

Van Meter & Associates, Inc

All classes are a VMA-Sworn to Honor System class

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 hard copies of model forms and policies to use as resources for implementing this program into their agencies.

"This course is great for mid and upper management personnel. It provided critical insight in managing problem employees and cultivating a successful agency" MO



"Instructor had a ton of knowledge, learned things to help with employees. HR Should attend. MO

"Very informative regarding "how to" deal with employee issues and proper questioning/documentation. Good sources provided. Recommended for all supervisors."

"THIS CLASS WAS ONE OF THE BEST I HAVE BEEN TO. THE CONTENT WAS ORIGINAL AND HAD A LOT OF SUBSTANCE TO IT" -MO

"Since I first attended VMA training with Doc as the trainer (1994-1995) and me a then young chief, I have been ultra-impressed. It only continued to get better since, and I am grateful that I have attended many VMA Training classes and paid attention to the VMA e-Training & Resources Center. You have made responsibly managing a police department so much easier." PA

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 plan over punitive action
- How to develop a Performance Improvement Plan
- What it takes to enforce an improvement plan



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

“I liked the way that the PIP was clarified as a performance enhance vs a disciplinary tool. Overall it was very informative class and well taught.”

The course was great. Dr. Van Meter is extremely insightful, and the class of performance improvement was informative. I liked his perspective on PIP vs Discipline. It was thought provoking.

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 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.
- 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.



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

“ I LIKED THE INTEGRATION BETWEEN LAW ENFORCEMENT, ECONOMICS, AND STATISTICS WITHIN THE PROGRAM TAUGHT” MO

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 most 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.

"Excellent Presentation" MO

"Good basis for evaluating sick time" MO

I have used the AP/PIP template you provided for two problematic employees and will be issuing a third shortly. The first employee was demoted and eventually retired (best for all Involved). The second employee resulted in a two-day suspension and was passed over for promotion. II



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 lawsuits. 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 courts 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

"The Handouts were very useful" MI

"Discussion on Just Cause and Douglas Factors" MI

"Issue regarding Management Rights making employee responsible" MI

10 Rules regarding Management's Rights be available for work if needed" MI

"I really enjoyed the class. Thanks for sending the information. We will put it to good use. Looking forward to more educational opportunities in the future." Executive Director Kane Comm, Illinois



Internal Investigations Function 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

"Very well prepared and knowledgeable. Related well with the students. CT

"Made himself available at every break for questions above & beyond those raised in class" CT

"Instructor Hall has extensive knowledge in this subject matter" CT

"The case law was extremely helpful" CT

Applied Leadership Principles-8-hours

Of all the problems that face public safety, the shortage of practical leaders is an issue that must be addressed. Effective leadership is the cornerstone of day-to-day supervision and can be developed through experience and proper training. It is from training and experience that potential leaders are taught how to apply core competencies required of anyone thrust into a leadership situation or position. This course provides the proper training to develop an effective leader.

Attendees are taught:

- Leaders and Leadership
- Leadership vs Management
- Major Challenges Facing Leaders
- Leadership and Motivation
- How Leaders Behave
- Four Ways Leaders Get Others to Follow
- Leadership Power



-Students receive class outline, model forms, rules, and certificate of attendance.

"Very good information that was taught in a way that allows you to sue the information in a supervisory role." MO

"I think this class would not just be great for just leaders, but is would also be great for anybody in the department to take because it teaches the basics of leadership, and it would give them some type of knowledge of what to expect from leaders." MO

"This is a great a course full of information needed to become a better leader." MO

"The lecture was great. It was helpful to balance the lecture with the instructor's experience in law enforcement. Well done!" PA

"Very knowledgeable and personable" IL

I felt the discussions would who is looking to be in a leadership role. KS

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 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 difficult employees.
- 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.

