

Big Ideas

for Smaller Police Departments



A quarterly publication of The International Association of Chiefs of Police focusing on concerns of smaller agencies

Succession Planning and Staff Development

By Randy S. Bratton, Chief Administrator, Corsicana, Texas Police Department

One of the highest priorities for a chief of police should be to develop his or her staff and to have a succession plan in place for at least the next chief executive. During a leadership change, a succession plan maintains the continuity of the police department mission and reduces uncertainty and resistance to change. The plan also helps to maintain the established relationships with members of the community, other city department heads, the city manager, and elected officials.

What is Succession Planning?

Succession planning is the process of reviewing the agency for leadership talent, identifying possible successors, and then providing those individuals with the training, mentoring, and support they need to prepare themselves for critical roles within the organization when vacancies occur. Succession planning is often associated primarily with the chief executive's position, but it is also essential to identify and prepare leadership at all levels of the organization. Having a succession plan at every leadership level ensures that no matter what the personnel change, there will be experienced and trained personnel to step into leadership positions. For this reason, leadership development for staff is critical for an agency of any size.



Succession planning is more than merely selecting someone to succeed the chief or another leadership position in the agency; it also requires investing in the development and training of those individuals. Effective succession planning includes:

- Conducting internal agency surveys to determine areas of strength and areas for improvement
- Encouraging and providing leadership training for command staff and line supervision

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BJA Bureau of Justice Assistance

This resource is supported by grant award #2007-DD-BX-K113 from the Bureau of Justice Assistance, U.S. Department of Justice, to the International Association of Chiefs of Police. The views expressed here do not necessarily reflect those of the Department of Justice.

Feature – Succession Planning and Staff Development

- On-the-job training in special-duty assignments such as acting shift commander and allowing line officers to rotate preparing and conducting roll call briefing
- In-service situational leadership training
- Courses on budgets, computer skills, writing, and instructor training
- Mentoring staff by discussion, training, and formal presentations with the chief to city administrators and businesses

On a daily basis, chiefs of police spend a tremendous amount of their hectic schedules building positive partnerships with the community, addressing crime, and dozens of other issues with political leaders, their agency personnel, and the police union. It is just as important for chiefs of police to spend a significant amount of their time developing and mentoring the current and future leaders in the police department. Even if a chief of police has a top command staff, he or she still has much work to do to prepare his or her staff for the day when there will be a change in leadership.

Why Develop a Succession Plan?

Given the unpredictable nature of policing, change often occurs unexpectedly. All the more reason for the police chief to prepare for change by 1) recruiting people who are a good fit for the organization, 2) giving them the training they need, 3) identifying and developing leaders at all levels of the organization, and 4) mentoring those leaders to succeed. All of this can be accomplished through proactive succession planning.

Most chiefs of police and city managers agree that preparing and developing staff not only encourages retention, but encourages the professional development of agency staff and the quality of the agency as a whole. Chiefs are selected to lead their departments, to make them the best organizations they can possibly be, and to make a positive, lasting difference in the community. If police chiefs are invested in the police department and community they serve, they should have at least one, if not more, potential successors groomed as a replacement. Every police executive should identify talent and interest within the agency and develop them to ensure leadership transitions are easy and effective, for the sake of the department and the community.

If the current chief of police has effectively groomed one or more of his or her staff to become the next chief of police, elected officials often will conclude there is no reason to begin a lengthy and costly external search

process for a new chief. Having an internal successor will ensure a smoother transition in the leadership of the agency.

The Author realizes that governing bodies may well disregard a chief's 'incumbent' and go outside to select the new chief. Even if that action takes place, succession planning is not wasted since it's likely that 2nd, 3rd, and 4th in command positions will be filled by leaders mentored during the succession process, thus, assuring program continuity even with an outside chief taking over.

Step One: Identify Your Talent

Author Jim Collins states in his book, Good to Great, that leaders need to have the right people on the bus and in the right seats for the organization to be successful. Every employee has his or her particular skills, abilities, and experiences that make him or her unique. As chief of police, you must assess your employees and determine who you believe has the best potential to become the department's future leaders, as well as your successor.

There are many methods and tools chiefs of police can utilize to help determine if their employees are "on the bus" and what seats they need to occupy. Newer chiefs may want to have their employees read Spencer Johnson's best-seller, Who Moved My Cheese?, and then discuss it with them in group meetings. This will help a chief to determine who is a forward-looking individual and who is reluctant to accept and implement change. The chief should also thoroughly review each employee's personnel file: their evaluations, training records, awards or accomplishments, and discipline. Remember, an employee's past behavior often is the best predictor of future behavior. However, based on the individual situation, some employees may merit a second chance and may just need a good mentor and the opportunity to demonstrate their potential, despite their previous missteps.

A chief may choose to have department employees complete a short survey to solicit their thoughts regarding the police department as well as their own personal areas of strength and need for improvement. The survey should give the employees the opportunity to make suggestions about how they can help the department move forward and to identify each employee's specific goals and what motivates him or her. Examples of internal agency surveys are available on the IACP Smaller Police Department Technical Assistance Program webpage at: www.theiacp.org/documents/index.cfm?fuseaction=document&document_id=209.

