

- *Objectively measure, document, and evaluate non-scheduled absenteeism.
- *Establish an effective absenteeism control system within their agencies.
- *Target specific employees for improvement and place them on notice without illegal discrimination, and without creating a threat to non-problem employees.

Students receive a course outline, numerous courts and arbitrator cites that support management's position, the computerized ACTS system, absenteeism control policy, sick leave forms and medical evaluation report.

Discipline and Termination: Rules, Policies and Procedures 8 – Hours

The traditional punitive approach to progressive discipline and termination has become increasingly burdensome and complex. Civil rights laws, unions and civil service board provide too many opportunities for problem employees to file frivolous grievances and law suits. Management needs to include non-punitive approaches, last chance agreements and no-fault terminations to deal with employees who will not or can't comply with the rules of the organization and be productive.

Attendees will be taught:

- How court and arbiters' support for management's right to enforce its rules, policies, procedures and practices with discipline and termination
- The principles of Just Cause and Due Process as they apply to progressive discipline and terminations
- How to use traditional v. non-traditional approaches to progressive discipline and termination

Each student will take home class manual, model forms ready to use and a training certificate

Internal and Internal Affairs Investigations 8 - Hours

The internal investigation function is viewed as part of the organization's total quality control program. A comprehensive program is proactive and reactive to determine what went wrong, what was done right and what could have been, or should have been done. This course has two objectives. The first objective is to inform students of the governing due process and just causes standards and practices for conducting internal investigations. The second objective focuses on investigative forms and policy for use in their agencies.

Topics include:

- Five Standards for Assessing the Quality of an Investigation
- How Courts View Management's Rights to Investigate
- Objective and Impartial Investigation
- Legitimate Investigation Reinforces Public Trust in Police Agencies
- Fact Finding Does Not Attach the Right to Legal Representation
- How Due Process Principles Affect Investigations
- Use Constitutional Standards to Classify Investigations and more.

Each student will take home class manual, model forms ready to use and a training certificate

Applied Leadership 8 - Hours

Description: Ethics, motivation, leadership, problem-solving and decision-making skills are requisites to becoming a successful supervisor. This course has two major objectives. The first objective is to present results from each of these fields that have been proven to work. The second objective is to enable students' abilities to apply principles learned from their day-to-day interactions with employees.

Each employee in attendance will receive a course outline, hardcopy of model forms and certificate of attendance.

First-line Supervision 8 - hours

This course takes the position that the responsibility for quality-control enforcement in an organization depends on the loyalty and abilities of its first-line supervisors. Effective supervisors are those that know when to motivate, when to lead, when to discipline, when to be subordinate and when to just get out of the way. Attendees will be taught:

- The legal and fiduciary responsibilities of a first-line supervisor
- How to build the a positive Supervisory-to-Subordinate relationship
- How to use proven motivational, leadership and decision making principles that move subordinates in a desired direction
- How to establish accountability with the difficult employee
- Students will receive a model policy, class manual, handouts and certificate of training.

Class size is limited, please register early. Students will receive a model policy, class manual, handouts and certificate of training.

Writing Well: Back to the Basics 8 - Hours

Description: This course emphasizes writing narratives in the first-person, and eliminating unnecessary and distracting police jargon that adds nothing to the quality or value of the report. The emphasis is on writing a report for the audience that will need to use the information it contains (e.g., prosecutors, courts, arbitrators, civil officials outside of law enforcement).

Who Should Attend: Law enforcement personnel who have a need, or desire, to enhance their report writing skills? The major focus of this course is on composition, not grammar and sentence structure.

Take Home: A comprehensive course manual that can be used as a job-aid is given to each participant and a certificate of attendance.

Students will receive a model policy, class manual, handouts and certificate of training.

Social Networking: Employee and Employer Rights 8 - hours

The increase in online social networking is presenting new challenges for law enforcement agencies. This course has three objectives. The first objective is to ensure agency representatives are familiar with case law that regulates the amount of control an organization has over what their employees post online. The second objective focuses on both the short and long term consequences social networking can have on an officer's credibility in the courtroom; the media impact and officer safety issues. The third objective is to provide guidance on developing a comprehensive organizational policy.

Topics include:

- First Amendment: Landmark cases apply to social networking (Pickerington/Garcetti)
- Courtroom Testimony Impeachment
- Media Impact: Incidents tend to be national news
- Officer Safety Issues
- Privacy Settings

Students will receive a model policy, class manual, handouts and certificate of training.

All classes can be presented in-house at a reduced cost. Classes are limited to 30-35 students.

For information on contact Zaron Miller at 800-331-8025 or E-mail Zaron@columbus.rr.com