RPPD hosted a “First Line Supervision” class at our Community Center today. The instructor was John Hall from Van Meter & Associates out of Columbus, Ohio. There were 20 officers from around the KC metro area who attended. We strive to get the best available training for our officers and this was a great class for two of our recent supervisors. MO

“It should be mandated by agencies for new sergeants to attend this class” NJ

“The instructor was well spoken and conveyed the material in a manner that was appropriate to all supervisors” IL

“The instructor was very easy to understand and had a good way of explaining the points he was trying to get across.” OH

“I would highly recommend this class to others” CT

“Instructor provided real life situations to the training. Helped grasp the concept”. KS



Writing Well for Public Safety Forces 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.



“Sgt. LaBarre did an awesome job presenting the material” OH

“110% Highly recommend the “Style” portion.” OH

Always, the course addressed many of the most common issues involved in accurate report writing that I encounter on a daily basis. ME

Anyone interested in improving writing skills should take this course. ME

...in a Nutshell classes

Due to manpower shortages, Van Meter & Associates condensed four classes (one break, no movies, lunch, or stories) into **3-hour Live Online Training classes.** Agencies have found the classes well informed and saves absence of members for travel to class and available for full days availability. Classes are held from Noon-to 3:00pm EST

Progressive Discipline-3hrs

Learning Objectives:

By the end of this course, when involved in a discipline process as a supervisor you will be able to:

- Give Adequate Notice of the Intent to Discipline or Termination
- Keep the Burden of Proof on the Employee
- Apply the Elements of Due Process and Just Cause Disciplinary Issue or Termination
- Apply Garrity Notices and Weingarten Rights When They are Warranted.
- Evaluate and Give Weight to Aggravating and Mitigating Factors in Penalty Assessments.



Take-Aways

Detailed Course Resource Manual for Note Taking and Reference Source
30-day trial of the **VMA Discipline Penalty Assessment (DPA) program**

Performance Improvement Interventions (PII's)-3hrs

This course teaches the proper development and use of Performance Improvement Plans that hold the employee self-responsible and self-accountable for improving performance.

Attendees will learn how to:

- Identify the three causes of performance failure and how to communicate them to your employees.
 - Set clear and realistic expectations for performance improvement and how to measure them.
- Create and implement Performance Improvement Plans that are SMART (Specific, Measurable, Achievable, Relevant, and Time-bound).
- Monitor and evaluate the progress of your employees and how to enforce the improvement plan if needed.



Your agency will:

- Save time, money, and trouble compared to disciplinary actions that can be costly, time-consuming, and contentious.
- Save the need to travel or incur additional costs. You will also be able to stay close and available to your organization in case of emergencies.

Receive a complete set of model forms in Microsoft Word that can be adapted for agency use.

Absenteeism Control & Tracking System (ACTS)-3hrs

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**. **Learn how to reduce absenteeism by implementing this system.**

Topics include:

- Administrative and Case Law relevant to the topic
- Establishing and Enforcing Absenteeism Standards
- How to use the Fact-Finding Employee Interview Form
- How to define, track, measure, and evaluate Excessive Non-Scheduled Absenteeism
- Explanation of a model Non-Scheduled Absenteeism policy



Take away Material:

- A detailed **model policy for adapting for agency use (Microsoft Word)**
- A method of tracking, measuring, and evaluating Excessive Non-Scheduled Absenteeism
- Access code to the Van Meter & Associates, Inc. **on-line testing service**.

Management's Rights...in a Nutshell

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, lawful to directives, 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 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.

Topics Include:

- **Understanding why management must move away from people management and move towards performance management**
- **Providing support for the fact that courts and arbiters support the enforcement of management rights**
- **Defining the "Universal Rights" of management**
- **Designing the foundation for a performance-oriented style of management**



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

Benefits of co-hosting: 2 complimentary seats in each class presented either in-person or on-line for co-hosting requirements visit our website: <https://vmanet.com/co-host-classes/www.vmanet.com>.

All classes can be presented in-house at a reduced cost. Classes are limited to 30 students. No contract and all registration are handled with Van Meter & Associates, Inc. Certificates are issued. We work with you and your POST for in-service credit hours when applicable.

For information on contact Zaron Miller at 800-331-8025 or E-mail vanmeterassociates@att.net

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