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Feature – Succession Planning and Staff Development

It is essential to determine what motivates your employees. Each employee is motivated by different intrinsic and extrinsic factors. Once these factors have been determined, they can inform the leader of ways to develop and improve their staff. After the survey has been reviewed by the leader, it should be followed up by holding one-on-one meetings with the employees to discuss further their particular career interests, goals, and what they can offer the organization. The chief serving as mentor to the agency is the beginning of developing a succession plan.

Another method to identify talented employees is by informal observation. Although it may be difficult to find the required time, police chiefs, as well as assistant chiefs, need to periodically ride with officers during their patrol shifts. This allows for a first-hand observation of the employee and direct input and feedback from the officer. Chiefs and assistant chiefs also need to spend time with their specialized and support units for the same reasons. Informal feedback from supervisors and co-workers about agency employees can also be helpful in identifying candidates to include in the succession plan. Supervisors can be the best source of information about the skills, abilities, and interests of officers and support staff.

Step Two: Train Your Talent

Once a chief has identified who is on the bus and what seats the employees need or want to be in, it is the chief and command staff's responsibility to ensure the employees receive the proper training they need to be safe and to excel. Providing top-quality training for employees is usually expensive and, therefore, chiefs of police should regularly look for opportunities to increase or augment the training budget with appropriate local training whenever possible. Money spent on quality training provides a high return on investment. There is information about no-cost and low-cost training and additional resources at www.theiacp.org/research/AccessingFreeResources.pdf.

Cross-training within the police department is key to building teamwork and camaraderie, to expanding employees' knowledge, skills, and abilities, and to giving employees insight and understanding of how other employees see their roles and responsibilities. Another benefit of cross-training employees is that, once completed, it gives police chiefs and their management teams the flexibility to fill quickly both expected and

unexpected vacancies within specialized units and supervisory positions. This, in turn, keeps the units' momentum and efficiency at a high level.

Today, the most successful chiefs are those who have a good understanding of the various units and positions within a police department, such as patrol, administration, and criminal investigations. Having a wide range of experience greatly helps build the foundation for future success.

Police leaders should also ensure that talented employees receive as much leadership training as possible. Leadership training supports employees in several key areas: decision-making, accountability, multi-tasking, administrative skills, community relations, media relations, motivation, mentoring, and dealing with difficult employees. Many state-run law enforcement training centers offer leadership courses at a reasonable cost. However, if additional training funds are available, it may be possible for the best and brightest employees to attend the IACP Leadership in Police Organizations course or leadership training at the Southern Police Institute, the FBI National Academy, the Police Executive Research Forum's Senior Management Institute for Police, or the Northwestern School for Staff and Command.

When outside training is unavailable, the chief can mentor new leaders in a variety of informal ways that many current executives have employed. For instance, the former chief of Cedar Falls, Iowa, Rick Ahlstrom designed a training course for his agency called *Chief University* which he held once a year for any employee who was interested. During Chief University, the chief instructed interested members from all levels of the agency on the various areas of a chief's responsibility including: patrol staffing, budgeting, personnel management, community coordination, etc. In another case, Chief Paul Schultz from Lafayette, Colorado surveyed his supervisors by asking them to identify a five year career plan. From that survey he began to mentor and train those who identified interest in administrative careers. Chief Dwayne Orrick of Cordele, Georgia has taught his command and patrol staff components of the IACP Leadership in Police Organizations course as scheduled in-service training. Chief Harvey Sprafka from Knoxville, Iowa completed yearly evaluations and interviews with each staff member, sworn and unsworn, asking them for yearly goals then supported staff's goals by providing training opportunities or specialty assignments. There are many formal and informal ways to mentor and support the growth of new leaders in police departments.

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Another important way for chiefs to develop their departments' futures and current leaders is to administer assessment centers. Various types of assessment centers are widely utilized today to test employees in three primary areas: in-basket exercises, subordinate employee problem exercises, and situational or tactical exercises. During these scenarios, employees are assessed in regard to their communication skills, decision-making skills, planning and organization skills, interpersonal skills, and problem-solving skills. Chiefs might consider training a member of their management team to develop and administer an agency assessment center. Some smaller agency police chiefs might still be able to afford contracting with a testing firm to administer an assessment center at their departments. Some neighboring departments have collaborated on a joint assessment center. This exercise can build agency morale and capacity as the department invests in its employees and demonstrates an interest in developing future leaders from within.

Step Three: Mentor Your Talent

After chiefs have identified the talent within their organizations and after their employees have received quality training, police chiefs still need to ensure their employees are properly mentored. There are several steps that a chief can take to mentor their employees effectively. When possible, mentoring should begin with new police officers. Mentoring should be conducted by carefully selected mentor officers and supervisors who represent the values of the police department and are considered role models for newer officers. Mentoring should be continuous through the police academy, the Field Training Officer/Police Training Officer program, and during the remainder of the new officer's probationary period. The next phase of a successful mentoring program is to help newer officers identify what their career goals and interests are to facilitate their growth and development within the department. For example, if a new officer expresses a passion for and demonstrates talent to become a successful drug detective, then the officer's supervisors and the current drug detectives should work together to enhance the officer's skill development in that area. This may include assigning the officer to patrol known drug areas and hot spots, providing additional drug enforcement training to him or her, temporarily assigning the officer to work with the drug unit when feasible, or a drug task force if that is available. During the officer's evaluation, the supervisor should document both the officer's areas of strength and need for improvement. The supervisor should formally meet with the officer on at least a quarterly basis to review the officer's progress and continued interest.

