

# NTOA COMMAND COLLEGE

## STUDENT PROFILE

### OFFICER KEN KOLLMANN

### LACEY (WA) POLICE DEPARTMENT



**O**fficer Ken Kollmann was one of the first NTOA members to enroll in the NTOA's new Command College. Kollmann has several decades of public service behind him, serving in both active duty and reserve roles in the United States Marine Corps, as a corrections officer in the Federal Bureau of Prisons, a police officer with the Los Angeles Police Department, and currently as an officer with the Lacey Police Department in his home state of Washington.

**Q: YOU CURRENTLY HOLD THE POSITION OF TEAM LEADER WITH YOUR AGENCY'S SWAT TEAM. HOW DO YOU ENVISION THE NTOA COMMAND COLLEGE BENEFITING YOU IN THAT ROLE?**

**A:** I tell my team that training and education in our tactical profession is a top priority, so I have to set the example, as well. This course will make me a better team leader and more importantly, I can pass that knowledge back to my team and mentor my own future leaders. The NTOA certification is the way of the future for our tactical community and that's why, when I heard about it, I wanted to be one of the first to sign up. I am glad my chief supported and agreed with me on how important this process and certification is to the future of tactical leadership in the nation.

**Q: YOU'VE HAD AN OPPORTUNITY TO SEE LEADERSHIP STYLES AT A NUMBER OF DIFFERENT ORGANIZATIONS. WHAT CONSISTENT TRAITS DO YOU SEE IN GOOD LEADERS?**

**A:** I have had the honor to serve with some of the best leaders in both the military and in law enforcement. The consistent traits that have motivated me are competence, confidence and character. I would also add that once you have established those traits with your subordinates, trust and loyalty will follow. When I know my leaders will do anything for me and keep my best interests in mind, combined with those traits mentioned, who wouldn't give 100 percent effort? I have also been mentored by some excellent leaders. They shared experience, ensured I received the proper training, and provided me with feedback, both good and bad.

**Q: AS PART OF THE COMMAND COLLEGE PROGRAM, YOU WERE ASKED TO SELECT A CAPSTONE RESEARCH PROJECT. WHAT TOPIC DID YOU SELECT AND WHY?**

**A:** I selected the topic of how annual training management plans lead to effective SWAT capabilities. I think this is the most important topic a team leader or team commander must consider every year when planning training for the team. You must know the strengths and weaknesses of your team and true capabilities. Only then can you plan and train on how to improve those skills and prioritize areas of improvement. We have a philosophy on our team that we constantly set the bar higher when a goal is met, and to master the basics first. It's the job of the team leader to constantly evaluate the team and to ensure tactical proficiency through training. Annual training plans are the way to do that, and that's why they are so important. You're only as good as your last mission. Good training plans ensure all your missions stay successful.

**Q: WHAT FEEDBACK WOULD YOU GIVE OTHER NTOA MEMBERS WHO ARE CONSIDERING ENROLLING IN THE COMMAND COLLEGE?**

**A:** This course is just what I wanted and more. The book selection is outstanding and I can tell the instructor cadre put a lot of effort in each core course. If you are considering enrolling, I would recommend that you do it. I have completed most of the online portion and one of the reasons I dedicated so much time is because the course is so interesting and relevant to me as a team leader. I also have enjoyed the lectures and seminars from some outstanding leaders and instructors. ■



## **NTOA COMMAND COLLEGE IS UP AND RUNNING**

The NTOA Academy began accepting applications in June 2016 for its Command College series of courses. In partnership with the International Academy of Public Safety, the NTOA is now offering three levels of leadership certification through our Command College. Local, state and federal members from throughout the country are taking advantage of this unique blend of online and residency courses. Find out more about this program or apply at [ntoa.org/academy](http://ntoa.org/academy).

**Go to: [ntoa.org/academy](http://ntoa.org/academy)**

■ **Eligibility Requirements** ■ **Course Curricula** ■ **Pricing** ■ **FAQ's** ■ **Application**

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