

NTOA COMMAND COLLEGE STUDENT PROFILE



LT. ANTHONY KIES MUSCATINE (IA) POLICE DEPARTMENT

Lt. Anthony Kies began his law enforcement career in 2000 with the Clarence (IA) Police Department. He then took a position with the Muscatine Police Department and currently is the commander of the agency's Special Operations Response Team (MSORT). In 2017, Kies was reassigned from the Patrol Division to the Investigative Division, where he serves as a supervisor for the major crimes unit, the street crimes unit, and the personnel assigned to the drug task force unit. He recently completed his bachelor's degree in criminal justice, and in his off time operates his own construction company. In January 2018, Kies established the first multi-jurisdictional Special Operations Response Team in Muscatine County.

Q: HOW DO YOU ENVISION THE NTOA COMMAND COLLEGE BENEFITING YOU IN YOUR LEADERSHIP ROLE ON YOUR TEAM?

A: After the completion of almost two modules, I can say that the NTOA Command College has changed my perspective as to what leadership should be and how to continue in a positive direction with new team members. The Command College has shown me there are multiple ways to keep morale up on a team and how important it is to allow everyone to take ownership in the team. Thoroughly explaining the expectations you set as a commander allows the team to progress in a positive direction.

Q: AS A LAW ENFORCEMENT LEADER AND A SMALL BUSINESS OWNER, YOU ARE CONSTANTLY CHALLENGED WITH LEADING PEOPLE. WHAT QUALITIES AND SKILLS DO YOU THINK ARE MOST IMPORTANT FOR TODAY'S LEADERS?

A: Today's leaders seem to be faced with needing to find the right balance for employees. Employees must have a balance between work and the ability to have time off and enjoy their personal life. As a business owner and a lieutenant, the best quality that I can suggest is to have an open door concept and the ability to stop what I am doing and listen. With technology today, nothing bothers me more than when I am having a conversation with someone and they are constantly checking their phone, Apple watch or simply failing to push away from the computer.

As a leader, it is important to listen to your employees. Understanding their needs, and making an effort to accommodate them, is just as important as employees understanding the expectations I set for them, as a leader. Making the time to listen to employees allows information to flow from the bottom up, which is just as important as flowing from the top down.

I believe as a leader that your integrity is very important to employees as well as your ethical decisions on and off the job. If you don't jeopardize ethics or integrity and have the ability to listen to an employee, you will have credibility as a leader and that is what will be the driving force for satisfaction and productivity. This can reduce the turnover rate at your agency or business and enable employees to like their job, be productive and stay committed, especially when challenged with stressful decisions.

Q: HOW HAVE THE LESSONS IN THE COMMAND COLLEGE IMPROVED YOUR INTERACTION WITH OTHER TACTICAL TEAMS AND LEADERS IN YOUR AREA?

A: The Command College is what pushed me to realize that the team we had could be much more if we could combine with other agencies in the area. Our expectations as a small team simply could not be achieved unless we had more personnel and were able to work well with other agencies. Command College

has been a driving force for me to figure out what tools we will need on an operation and have a working relationship with other agencies so a plan is in place prior to a major incident.

Command College has shifted my focus to see what goes on before and in between operations. This has allowed me to meet with other commanders and keep an open mind to continual changes in how we conduct operations. This has also shown me the importance of working with agencies other than law enforcement and conducting table top discussions to pre-plan for major events that could occur in our jurisdiction.

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: My Capstone Research Project for Module I was focused on females in law enforcement. This paper was focused on how law enforcement first perceived females in the field and how it has changed over the last 40 years. It also explained some subtle differences between women and men, which allows women to conduct business a bit differently than their male counterparts. Both society and law enforcement have evolved from not accepting females in law enforcement to females being seen as equals to male officers and holding rank within agencies all around the country. I have a sister who recently entered law enforcement. I was able to watch her experience the police academy and then go through her field training program. She performed no differently than if she had been male, and it was very rewarding to see how far we have come as a law enforcement community.

My Capstone Research Project for Module II is in its final draft phase. This paper focuses on the importance of lessons learned from active killer incidents and adapting changes in protocol that may help reduce casualties in future incidents. The primary focus is on schools; however, many of the concepts will work for businesses as well. Most steps that can be taken are small and simple. Administrators just need to set aside time and plan for small building improvements and improved protocols. Public education on active killer violence and what to do if caught in an event is still not common knowledge in many school and business communities. I have had conversations with students, teachers, employees and other law enforcement officers, and everyone has a different idea on how to approach the active killer threat. The training does not have to cost money but must be shared. It can be as simple as talking about the ALICE or Run, Hide, Fight programs.

The building improvements focus on the importance of being able to barricade doors. This can be as simple as a hinge sleeve or completely installing new interlocking door sets to combat the active killer should they make it into the school or business. This can also be coupled with key card access, only allowing access to the interior of the school by key cards or one main entrance which is staffed. These solutions seem very simple, but get pushed to the back burner or not done due to financial costs, an unwillingness to restrict the general public, or because those in charge do not think about these types of safety improvements.

Q: YOU'VE ALREADY GRADUATED FROM MODULE I OF THE COMMAND COLLEGE AND ARE NEARLY COMPLETED WITH MODULE II. DO YOU FEEL THE COURSE WORK IS STILL RELEVANT FOR YOUR ASSIGNMENT ON SRT?

A: These courses are definitely relevant to my assignment as the MSORT Commander. I have found it to be extremely beneficial that each educational segment in the module focuses on different aspects of leadership styles and leadership failures. Module II is focused more on the leadership style and skills which are needed when dealing with the major incidents. It goes into depth on how to complete and train on this topic. The reading material that is associated with this topic, such as "Sound Doctrine," helps to develop an individual as a leader and can be used as a guide to understand how to flow through a tactical operation.

When we talk about what qualities we look for in a leader, it all comes back to leading with solid values and core beliefs, as described by Randy Watt. Randy also goes on to discuss continued self-education, training as a team, staying in control, and not allowing personnel to cut legal corners. This type of material, when presented to others, allows for discussion with other tactical leaders regarding our expectations. I would think that graduates of the Command College will have similar concepts of what to expect when assisting other teams whose leaders are operating under the principles that are being taught through the Command College.

These modules focus on much more than just tactical leadership. They encompass what leadership means as a whole, and are relevant for anyone acting as a supervisor in law enforcement. Taking this class allows the individual to examine what he or she may have been doing correctly or what they might be able to improve upon. Through self-evaluation, the individual can use the lessons taught in these modules and improve their leadership skills within both day-to-day operations, as well as tactical operations.

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