The same mentoring steps apply to developing front-line supervisors, mid-level managers, and the potential successors to the current assistant chief and chief of police. These steps usually require much more effort on both the mentor and mentee's part due to the increased demands, responsibilities, and expectations associated with the leadership positions. When possible, a chief should strongly encourage or even require his or her supervisory staff to join various civic organizations within the community such as Rotary Club International, Kiwanis, Elks, Masons, the Red Cross and the Boys and Girls Club to name just a few. Membership in these types of organizations facilitates networking between the police department and business and community leaders. It also allows staff members to improve knowledge and understanding of the community in the areas of economic development and neighborhood revitalization.

Likewise, members of the supervisory team should be encouraged to represent the chief and the police department on various community boards and committees such as juvenile justice boards, domestic violence boards, drug councils, traffic safety committees, neighborhood associations, emergency management groups, the American Red Cross, and the United Way.

Chiefs of police should have their supervisory staff periodically attend important law enforcement-related meetings with the chief to expose them to new ideas, other law enforcement organizations, and other law enforcement leaders. National, regional, and state police chief association meetings, such as the IACP Annual Conference and state associations of chiefs of police annual meetings, provide excellent opportunities for networking and training. Further, police leaders should encourage their staffs to become members of these organizations and, if possible, pay for their first year of membership dues. The National Organization of Black Law Enforcement Executives (NOBLE), the National Women's Law Enforcement Network (NWLEN), and the National Association of Women Law Enforcement Executives (NAWLEE) are also excellent organizations that chiefs of police should encourage their staff to join and actively participate.

It is also wise for police leaders to include their staff in political meetings, such as city council/commission meetings. These meetings are excellent opportunities for staff to see the big picture and what role the chief of police, other department heads, and the city manager play in the community's political environment. Supervisory staff members should attend when the chief makes a formal presentation to the council/commission or has a high profile or controversial issue to address. Keep in mind that most people learn by observing and listening to others and then by having the opportunity to perform the task themselves.

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For those reasons, law enforcement leaders should provide staff an opportunity to present to the city manager and elected officials at council/commission meetings when appropriate to do so.

In addition, police leaders should educate their staffs about the police department's budgetary process so they may understand and appreciate the department's financial realities. For example, all staffing issues cannot be resolved by authorizing overtime and all "wish list" equipment items cannot be purchased, even with the assistance of federal and state grants. Budgetary priorities must be set and communicated to the supervisory team so they, in turn, can explain it to the front line officers.

The final step law enforcement leaders must take to develop employees and have a succession plan in place is to empower staff to make key decisions in the police department, such as:

- The selection of personnel to specialized units
- Budget expenditures
- Resolution of high profile community concerns
- Addressing disciplinary matters, and
- Policy development

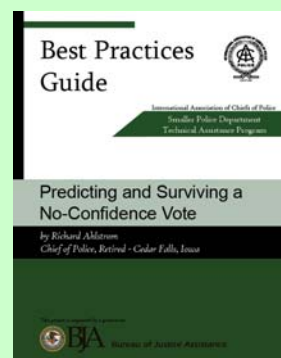
This final step can be the most challenging for both the police leader and his or her staff due to the potential consequences of a misstep. However, this challenge also has the greatest opportunity to build staff self-confidence and confidence in the supervisors by line personnel and the chief. The more empowered the agency employees become, the more opportunities they

have to grow and develop into potential successors to the chief of police.

Summary

Succession planning is a long and ongoing process; it will take several years to evaluate, develop, and reassess the needs of future police leaders in an agency. Keep in mind that succession planning is also a valuable retention tool; employees who have a clear idea of what their career path, leadership potential, training and personnel development investments are more likely to stay with that agency. Succession planning is intended to identify and develop individuals with high leadership potential at all levels of the agency. It is also a valuable tool to help chiefs ensure a lasting positive legacy by establishing continuity of operations and sharing of institutional knowledge.

This article was written by Chief Administrator Randy S. Bratton, newly appointed chief of the Corsicana, TX, Police Department. Chief Bratton has 24 years of law enforcement experience. He was previously appointed chief of the Paducah, KY, Police Department in 2001 after serving nearly 17 years in various investigative and command positions with the St. Petersburg, FL, Police Department. Chief Bratton is a graduate of the Police Executive Research Forum's Senior Management Institute for Police and the FBI's Law Enforcement Executive Development Seminar Program. He serves as an IACP mentor for newer chiefs of police and on the IACP's Smaller Police Department Technical Assistance Program Advisory Group and the Police Administration Committee. Chief Bratton can be reached at (270)534-1401 or at Randy.Bratton@comcast.net.



