



Novi Police Department

Director of Public Safety
Chief of Police

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Subject		Directive	Number of Pages
Succession Planning and Staff Development		290	5
<i>*This Directive Supersedes All Previously Issued Correspondence Relative To This Topic*</i>			
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I. Purpose

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 members of the administration. 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 and elected officials.

II. Policy

It is the policy of the Novi 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 when vacancies occur.

III. Procedure

A. Transformational Leadership

1. Preparing and developing staff not only encourages retention, but also raises the quality of the organization as a whole. In preparing the next generation of leaders, it is understood that they need to be a transformative group that doesn't settle for the status quo.
2. Transformative leaders need to have the confidence and conviction to use technology, training, mentoring and relationships to advance the department and its policies.
3. Transformative leaders need to focus on the bigger picture, pushing the envelope, getting out of their comfort zone and look at innovation as something to be cherished, not feared.
4. Transformative leaders need to continue to develop relationships with public and private sector partners and continue to grow, learn, and realize that transformation and leadership have no educational or positional boundaries.

B. Succession Planning – Organization and Administration

1. Succession planning is more than merely selecting someone to succeed the Director of Public Safety / Chief of Police or another leadership position in the agency; it also requires investing in the development and training of those individuals, sworn and civilian.
2. Effective succession planning includes:

- a. Conducting internal agency surveys to determine areas of strength and areas for improvement.
 - b. Encouraging and providing leadership training for command staff and line supervision.
 - c. Attendance at educational conferences and other specialty events such as;
 - i. International Association of Chiefs of Police (IACP)
 - ii. Michigan Association of Chiefs of Police (MACP)
 - iii. FBI National Academy (F.B.I.N.A.)
 - iv. International Association of Fire Chiefs (IAFC)
 - v. Fire/Rescue International (FRI)
 - vi. Fire Department Instructors Conference (FDIC)
 - d. 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.
 - e. In-service situational leadership training.
 - f. Courses on budgets, computer skills, writing and instructor training.
 - g. Mentoring staff by discussion, training, shadowing and formal presentations with the Director of Public Safety / Chief of Police to city administrators and business leaders.
3. Responsibility for an effective succession plan rests with the Director of Public Safety / Chief of Police and the individual department employee identified to participate in the plan. This shared responsibility ensures that both parties are committed to the training and mentorship essential for the plan to succeed.
 4. Department personnel are encouraged to notify the Director of Public Safety / Chief of Police, in writing, of their desire to participate in the succession plan.
 5. The Director of Public Safety / Chief of Police or his/her designee will have interested department personnel complete a short survey to solicit their thoughts regarding the police department as well as their own personal areas of strengths and areas for improvement.
 6. The survey will give department personnel the opportunity to make suggestions about how they can help the department move forward and identify the employee's specific goals and what motivates him/her.
 7. Dependent upon the position the employee wishes to work toward, the employee will be paired with appropriate supervisors to begin to mentor the employee.

C. Training:

1. A critical component to any succession plan is ensuring the employees in the plan receive top-quality training to prepare them for increased responsibilities.

2. Providing top-quality training to employees is usually expensive, however, provides a high return on investment. Having a wide range of experience greatly helps build the foundation for future success.
3. Police leaders should ensure that employees in the succession plan receive as much leadership training as possible. Leadership training supports employees in the following key areas:
 - a. Decision-making
 - b. Communication skills
 - c. Planning and organizational skills
 - d. Interpersonal skills
 - e. Problem solving skills
 - f. Accountability
 - g. Multi-tasking
 - h. Administrative skills
 - i. Community relations
 - j. Media relations
 - k. Motivation
 - l. Mentoring
 - m. Dealing with difficult employees

D. Mentoring

1. Carefully selected mentors who represent the values of the police department and are considered role models for newer personnel will conduct mentoring. Mentors should be available to assist with any and all issues on a personal basis with an open and transparent dialog with the new assigned personnel. Mentors should provide periodic updates to the police command group regarding the progression and general personal and mental well-being of the new employee. Those employees selected for mentoring of new officers should consider the following during their mentorship:
 - a. Academy candidates: Mentors should ensure the candidate officer is prepared for the academy with uniforms and equipment prior to the start of the perspective academy. During the academy mentors should coordinate to ensure the candidate officer is prepared for the firearms training and emergency vehicle operations. Mentors should consistently ensure the candidate officer is successfully progressing through the academy and assist with additional training for improvement if needed.
 - b. Graduation / Swearing in: Mentors should assist with the procurement of required uniforms and equipment for candidate officer's graduation at the academy as well as the swearing in at the Novi Police Department. Mentors should ensure that the newly sworn in officer is prepared for the field training program.
 - c. Field Training Program: Mentors should periodically make contact with the recruit officer to ensure he/she is progressing well through the field training program and assist with any issues if needed.

d. Probationary Period: Mentors should continue to be available to the probationary officer addressing any issues or needs that officer could have. Mentors should guide the probationary officer in setting up short term and long-term goals as well as continuing education and specialized training.

2. The mentor will meet with the employee and help identify career goals to facilitate their growth and development within the department.
3. Employees in the succession plan will be strongly encouraged to join various civic organizations within the City of Novi 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:
 - a. Rotary Club International
 - b. Lions Club International
 - c. Kiwanis Club
 - d. Chamber of Commerce
4. Employees in the succession plan should be encouraged to represent the Director of Public Safety / Chief of Police and the police department on various community boards and committees such as:
 - a. Traffic safety committees
 - b. Neighborhood associations
 - c. Emergency management groups
 - d. Domestic violence boards
 - e. Youth Assistance board
5. Employees in the succession plan should also be encouraged to join professional organizations such as:
 - a. The International Association of Chiefs of Police (IACP)
 - b. Michigan Association of Chiefs of Police (MACP)
 - c. National Women's Law Enforcement Network (NWLEN)
 - d. National Organization of Black Law Enforcement Executives (NOBLE)
 - e. The Association of Public-Safety Communication Officials (APCO)
 - f. Law Enforcement Records Management Association (LERMA)

E. Empowering Staff:

1. Employees in the succession plan may be empowered to make key decisions, with the approval of the Director of Public Safety / Chief of Police, in the police department such as:
 - a. The selection of personnel to specialized units
 - b. Budget expenditures
 - c. Resolution of high-profile community concerns

- d. Addressing disciplinary matters
- e. Policy development

2. Skill Development

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

- a. Planning and event
- b. Writing training bulletins
- c. Review and make recommendations to improve or update department policies or procedures
- d. Conduct training
- e. Conduct research into cutting edge technology
- f. Write proposals, articles, memorandums, and grant proposals
- g. 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
- h. Assess equipment and supplies, research replacement costs and options, and recommend replacing or upgrading them
- i. Become a mentor to younger personnel
- j. Become a mentor to high school and college students
- k. Make a presentation to a local community group
- l. Write after-action reports
- m. Work on unit effectiveness report, to include use of statistical analysis
- n. Review staffing and budget requirement/recommendations for the current and upcoming fiscal year

F. Reporting:

1. The mentor will meet with the employee in the succession plan at least once per quarter to ensure the employee is progressing satisfactorily towards their state goals.
2. Every six months, the mentor will notify the Director of Public Safety / Chief of Police in writing of the employee's progress.
3. The Director of Public Safety / Chief of Police will meet with the mentor and employee at least once per year to go review their goals from the previous year and assist in developing new goals for the upcoming year.

G. Modifications

1. The succession plan may be modified by the Director of Public Safety / Chief of Police at any time, without notice.