**Sample Policy**

**Staff Development and Succession Planning**

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# PURPOSE AND SCOPE

One of the highest priorities of a police department should be to recognize the importance of providing an encouraging environment to promote employee career development within the agency. Likewise, the Department acknowledges that the career development of its employees is essential to the long-term success of the agency and the employee, respectively. It is equally essential that the Chief Law Enforcement Executive develop their staff and have a succession plan in place for members of the agency. During leadership, supervisory, and skilled position changes, a succession plan maintains the continuity of the police department's mission and reduces uncertainty and resistance to change. The program also helps to maintain established relationships with members of the community, other city department heads, vendors, and elected officials.

# POLICY

It is the policy of the ABC Police Department to invest in the future of the organization by establishing a succession plan throughout the entire organization, which identifies, trains, mentors, and supports the talented personnel within the organization to be prepared to assume critical leadership roles and positions when vacancies occur.

# DEFINITIONS

**Leader Development** - Leader development is a deliberate, continuous, sequential, and progressive process. It grows officers into competent and confident leaders capable of directing teams and organizations to execute decisive action. Leader development is achieved through the lifelong synthesis of the knowledge, skills, and abilities gained through education, training, and experience.

**Officer Development** - Officer development is designed through training and education to promote effective, efficient, and productive job performance, improve job satisfaction, and provide mobility within the organization.

**Senior Leader Development**: - Senior Leadership development takes place through increased responsibility, senior-level educational and developmental experiences, strategic education, conferences, and national law enforcement training.

**Succession Planning**: - Succession planning is a process for identifying and developing internal people with the potential to fill key leadership positions in the Department. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available.

# SUCCESSION PLANNING

Succession planning is more than selecting someone to succeed the Chief Law Enforcement Executive or another leadership position in the agency; it also requires investing in the development and training of those individuals, sworn and civilian.

Effective succession planning includes:

* Identifying schools and training that meets the Department's needs.
* Conducting internal agency audits of all assignments and determining necessary skill sets.
* Encouraging and providing leadership training for command staff and line supervisors.
  + [MEL Safety Institute – Law Enforcement Training](https://melsafetyinstitute.org/law-enforcement-2/#training)
* Attendance at educational conferences and other special events, such as;
  + [International Association of Chiefs of Police (IACP)](https://www.theiacp.org/)
  + [New Jersey State Association of Chiefs of Police (NJSACOP)](https://www.njsacop.org/)
  + [FBI National Academy (FBI NA)](https://www.fbinaa.org/)
  + [Police Executive Research Forum (PERF)](https://www.policeforum.org/)
  + [Senior Management Institute for Police](https://www.policeforum.org/smip)

On-the-job training in special-duty assignments such as acting shift commander and allowing line personnel to rotate preparing and conducting roll call briefing;

* In-service situational leadership training.
* Courses on budgets, computer skills, writing, and instructor training.
* Mentoring staff through discussion, training, shadowing, and formal presentations with the Chief of Police to city administrators and business leaders.

Responsibility for an effective succession plan starts with the Chief Law Enforcement Executive, Command Officers, and the individual department employee. This shared responsibility ensures that both parties are committed to the training and mentorship essential for a succession plan to succeed.

Depending on the position the employee wishes to work toward, the employee will be paired with appropriate supervisors to begin mentoring the employee.

# TRAINING

A critical component of employee development is ensuring the employees receive top-quality training to prepare them for increased responsibilities.

Providing top-quality training to employees is usually expensive; however, it provides a high return on investment. Having a wide range of experience helps build the foundation for future success.

Police leaders should ensure that employees are developed and receive as much leadership training as possible. Leadership training supports employees in the following key areas:

* Decision-making.
* Communication skills.
* Planning and organizational skills.
* Interpersonal skills.
* Critical thinking skills.
* Accountability.
* Multi-tasking.
* Administrative skills.
* Community relations.
* Media relations.
* Motivation.
* Mentoring.
* Dealing with difficult employees

Agency training shall be consistent and in compliance with (Insert the title of the agency policy governing training here – A Sample Training Policy is available [HERE](https://melsafetyinstitute.org/law-enforcement-2/#policies)).

# MENTORING

Carefully selected mentor supervisors and others holding key positions who represent the values of the police department and are considered role models for newer personnel may be assigned to conduct mentoring.

Employees in the succession plan will be encouraged to join various civic organizations to facilitate networking between the police department and business and community leaders. Membership in these organizations allows staff members to improve their knowledge and understanding of the community in the area of economic development and neighborhood revitalization. Examples of such civic organizations include:

* Rotary Club International
* Lions Club International
* Kiwanis Club
* Chamber of Commerce

Employees should be encouraged to represent the Chief Law Enforcement Executive and the police department on various community boards and committees, such as:

* Traffic Safety Associations
* Neighborhood Associations
* Emergency Management Group
* Domestic Violence Boards
* Police Academy Advisory Boards
* Youth Assistance Board/Juvenile Detention Alternative Initiatives
* County Detectives/Investigator Associations

Employees should also be encouraged to join professional organizations such as:

* [The International Association of Chiefs of Police](https://www.theiacp.org/). [IACP Membership](https://www.theiacp.org/membership-criteria) is available to any officer, regardless of rank.
* [New Jersey State Association of Chiefs of Police](https://www.njsacop.org/)
* [New Jersey Women in Law Enforcement](https://www.njwle.org/)
* [National Association of Women Law Enforcement Executives](https://nawlee.org/)
* [National Organization of Black Law Enforcement Executives](https://noblenational.org/)
* [The Association of Public-Safety Communication Officials](https://www.apcointl.org/)
* [Law Enforcement Records Management Association](https://lermainc.org/Home.aspx)
* [Police Executive Research Forum](https://www.policeforum.org/)

# EMPOWERING STAFF

Employees may be empowered to make key decisions, with the approval of the Chief Law Enforcement Executive, in the police department, such as:

* The selection of personnel for specialized units
* Budget expenditures
* Resolution of high-profile community concerns
* Addressing disciplinary matters
* Policy development

During the mentoring phase, participants will be given opportunities to work on skill development areas by having them carry out tasks such as:

* Planning an event
* Writing training bulletins
* Review and make recommendations to improve or update department policies or procedures
* Conduct training
* Conduct research into innovative technology
* Write proposals, articles, memorandums, and grant proposals
* Manage a department committee, writing reports on the committee's actions and recommendations, evaluate the committee's success, and make presentations on the committee's findings
* Assess equipment and supplies, research replacement costs and options, and recommend replacing or upgrading them
* Become a mentor to younger personnel
* Become a mentor to high school and college students
* Make a presentation to a local community group
* Write after-action reports
* Work on unit effectiveness report, including the use of statistical analysis
* Review staffing and budget requirements/recommendations for the current and upcoming fiscal year.

# PERFORMANCE EVALUATIONS/REPORTING

(Applicable to agencies that have a Performance Evaluation Process)

During an officer's employee performance review, a career counseling session is conducted between the officer and supervisor. The counseling session intends to help officers formulate and maintain career development plans. The counseling shall include examining the employee's performance record and reviewing training programs applicable to the employee's duties.

Follow-up discussions and employee developmental progress discussions shall be documented as specified in the agency Performance Evaluation Policy (Reference policy title here if applicable).