The latest Best Practices Guide on **Predicting and Surviving a No-Confidence Vote** is now available. Visit www.iacpsmallerdepts.org to download your free copy!

Discover Policing: A Nationwide Marketing and Recruiting Initiative

Written By Tracy Phillips, IACP

The International Association of Chiefs of Police and the Bureau of Justice Assistance, U.S. Department of Justice, have partnered to address a priority concern of police administrators: recruiting.

Officially launched in November, the IACP and BJA are proud to introduce the Discover Policing initiative and its cornerstone Web site, www.discoverpolicing.org: the premier source for information concerning policing as a professional service career option and a national recruitment vehicle for the entire police profession. DiscoverPolicing.org offers cutting edge technology to help you extend the reach of your recruitment efforts, while connecting, interacting, and networking with diverse, service-minded applicants. It is your one-stop-shop for all-things policing.



The Discover Policing Web site is the cornerstone of a broad initiative that will enhance the image of policing with a message that is both informative and inspiring. Discover

Policing will market the benefits of careers in law enforcement to a broad and diverse audience, from new applicants to those seeking a career change, including military veterans. The Web site offers a wealth of information about law enforcement including: why policing is a great career; examples of the variety of agencies and job opportunities; first-person accounts of what it is like to be a police officer; and an overview of the hiring, selection, and training processes. Visitors to the site can look up contact information for nearby agencies and access links to state resources of interest. Hiring agencies and prospective applicants will also be able to connect, interact, and network online through the Discover Policing interactive career center.

Visit www.discoverpolicing.org to receive more information and updates about this exciting new recruitment initiative.

Organized Retail Crime: Local Law Enforcement Response

Written By Government and Community Partnerships, Target Assets Protection

Twenty-five years ago, how would a professional thief sell a dozen high-end vacuum cleaners? Not easily and not for much profit. Today, that same thief could sell one dozen stolen Dyson vacuums in one day on the internet, anonymously, to unsuspecting buyers around the world for \$300-\$500 retail value.

This kind of professional theft and resale is known as Organized Retail Crime (ORC) and is one of the most rapidly growing crimes affecting communities. ORC is taking billions of dollars a year out of legal commerce that generates sales tax revenue and jobs and using it to fund criminal activity. All of this is made possible by largely unregulated online auction sites.



Target is partnering with local law enforcement to develop solutions not only to fight ORC, but prevent it. In January of 2008, Target helped Florida authorities broke up an ORC ring that stole health and beauty products and sold them online and at flea markets; law enforcement estimated the total value of the merchandise to be \$60 - \$100 million.

Target, like other retailers, makes significant investments in combating ORC every year. Target employs highly trained investigators, utilizes state-of-the-art camera and merchandise protection technology, and even operates two world-class forensic labs.

Organized retail crime directly affects communities served by smaller police departments. Local police departments are encouraged to contact their local Target stores to learn about opportunities on how law enforcement can become more involved in this initiative. For more information on combating ORC, and to obtain a list of resources, visit www.StopRetailCrime.com.

Mentoring

Overstepping Mayor Frustrates New Chief

Written/Edited By the IACP New Police Chief Mentoring Project Team

When newer chiefs contact the Mentoring Project, they often share challenges that they are facing that other chiefs can relate to. Experienced IACP Mentors responded to this recent request from a newer chief:

Dear Mentors,

I am a newer chief hired from outside the department. The transition has had its ups and downs. In particular, I am facing challenges with small town politics. The mayor, whom I report to, is overstepping his bounds of authority. He often will listen to a police scanner and show up on scene at calls and he also pressures officers into informing him on my activities as chief. I get the impression that the mayor thinks he should run the department and that I, as the chief, should just be a figurehead. What can I do to navigate this political minefield and ensure that my staff still know who is calling the shots? Your advice is greatly valued.

Gratefully,
New Chief

This is a serious situation that needs to be addressed quickly but in as sensitive a manner as possible. I would, as chief, ask for a meeting with the mayor and explain to him the civil liability that he is creating for himself if he continues to make decisions that affect the operations of the police department. I would also ask the mayor not to contact members of the police department directly, as it undermines the chief's authority and the chief's ability to run the department. Explain to him how personnel decisions can become lawsuits for all who are directly involved. Other ideas to remove the tension in this scenario:

- Involve the mayor in the annual police awards event
- List the mayor on police department letterhead
- Schedule updates from the chief to the mayor on police department activities
- Have a weekly summary e-mail and a monthly face to face meeting
- Get the mayor involved in low key police community relations events (i.e. DARE events, community meetings involving the police, National Night Out, Fishing with the Police, annual Christmas celebrations, school events - the more the better - the volume and time commitments may keep him away from his scanner)

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Meet the Mentors

Meet the Mentors provides insight into the mentors of the New Police Chief Mentoring Project. The Mentoring Project matches newer chiefs with mentor chiefs for a period of three to six months. This formal mentoring process enables newer chiefs to learn how mentor chiefs addressed similar challenges and achieved success.

