

# NTOA COMMAND COLLEGE STUDENT PROFILE



**CHIEF HEATH SCOTT**  
HAINES BOROUGH POLICE DEPARTMENT

Chief Heath Scott was appointed to the Haines Borough (AK) Police Department in 2016. He is an experienced law enforcement officer, supervisory law enforcement administrator, public speaker, facilitator, and recognized state and federal law enforcement instructor in multiple disciplines. He holds a Bachelor of Science in criminal justice and a master's in criminal justice from Boston University. He also is a graduate of the FBI National Academy Session 246 and the Department of Homeland Security Leadership Academy Session 10.

**Q: How do you envision the NTOA Command College benefiting you in your leadership role on your team?**

**A:** Being a chief in a small rural community in Alaska presents significant resource issues; tactical dilemmas require well-trained, effective organizational members to resolve problems. I am utilizing the NTOA to help make all of my staff as well rounded as possible. The NTOA Command College is affording the opportunity to reflect and work on my skills to serve the men and women of my organization. The subject of leadership is well delivered in the curriculum.

**Q: You currently hold the position of chief of police with your agency. How do you envision the NTOA Command College benefiting you in that role?**

**A:** My first goal is to provide the people I serve with the training and tools they need to serve the greater community. It is these people that do the heavy lifting. Serving and supporting others for me requires self-reflection; I look to past leaders for guidance and their lessons learned. Also, I acknowledge as a leader I must always be learning how best to support the men and women I serve. The NTOA Command College has allowed me to focus on my own improvement within a very flexible format.

**Q: You have had an opportunity to serve in a number of assignments that involve training law enforcement officers. What qualities and skills do you think are most important for today's officers?**

**A:** Leadership and adaptability — having the strength of character to be able to focus and adapt to an ever-changing profession with such massive personal demands — are key. Law enforcement officers today are expected to deal with everything from hugs to homicides. The full scope of community problems is a heavy yoke to carry for anyone. Character-based leaders are required; the ability to adapt and be a flexible creative thinker is a necessity.

**Q: You have had an opportunity to serve in law enforcement and work for a variety of leaders. What consistent traits do you see in good leaders?**

**A:** Character-based leaders that I respect have shown a conviction to do what is right regardless of how it might impact themselves personally or professionally, and they support

their people. Additionally, they are tactically and technically proficient, understand their own limitations, and seek to improve themselves. They set a good example for the men and women in their care, they ensure the mission is understood, supervised, and accomplished, and make sound decisions. Finally, they leave those they care for and their commands better than they found them.

**Q: You've been heavily involved in your state and federal associations. What feedback would you give other state association board members who are considering enrolling in the Command College?**

**A:** I am a past board member of the Alaskan Association of Chiefs of Police (AACOP), and a current board member of the Small and Rural Law Enforcement Executive Association (SRLEEA); additionally I have a great relationship with the executive director of the Alaska Police Standards Council (POST). Within all these organizations, when my opinion on training is asked, NTOA Command College and the National Tactical Officers Association are at the top of my list.

**Q: As a law enforcement officer, you are constantly challenged with leading people. What qualities and skills do you think are most important for today's leaders?**

**A:** To recognize the landscape of social, political and budgetary problems they may be dealing with and to take the time to develop the relationships in and out of the organization that will assist their communities as well as the agency's mission. Understand the difference between skillset, toolset, mindset and heart-set, and be able to effect necessary change in each domain in the support of your men and women.

**Q: As a senior leader within your organization, what role do you feel you play in identifying and mentoring the next generation of leaders?**

**A:** It is very high on my priority list; to leave an agency better than you have found it means that you are develop-

ing the complex problem solvers of the future. When an officer is working in our communities, they are speaking for our entire department. In that moment, they are responsible for the past, the present and the future of the agency. They represent the best and worst of an entire organization, and supporting people with that responsibility takes building close relationships and supporting them. Identifying leaders and mentorship is one way of supporting the necessary relationship-building that will in turn support the organization's mission.

**Q: What feedback would you give other NTOA members who are considering enrolling in the Command College?**

**A:** Don't ever pass up an opportunity to improve yourself. The NTOA Command College is a great way for people thinking about leadership responsibility to begin their own development. It also allows those of us in leadership positions to continue to hone our own skills.

**Q: What feedback would you give other chiefs who may be considering the Command College program for either themselves or members of their leadership team?**

**A:** This course is an outstanding way to support leadership development for all levels. If you are going to assign the course or you are thinking of assigning the course, I would suggest you go as well, and lead from the front.

**Q: As part of the Command College program, you are asked to select a Capstone Research Project. What topic will you select and why?**

**A:** My topic is on "Leadership Training Responsibilities at the Lowest Levels," which will explore why in law enforcement we wait so long to invest in critical leadership training for those operating at the tactical level. I believe teaching individuals to be leaders early, the first day, improves their performance and they begin to add to the dialogue and direction of the future of the organization and the profession.

**Find out today if the NTOA Command College is right for you! Visit [ntoa.org/academy](https://ntoa.org/academy) to learn more.**