

Career Killers for Police Leaders: Avoiding Costly Mistakes

Leading by Legacy Webinar Series

Serving the Leaders of Today, Developing the Leaders of Tomorrow





Leading by Legacy



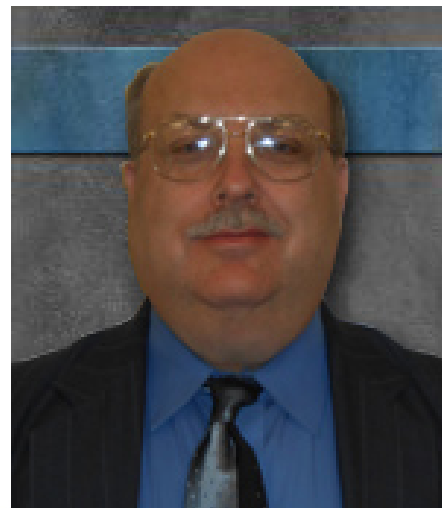
- Supported by the Bureau of Justice Assistance
- Since 2010, over 600 law enforcement leaders trained nationwide
- Online resources and technical assistance





Webinar Panelist

- Chief Paul Schultz
Canon City (CO) Police Department
- 40+ years law enforcement
- 20+ as Chief
- LBL Instructor
- Former Director Colorado POST
- MA Administration of Justice
BA Criminal Justice Administration & Management





OVERVIEW

- Exploring internal agency and personal failures that will get you in trouble
- Internal Policies, Training, Oversight, and Personal Actions





EXCESSIVE FORCE

- Inadequate department policy
- Lack of early warning system
- Less lethal program in place
- Inadequate training
- Inadequate sanctions when excessive force occurs
- Inefficient tracking of data and trends



MISUSE OF FUNDS, CARS AND EXPENSE ACCOUNTS

- Failing to exercise good judgment
- DO NOT engage in questionable practices
- Inadequate monitoring policy





DRIVING WHILE INTOXICATED

- City or private car
- Serious violation of state motor vehicle law
- Career ending situation



SEXUAL HARASSMENT HOSTILE WORKING ENVIRONMENT

- Inadequate policy
- Inadequate training and supervision
- Failure to take leadership role
- In discussions, always engage the adult



INABILITY TO BE A TEAM PLAYER

- Work with department members, community leaders, city department managers
- Long term morale problems = Vote of No Confidence
 - Be proactive
- Must relate with peers and community
 - CARE



SEXUAL MISCONDUCT

- Be a family role model
- Do not date subordinates
- Career ending situation





THEFT

- Must be overly honest
- Borrowing from evidence IS theft





EVIDENCE AND PROPERTY

- Inadequate policy
- Inadequate oversight
- Formal inspection system
 - Four quarterly internal inspections
 - One annual external inspection
- Document Inspections



POOR POLICY AND PROCEDURE MANUAL

- Review high liability directives annually
- Continuously updated
- Add new policies as need arises, e.g.
Homeland Security



FAIR LABOR STANDARDS ACT (FLSA)

- Knowledge of FLSA issues and potential violations
- Monitor overtime at least monthly
- Inadequate supervisory training in FLSA issues



Questions?

For additional information please contact:

Paul Schultz, Chief of Police
Canon City (CO) Police Department
719-276-5600
Pdschultz@canoncity.org

IACP Staff:

leadingbylegacy@theiacp.org
www.theiacp.org/leadingbylegacy