Name: Paul Armitage

Department: Retired from
Middleton, MA

Number Sworn: 12 Fulltime
and 13 Reserve Officers

Population: 9,000

Years as Chief: 7



Highlights:

- After working his way up through his department over the course of 37 years, became the chief in Middleton. Faced many challenges when he became chief, including the line of duty death of his friend and colleague. From that point on, became a mentor to children of fallen officers, through Concerns of Police Survivors (C.O.P.S.), Inc. He also became a local resource for information on line of duty death benefits.
- Recently elected to serve as the Northeast Region Trustee for C.O.P.S.; is responsible for working with the surviving families and law enforcement agencies in the states of Maine, New Hampshire, Vermont, Massachusetts, Connecticut, Rhode Island, New Jersey, and New York.
- Extensive experience with collective bargaining, budgeting, working effectively with elected officials, leadership skills, working with the media, and a variety of personnel issues. Also serves as instructor for the Massachusetts Criminal Justice Training Council. Decided to become a resource for others and give back to the field of law enforcement executives by becoming a mentor for newer police chiefs.

Personal Quote: *"I have benefited greatly because of my relationship with the IACP. Volunteering as a mentor is simply a way for me to return the favor and continue to serve the law enforcement community."*

The Mentoring Project team is proud of Chief Armitage and congratulates him on his new role with C.O.P.S. To learn more about how you can become involved in the Mentoring Project, visit www.IACPMentoring.org or call 1-800-THE-IACP x 844.

Mentoring – cont'd

- Start meeting with the mayor for lunch once a month

In other words turn the mayor into your ally and direct his hands-on approach toward being involved in low risk/high PR areas, and keep him away from police operations.

*Chief Paul Schultz
Lafayette, CO*

Focus on being up-front and candid about your concerns with the mayor. While it appears that he is interfering, there may be a simple misunderstanding as to his perception of his role as mayor, his belief that he should be at incidents involving the police, or he may simply be attempting to demonstrate his support for the department by being involved. In other words, you can surmise his motivation but until you have the discussion with him, you are operating on marginal information at best. Invite the mayor to lunch (on you) in an adjacent community where there will be minimal interruptions. Discuss your perceptions of his behavior, articulating that your staff's perceptions are that the mayor does not trust you to manage the department properly and this is undermining your credibility. Your goal with this non-threatening discussion is to eliminate the perceptions and get to the root of the issue. At the end of the day the mayor is still your boss!

There is a sign in my office that says "High Road." And while it is only a street sign, it serves to remind me that when you have an opportunity to be seen in a positive light, always take it. If the mayor is actually against you, your demonstration of respect for his position as mayor, your willingness to work through issues, and your initiative to employ definitive problem-solving techniques may sway his opinion.

*Chief David Kurz
Durham, NH*

Work with your mayor; find out the reasons for his behavior. Maybe he just did not trust the previous chief and learned to keep an eye on things himself. Do your best to work as a team in spite of the challenges you might have to endure over a course of time. Your job is to survive all city elections or else make the conscious decision to go be successful somewhere else, which many chiefs, CEOs, and city managers have done when faced with this kind of challenge.

*Chief Michael Ward
Alexandria, KY*

Talk with a trusted senior staff member to get an idea of the history with the mayor; that may help the chief develop a strategy for dealing with this. Also, review the state's laws regarding police chiefs' authority. The mayor cannot violate the law and the State's Attorney/Attorney General can be enlisted as the top law enforcement leader in the state to write to the mayor and remind him what the law states.

The chief can discuss the liability issues for the town/city that can result from the mayor trying to make law enforcement decisions without any training and experience in law enforcement. Research a few court cases where there have been large payouts and help the mayor to make the connection.

The chief should ensure the mayor be included in photos ops, etc. when noteworthy events occur, assuring the mayor gets the attention he craves. This should be done without downplaying the work that the officers put into the case/event; the officers need to get credit for their work.

*Chief Paul Donovan
Salem, NH*

The new chief should not wait; ask to meet with the mayor and go over your observations, set and understand the local political agendas, and the role of the chief. This reminds me of a chief from our area who moved to a community in Florida. His first day on the job, the local officials outlined their concerns: 1) dog poop on their beach, 2) burglary, and 3) traffic problems. The new chief and his staff worked out an analysis, set a plan in place, and were able to reduce both burglary and traffic issues within a year. When it came time for reappointment, however, he was advised he would not be reappointed. He was informed that, while he did well in the reduction of burglary and traffic issues, he never really resolved the poop on the beach issue. It is imperative that chiefs know what is important to their elected officials.

*Chief George Graves, Retired
Western Springs, IL*

Small town politics can be a big time problem for a new chief. My mayor used to show up at a scene, whether I was there or not. So we started listing him as a witness and he would be subpoenaed to court. It only took a few unpaid trips to court before he figured out he did not want to be involved in that way. Also, when the media found out he was at a scene, they would hassle him for interviews because he was there; after the first

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Mentoring – cont'd

negative appearance on TV, he would not even drive by a scene.

Find out who the mayor listens to. Meet those people and gain their trust. They will support issues you present to them if they trust you. Once I found out who influenced the mayor and worked with them as well, he began to leave me alone because the community votes him into office. You will reap endless benefits by properly assessing the community, the government, and the department right from the start.

