

Supervising the Toxic Officer

Course Overview

Supervisors face a growing number of challenges in law enforcement today. Not only must they balance the responsibilities of providing qualified and competent employee performance for the community, but for the employees as well. One important step to ensure this is to create and maintain a professional work environment.

Unfortunately, there are employees who intentionally and unintentionally create a toxic work condition.

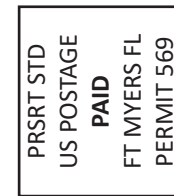
While the number of toxic employees is generally low, the amount of damage they can cause in an organization is very high. It is critical that leaders and supervisors understand the dynamics of the toxic employee, how they are created, and ways to mitigate the damage to the department.

This course will provide students with the knowledge and skills to identify and deal with the toxic employee.

Course Objectives:

Students will learn:

- The types of toxic employees and how to identify them.
- How toxic employees are created and steps to slow down and eliminate the issues that cause the toxic employee.
- How to identify personalities during the hiring process to avoid potential toxic employees.
- How to utilize performance evaluations and internal investigations to address and deal with the toxic employees.



Legal and Liability
Risk Management Institute
700 N. Carr Rd., #595
Plainfield, IN 46168

Phone: 317-386-8325
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www.llrmi.com

September 22 & 23, 2026 • Avon, Indiana

TRAINING SEMINAR

Meeting the Challenges of Supervising the Toxic Officer

September 22 & 23, 2026
Avon, Indiana

Indiana Law Enforcement Academy
Provider Number 81-0692135

★ **LLRMI Experienced Instructors** ★
Make the Difference

Instructor

Steven Kellams
Captain (Retired)
Bloomington Police Department
Bloomington, Indiana

Register On-Line at: www.llrmi.com



Legal & Liability Risk Management Institute

James R. Alsup, Director

www.llrmi.com

Seminar Agenda

Tuesday, September 22, 2026

8:00 – 8:30 am	Registration
8:30 – 9:30 am	Introduction
9:30 – 11:00 am	Identifying the Toxic Employee
11:00 am –12:00 pm	Hiring Process and Backgrounds
12:00 – 1:00 pm	Lunch (On Your Own)
1:00 – 4:30 pm	Role of the Manager/Supervisor

Wednesday, September 23, 2026

8:00 am – 9:30 am	Performance Evaluations, Training, and Investigations
9:30 – 12:00 pm	Supervisor Liability Failure to Supervise, Investigate, Train
12:00 – 1:00 pm	Lunch (On Your Own)
1:00 – 2:00 pm	Social Media and Officers First Amendment Rights
2:00 – 2:30 pm	Types of Officer Misconduct
2:30 – 4:30 pm	Tips and Tactics to Deal with the Toxic Employee
4:30 pm	Certificate Presentation

Instructor Bio

Steven Kellams retired in 2019 as the Administrative Captain for the Bloomington Police Department in Bloomington Indiana. Captain Kellams attended Indiana University from 1987 to 1991. In 1989, he graduated from the Indiana University Police Academy. In 1991, he was hired by the Bloomington Police Department and was assigned to night shift. After spending 10 years as a night shift patrol officer, Captain Kellams was promoted to Sergeant, and then Lieutenant. His final position with the department was as the Administrative Captain, responsible for a number of duties including internal affairs, public information, and CALEA Accreditation. During his time at the department, he served as a breath-test operator, bike patrol officer, field training officer, and senior field training officer. Captain Kellams has also served as a Patrol Supervisor, Detective Supervisor, Civil Disturbance Unit Commander, Motor Unit Supervisor, Field Training Manager, Field Training Coordinator, Special Investigation Unit Supervisor, and Public Information Officer.

In 2000, Captain Kellams was instrumental in redesigning the field training program for the Bloomington Police Department and has taught that program to hundreds of departments throughout the United States. He has also instructed on field training issues at the national level when he presented two courses at the 2002 National Association of Field Training Officers Conference. He also presented courses for NAFTO in 2008, 2010, and 2011. In 2000, he was elected state director for the Indiana Chapter of the National Association of Field Training Officers. He also served on the NAFTO National Executive Board and served as President of the board in 2009.

Captain Kellams was awarded the Monroe County Officer of the Year Award in 2005 for his work with the Bloomington Police Department Field Training Program.

In 2020 Captain Kellams started Blue Canary, a podcast for police officers. Tired of having other people tell our stories, Captain Kellams started Blue Canary to provide a voice for police officers everywhere to share their stories, thoughts, and ideas regarding all topics in law enforcement.

3 Ways to Register

Register Online at www.llrmi.com
Fax Form to: 317-386-8228
Mail Form to: Legal and Liability Risk Management
700 N. Carr Rd., #595
Plainfield, Indiana 46168
Federal ID: 81-0692135



If you have any questions please call: 317-386-8325

❖PREPAYMENT IS NOT REQUIRED TO REGISTER❖

Upon receiving your registration we will send an Invoice to your department or agency. Checks, claim forms, purchase orders should be made payable to LLRMI.

Seminar Title:	Supervising the Toxic Officer
Seminar ID:	#17354
Dates:	September 22 & 23, 2026
Registration Time:	September 22, 2026, 8:00 am
Instructor:	Steven Kellams
Seminar Location:	Legal and Liability Risk Management Institute Training Center 5250 E. US Highway 36, Suite 1101 Avon, Indiana 46123
Hotel Reservations:	Hampton Inn & Suites Avon 193 Angelina Way Avon, Indiana 46123 1-317-224-2900 State Gov’t Rate
Group Code:	State Gov’t Rate - Must show State Gov’t ID at check in to receive rate
Registration Fee:	\$295.00 Includes Supervising the Toxic Officer Program Training, Printed Training Manual and Certificate of Completion



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