

# SUCCESSOR MANAGEMENT IN PUBLIC SAFETY



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# Defining Successor Planning

- ***“Succession planning, ...involves those measures undertaken to identify, select, promote and train future leaders.”***
- Captain Robert Panza, Alhambra Police Dept.
- POST Command College Article, entitled:
- How will succession planning enhance employee development in a mid-sized law enforcement agency by 2008?”
- <http://libcat.post.ca.gov/dbtw-wpd/documents/cc/34-0681.pdf>

# Rationale for Successor Planning

- Continuity
- Consistency
- Transition planning and management
- Long range vs short range goals
- Building “cohesiveness” among stakeholders
- Superordinate Goals; success of the organization or agency

# Methods may include:

- Delegation
- “Hands-on” or “On-the Job Training” (OJT)
- Grooming
- Mentoring
- Coaching
- Rotation of assignments
- Evaluations

# Identifying Characteristics

- Notable work
- Proven track record
- Willingness to adapt, learn and change
- Loyalty and supportive of the agency or organization
- Personality, character, temperament considerations

# “Team” approach

- Peers as support base & learning base
- Supervisory or management “team” work collaboratively on issues and bring the “replacement” along to get them up to speed in a nurturing, supportive environment

# ROTATION PROGRAMS?

- Sample “Rotation” by assignment
- Examples may include:
- Training Roles (As “Supervisors” or “Managers”)
- Case Management or Investigative Roles
- Administrative/Logistic or Support Roles
- Internal Affairs; discipline, counseling, recommendations, format of local processes

# Matching Personal Goals to Organizational Needs

- Surveys
- Questionnaires/Interviews
- “Exit Interviews”
- Team Building Exercises
- Understanding personality and temperament (use of testing instruments)
- Understanding skills needed for supervisory and managerial roles

# Some thoughts

- Identifying future leaders
- Assuring commitment to the organization/profession (Long term vs Short term)
- Developing a “career path” with emphasis on Supervision & Management goals
- Building blocks for skill-building
- Empowerment
- Accountability

# Skill sets

- Modular
- Longitudinal (over time)
- Check Points for growth or improvement
- Identifying key KSA's for the role
- PODSCORB

# PODSCoRB

- **Planning**
- **Organizing**
- **Staffing**
- **Directing**
- **Coordinating**
- **Reporting**
- **Budgeting**
- *(Gulick and Urwick, 1937)*

# Building Competencies

- **Managing groups/teams**
- **Counseling subordinates**
- **Delegating**
- **Decision making**
- **Situational leadership**
- **Written work; range of reports & types of writing expected**
- **Oral Presentations; to persuade, influence, elicit support, motivate, etc.**

# Evaluating Learner (Candidate) as:

- **Coach**
- **Mentor**
- **Support role**
- **Liaison between staff and management**
- **Communicator; interpreter, messenger, “selling,” “asking” or “telling.”**
- **Advocate**
- **Follower**
- **Leader AND manager**

# **“Best Practices”**

- **The New York State Department of Civil Service**
- **New York State Governor’s Office of Employee Relations**
- **Reno Police Department**
- **Las Vegas Metro**
- **Clark County Fire**
- **Las Vegas Fire**
- **Roseville Police Department**
- **Department of Defense**
- **Canadian RCMP**
- **Others?**

# Learning modules could include:

- **Workshops**
- **Seminars & lectures**
- **Mentoring**
- **Role-playing**
  - **Decision simulations**
  - **“Supervisory” Simulations**
- **In-Basket training**
- **Assessment Centers**
- **Reading assignments**
- **Cohort Groups**
- **Case Studies**

# Consider...

- **Behavior**
- **Values**
- **Strategic thinking skills/Critical thinking skills**
- **Communication skills**
- **Interpersonal skills**
- **360 assessments**

# ***“WHO” is responsible for developing leaders within the organization?***

- **The Chief?**
- **The Command Staff?**
- **The Mid-Level Managers?**
- **The first line Supervisors?**
- **The Training Division?**
- **Senior Officers? (Informal Leaders)**
- **Human Resources?**
- **“Stakeholders?”**

# Getting Started

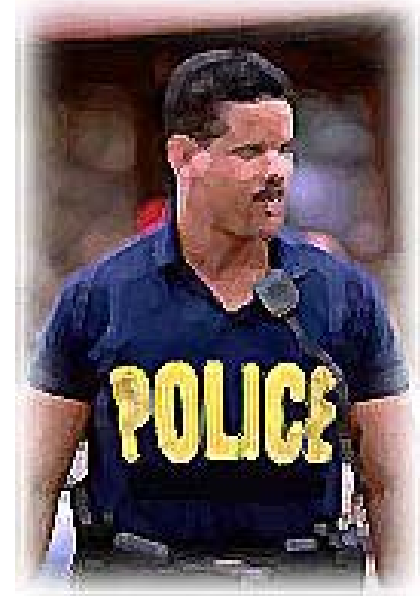
- **Needs assessment**
  - **Initiated by?**
  - **Developed by?**
  - **Implemented by?**
  - **Evaluated by?**
  - **Re-Assessed?**

# How are employees assessed for their leadership potential?

- **Anecdotal evidence?**
- **Evaluations?**
- **Mentors?**
- **Commendations?**
- **Recommendations?**
- **Testing?**
- **Temperament?**
- **Leadership assessments?**
- **Assessment Centers?**

# Are special leadership programs offered for minorities or women?

- Should they be?
- Assessing Need
- Consent Decrees?
- Proactive vs Reactive measures
- Involving “stakeholders?”
- Professional organizations? (NOBLE, Women in the Fire Service, Women Police Officers, etc.)



# ***Transformative issues***

- **Helping organizations examine the apparent lack of leadership development programs**
- **Linking “Best Practices” between Business applications to Public Safety**
- **Providing equitable assessments**
- **Ensuring diversity applications**
- **“Stakeholder” buy-in and ownership of the process**

# **Creating a cohesive strategy for development of leaders from within the organization**

- Consider;**
- Developing Cohort groups**
- Provide consistency in transitions**
- Understanding of the larger picture of the organization and profession**
- More efficient and effective service to the community**
- Use of multiple dimensions in consideration**
- Documentation of a formal policy or process**

# ***Finale!***

- **The question is this:**
- **What are YOU doing to ensure that there is a successor planning process in place in your organization or agency?**