*Chief Mike Tarter, Retired
Corrales, NM*

I've served in two smaller communities where the "Strong Mayor" form of city government was in place. First, make sure you understand the statutory role of the mayor in your local governing body. In some communities the chief serves at the pleasure of the mayor; you will have to be firm but not rash. Do your homework on how the community has been served historically as well as the technical constraints that may be inadvertently violated. Past accommodations and practices may need to be addressed openly and professionally. If you can not discuss this with local legal counsel, contact your state chief's association for their assistance.

Second, develop a relationship with the mayor. Sometimes this is easier said than done, but you must be able to develop a communication level that allows you to express your concerns and issues informally, as well as through normal formal channels. Be aware that many mayors are eager to fulfill their elected "mandates" but usually have little or no training in the actual role for which they have been elected; you were hired specifically for your expertise and experience. Often brief, non-confrontational discussions over a cup of coffee may help develop this rapport and develop a sense of teamwork that was lacking before.

Next, carefully explain the legal ramifications of well-meaning fact-finding, such as union or bargaining unit issues, criminal and civil violations of improper use of police powers by non-police personnel, and confidentiality concerns with state Open Meetings Acts, etc. There may be a role for the mayor at those events, but orchestrate what you want to happen. Use of incident command will be a good tool in delineating the roles of the players.

Finally, firmly assert to the troops exactly what the professional chain of command is and that to disregard it is tantamount to insubordination. Maintain an open-door policy but do not condone or participate in negative remarks about the commission, mayor, or any elected official.

One last bit of advice: find a confidant. Locate a person with whom you can develop a complete trust; usually outside the new agency, someone with no agendas or past association with the local department, perhaps a chief in a nearby city or agency. This person can be your sounding board, someone to discuss routine or unusual issues with, and who will not abuse your confidence. You will discover that getting immediate feedback and advice will be a great confidence builder and helps broaden your perspective. Remember to keep your sense of mission, love of profession, and sense of humor.

*Chief Tom Boren
El Dorado, KS*

Summary

We received many responses to this newer chief's request from our nationwide network of mentors. While we were not able to feature all of their responses, there were common themes that emerged.

First, it would be valuable to talk with your command staff about what their impression is of how the department was managed prior to your appointment. If your predecessor gave the mayor a reason to become a micromanager, or if the mayor has a reputation of that kind of behavior, you can achieve some insight into the mayor's motivation. Understanding whether the mayor's actions stem from a historical precedent will help inform your strategy as you proceed.

The next step should be to talk directly with the mayor. Before you talk with the mayor, you should review the IACP Smaller Police Department Technical Assistance Program Best Practices Guide, [Maneuvering Successfully in the Political Environment](http://www.theiacp.org/research/RCDBestPracticesGuides.htm) at www.theiacp.org/research/RCDBestPracticesGuides.htm. This is an opportunity to clarify and understand one another's role, and for you to establish yourself as a strong leader of the police department. The conversation should be candid but respectful. You can support your position by explaining the impact the mayor's behavior is having on the department and the community, as well as the potential liability he is creating for himself. You can reassure him that you will include him in a variety of public relations opportunities and keep him updated on department happenings with weekly updates.

To succeed as the leader of a police organization, the chief must be able to navigate the political environment of his or her community, including working and communicating effectively with elected officials.

Do you have a question or challenging situation that you would like advice on from the IACP Mentors? Send your questions or challenges to Mentoring@theiacp.org and you may see responses from experienced chiefs all over the country in the next Mentoring Column.

Innovations from the Field

Sharing Best Practices in Local Law Enforcement

By Chief Paul D. Schultz, Lafayette, Colorado Police Department

Most police administrators realize that they do not have all the answers to operating a modern, ever-evolving, contemporary law enforcement agency. It can be easy to think that one's own agency's approaches the complex challenges of our time are the best. However, the reality often is that while the law enforcement profession employs some of the most talented leaders and managers around, no single person has all the answers. We are stronger when we stand together. With this in mind the Lafayette, Colorado Police Department recently experimented with a new approach - one modeled after the medical profession in which egos and agendas are put aside and professionals discuss what works and what does not.

Methodology

The Denver metropolitan area is home to approximately 40 local law enforcement agencies. Considerable thought and discussion went into our decision to invite agency leaders to our first Best Practices Meeting. We ultimately decided to invite representatives from three similarly sized law enforcement agencies from neighboring counties. The differing perspectives resulting from the unique environment and culture of each county was important for the group to examine. Different political settings result in excellent learning examples. Each department represented at the Best Practices Meeting held a different perspective and it quickly became apparent that one size did not fit all.

Meeting Strategy

On August 14th, 2008 the Lafayette (41 sworn officers), Golden (44 sworn officers), Lone Tree (45 sworn officers), and Sheridan Police Departments (30 sworn officers) met at the Lafayette police facility. Chiefs and two commanders from each police department met for a half day session to review their successes, failures, and consider future challenges. This group of professionals collectively represented more than 300 years of police service. The agenda for the meeting was simple: each department brought copies of its latest strategic plan and its current department budget for all participants. The documents were extremely valuable, as the meeting participants felt that they provided a ready-to-use template which could save time for individual agencies by avoiding the process of recreating them. Each chief of police gave a ten-minute overview of their agency, each commander gave a ten-minute overview of one of his or her department's greatest successes, and then each chief then gave a ten-minute overview of a department failure.

