

Confronting the Toxic Officer

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Public safety professionals are recognizing a common problem in agencies throughout the country: **a small but distinct element in the workforce that generates the overwhelming majority of stress for fellow officers and supervisors.** These are an agency's toxic employees — who can be such a distraction from the agency mission that supervisors and other employees seem to spend more time dealing with internal issues than they spend actually serving and protecting the public.

- Recognizing the toxic officer — the unleadable, the unfixable, the un-motivatable
- **Identifying toxic individuals *before* they become your toxic officer**
- Recognizing the legal avenues that toxic individuals abuse
- **Effectively confronting toxic officers**



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Attorney & DCG Director

Matt Dolan is a licensed attorney in the State of Illinois who specializes in training and advising public safety agencies in matters of personnel management liability. His training focuses on helping agency leaders create sound policies and procedures as a proactive means of minimizing their exposure to costly liability. He received his Bachelor's Degree in Political Science from DePaul University and his J.D. from Loyola University Chicago School of Law.

A member of a law enforcement family dating back three generations, he has trained and advised thousands of public safety professionals throughout the United States in matters of legal liability.

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