What transpired at this meeting was exhilarating, to say the least. The group discovered that our challenges were virtually identical, successes were easily replicated by other agencies, and failures could possibly be avoided by other agencies through this information sharing process. The group discussed a variety of valuable ideas including, but not limited to:

- Staffing strategies
- Obtaining and managing grants
- Successful volunteer programs
- Citizen police academy ideas
- Implementing reserve programs
- Scheduling options
- Traffic enforcement programs that save lives
- Community policing initiatives that reduce crime
- Crime prevention and crime interdiction strategies
- Training programs that have results
- How to prevent misconduct

A Universal Need is Identified

While the attendees exchanged many ideas, there seemed to be one need that every executive wholeheartedly agreed on – an advanced training program for senior sergeants who have held that rank for a minimum of five years. The group agreed that a significant percentage of senior sergeants need the following:

- Being motivated and rededicated to their profession
- Receiving a review of their critical role in the organization
- Being acquainted with the latest technology
- Updating contemporary personnel practices
- Being reintroduced to current crime reduction strategies

As a direct result of the Best Practices Meeting, the four cities represented at the meeting have agreed to research, develop, and implement a joint Senior Sergeants Training Program. Their combined 40 sergeants will hopefully begin to cycle through this training together in mid to late 2009. A trainer/researcher has been identified and examples of Senior Sergeant Advanced Training Programs from other states are being studied and refined for use in our area. The Senior Sergeant Advanced Training module has caught the attention of the Training Committee of the Colorado Association of Chiefs of Police and there is a strong

Innovations from the Field – cont'd

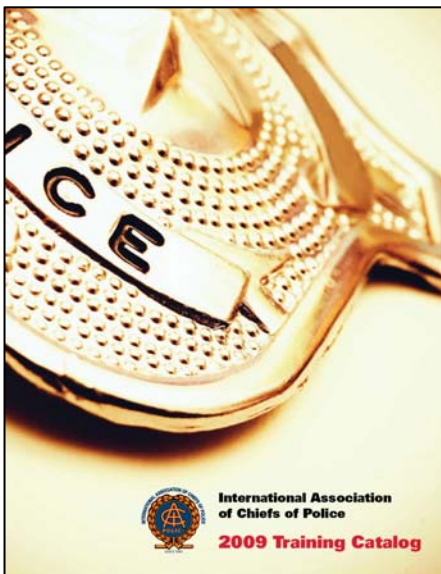
likelihood that this training will become a statewide endeavor.

The Future for our Best Practices Meeting

All of the police executives present at our first Best Practices Meeting agreed that the time involved was well spent and that many valuable ideas were exchanged. There was unanimous agreement that the group should continue to meet at least once annually to continue the practice of reviewing what works and what does not. These four cities will be planning a 2009 follow-up meeting and are hopeful that it will be as successful as the first meeting.

This article was written by Chief Paul D. Schultz of the Lafayette, Colorado Police Department. Chief Schultz has 35 years of law enforcement experience with 14 years as Chief of Police. He holds a Masters Degree from the University of Colorado at Denver in Administration of Justice and is a graduate of the FBI LEEDS and LEEDA programs. Chief Schultz teaches in the IACP Administering a Small Law Enforcement Agency Course and at Metropolitan State College of Denver. He is also a member of the IACP Smaller Police Department Technical Assistance Program Advisory Group. Chief Schultz can be reached at pauls@cityoflafayette.com or at (303)665-5506 ext 4120.

IACP 2009 Training Catalog Now Available



IACP Education and Training is constructed to respond to the law enforcement mission in this first decade of the 21st century. Our portfolio offers a variety of training options and fee structures, including cost-free opportunities:

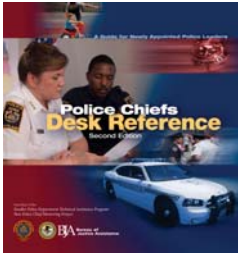
- Co-host Tuition Training
- Contract Training
- Center for Police Leadership
- Grant-Supported Training
- Online Training

IACP training encompasses a wide range of crucial contemporary issues. Programs feature in-depth instruction by leading subject matter professionals. In this catalog you will find information on selected 2009 offerings. Additional offerings will be posted on the IACP Web site throughout the year.

We also invite you to learn more by visiting www.theiacp.org, by contacting us at 800-THE-IACP, or by sending an email to training@theiacp.org.

Resources

Police Chiefs Desk Reference, Second Edition



The Smaller Police Department Technical Assistance Program and New Police Chief Mentoring Project are pleased to announce that the **Police Chiefs Desk Reference (PCDR), Second Edition** is now available. Updated chapters include: leadership and management, personnel administration, operations, funding and grant writing, and a variety of additional resources for newer and experienced chiefs. Complimentary copies are provided to all participants in the Mentoring Project, a \$35 value. For ordering information visit: www.PoliceChiefsDeskReference.org.

Identity Crime Toolkit for Investigators



The IACP/Bank of America *Nationwide Strategy to Prevent and Respond to Identity Crime* project launched its newest product in November 2008 – an on-line *Identity Crime Toolkit for Investigators*.

This publication helps investigators better respond to identity crime, assist victims, share information with other law enforcement agencies, apprehend criminals, and prepare for a successful prosecution. Each section of the toolkit contains a brief introduction to the concepts covered, and then follows with tools and resources to build your agency's strengths and address common challenges.

The toolkit is available electronically at www.InvestigateID.org with an option to assemble a three-ring binder hard copy document for office use.

If you have any questions or would like additional information, please contact IACP project staff at idsafety@theiacp.org.

Sex Offender Management: Resources for Law Enforcement

Since November 2005, in partnership with the U.S. Department of Justice, Bureau of Justice Assistance (BJA), the IACP has worked to identify policy and operational challenges facing law enforcement regarding sex offenders and has developed resources to assist law enforcement executives and their agencies with preventing future victimization, educating the community, holding offenders accountable, and increasing community safety.

The IACP, in collaboration with the Center for Sex Offender Management (CSOM), is currently developing training curricula for law enforcement and community based supervision personnel.

Current resources include:

- Managing Sex Offenders: Citizens Supporting Law Enforcement
- Sex Offenders in the Community: Enforcement and Prevention Strategies for Law Enforcement
- Framing a Law Enforcement Response: Addressing Community Concerns about Sex Offenders
- IACP Model Policy on Registering and Tracking Sex Offender
- Strategically Monitoring Sex Offenders: Accessing Community Corrections' Resources to Strengthen Law Enforcement Capabilities
- Tracking Sex Offenders with Electronic Monitoring Technology: Implications and Practical Uses for Law Enforcement

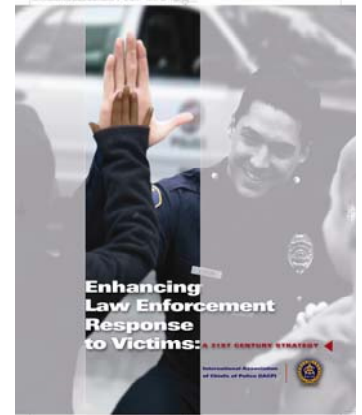
These resources are free and available to the public via the IACP's Web site (<http://www.iacp.org/profassist/ReturningOffenders.htm>), or by contacting Sarah Wygant at 1.800.THE.IACP, ext. 830.

Continued...

Resources –cont'd

Enhancing Your Department's Response to Victims of Crime – Strategies that Work

Enhancing Law Enforcement Response to Victims is a multi-year, Office for Victims of Crime-funded effort to help law enforcement respond more effectively to a core constituency: crime victims. A number of law enforcement agencies around the country--three pilot and eight validation sites--have tested and validated the approach that is helping move toward the philosophy and practice of enhanced victim response to all victims. It uses proven strategies and tools for enhancing police response to victims of crime without requiring additional human resources or fiscal resources to implement, regardless of a department's size. *Enhancing Law Enforcement Response to Victims: A 21st Century Strategy* is a newly released package that includes a concept document, an operational-friendly "how to" implementation guide and a resource toolkit.



The concept document discusses the evolution of enhanced victim response, summarizes its four core elements (leadership, partnering, training, and performance monitoring), identifies the seven critical needs of the victims, and illustrates the potential of community partnerships in the implementation of the strategy by police departments.

The implementation guide consists of practical "how to" steps law enforcement can take to implement the strategy and bridges the gap between the concepts to the existing templates found within the resource toolkit. The implementation guide will be referred to most often during the implementation process. It operationally instructs law enforcement agencies how to identify their goals and measurements of success, gather pertinent information, develop action plans and performance monitoring approaches, and sustain the effort in the long term.

The resource toolkit provides readily adaptable templates developed by the pilot and validation sites to aid law enforcement in the implementation of the steps outlined in the implementation guide.

This new Strategy package is now available to law enforcement, free of charge. It is also available as a download from the IACP Web site (www.theiacp.org), under Publications/Research Center Documents. For additional information contact Project Manager Suzanne Jordan at jordans@theiacp.org or 1-800-843-4227 ext. 803.

IACP Juvenile Justice Training

The IACP Juvenile Justice Training and Technical Assistance Project is currently developing a new training workshop for law enforcement. The course, "Law Enforcement Responses to Adolescent Girls," will be geared toward law enforcement first responders to improve policing situations that involve contact with girls aged 12–17 who may be victims, suspects, or delinquents. Participants will develop strategies for improving their interaction with adolescent girls by exploring effective communication techniques, learning to interpret the behavior of adolescent girls to aid law enforcement in gathering information and de-escalating potential crisis situations, and creating an environment that ensures the safety of the officer and promotes a gender-appropriate outcome. For more information on this training, please contact Project Manager Stevyn Fogg at 1-800-843-4227 ext. 842 or fogg@theiacp.org.