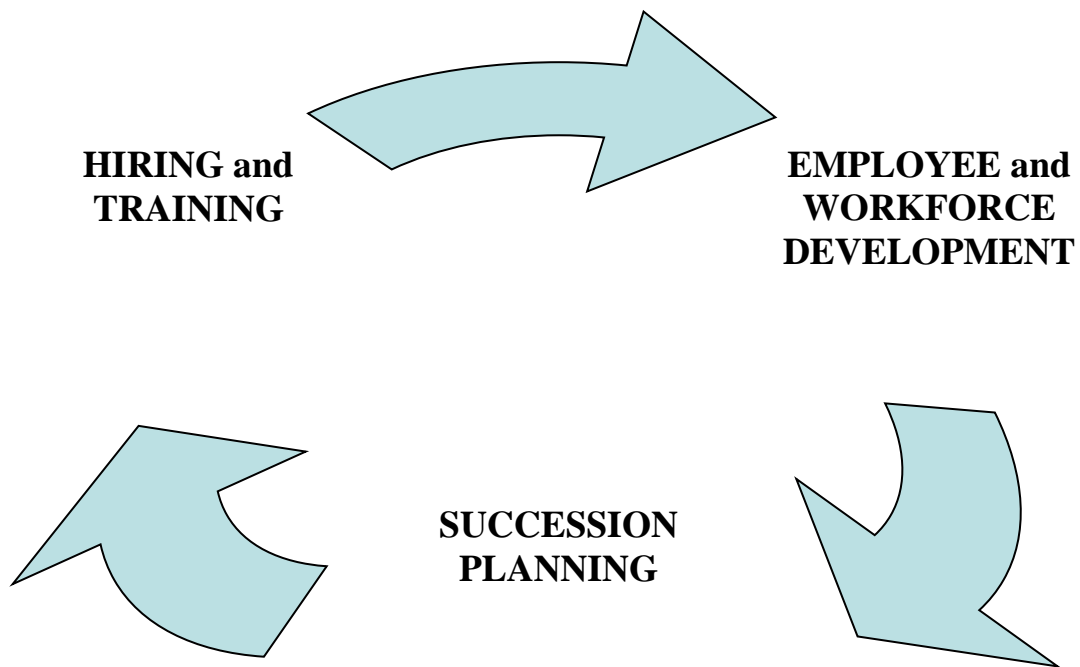


ATHERTON POLICE DEPARTMENT

I. MASTER TRAINING POLICY AND PLAN

II. SUCCESSION PLANNING/IMPLEMENTATION



MASTER TRAINING PLAN

SUCCESSION/WORKFORCE PLANNING

CREATED BY JENNIFER J. FREW

REVISED – 6-2018

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LAST REVISED - 2017

TRAINING POLICY

I. Purpose

The policy of the Atherton Police Department is to administer a training program that will provide for the professional growth and development of its personnel. By doing so, the Police Department will ensure its personnel possess the knowledge and skills necessary to provide a professional level of service which meets the needs of the community.

II. Objectives

The objectives of the Atherton Police Department's training program are to:

1. Enhance the level of law enforcement service to the public;
2. Increase the technical expertise and overall effectiveness of individual personnel, and
3. Provide for continued professional development of departmental personnel.

Philosophy

The Atherton Police Department seeks to provide and encourage its personnel to participate in training and advanced education on a continual basis. Training is provided to all personnel as much as possible within the confines and dictates of the needs of the agency, budgetary constraints, staffing requirements, legal mandates, and the availability of timely quality instruction.

Whenever possible, the Police Department will utilize courses certified by the California Commission on Peace Officer Standards and Training (P.O.S.T.) However, when necessary to meet the needs of the agency, the Police Department may utilize training seminars, conferences and courses which are not certified by P.O.S.T.

It is the desire of the Department's Administration that the training afforded its personnel is recognized for the positive value it provides.

All personnel are reminded of their responsibility to keep current on updates, legislative mandates, and updates to department policies and procedures, and to incorporate these changes into their daily work habits.

Personnel who take advantage of the training offered and translate this new knowledge into action will provide an improved level of service to this community and minimize potential discredit to themselves, the Department and the Town.

With this in mind, personnel are encouraged to approach and participate in all training requirements with open-minded enthusiasm.

I. Administration Division - Training Manager Responsibilities

- 1. Budget and schedule training for all personnel. The Department Master Training Plan (MTP) is the guiding document for Department training, and under the MTP the training budget focuses on mandatory, essential and desirable training, in that order.**
- 2. Make the appropriate reservations in courses. An effort will be made to utilize local courses as opposed to those offered out of the Bay Area, to minimize travel and lodging costs and maximize the amount of the training budget applied to actual training.**
- 3. Make appropriate overnight accommodations. If a course is out of the greater Bay Area and is more than one week, accommodations will be made for weekend lodging. Accommodations will be made for the participant the night before the first day of the course if the course begins in the early morning.**
- 4. Transportation mileage will be reimbursed at the Town's current rate. Meals and additional expenses will also be reimbursed following the completion of the course.**

V. Trainee Responsibilities

- 1. The participant will be required to submit a P.O.S.T. Tuition Reimbursement Form provided by the Training Department to the**

P.O.S.T. Course Coordinator on the first day of the course (This applies to P.O.S.T. courses only).

- 2. The participant will be responsible for contacting the Training Manager and his/her direct Supervisor should they encounter problems at the training course or should they not attend the course scheduled.**
- 3. The participant will submit one copy of their certificate of completion to the Training Manager for the training file. The completed expense report is due no later than 5 business days after the employee returns from training.**

VI. Training Delivery

To accomplish the objectives of this policy, training may be provided in any manner consistent with those objectives, including, but not limited to the following:

- 1. Formal training at a P.O.S.T. approved course.**
- 2. Formal training at an in-house P.O.S.T. approved training course.**
- 3. Periodic in-house training provided by department instructors.**
- 4. Non-P.O.S.T. training schools, seminars, and conferences.**
- 5. Other agency sponsored /presented training.**

VII. Administration

With the exception of the Field Training Program, the Department's training program will be administered by the Training Manager of the Police Department.

VIII. In-Service Training

The Police Department will administer a comprehensive in-service training program. This training will encompass the following:

- 1. Firearms training (minimum 3 times per year).**
- 2. First Aid/CPR/AED (8 hours every 2 years).**
- 3. Tactical communication (perishable skill) – Learning Portal**
 - a. Arrest and control/defensive tactics**
 - b. Racial Profiling (5 hour initial for all – 2 hour refresher every 5 years).**
- 4. Legal updates from state and local sources**
- 5. Roll-call training topics – completed by the Sergeant**
- 6. Other training deemed necessary or appropriate**

IX. Career Development/Succession Planning Training

The Police Department will utilize training for career development to accomplish:

- 1. Training for anticipated future needs.**
- 2. Training for projected promotions.**
- 3. Training for professional growth and development.**
- 4. Training that is addressed in a performance plan.**

X. Training Plan

The Training Manager shall be responsible for updating the department's Training Plan. The Training Plan will identify the needs of all Department personnel. These training needs are divided into the following three priorities: mandatory, essential and desirable.

All P.O.S.T. certified courses can be found in the P.O.S.T. Administrative Manual, at the POST website: WWW.POST.CA.GOV, under the title "Certified Course Catalogue."

INTRODUCTION

“Anyone who stops learning is old, whether this happens at twenty or at eighty. Anyone who keeps on learning not only remains young, but becomes constantly more valuable, regardless of physical capacity.”

- Henry Ford

“A man’s work is in danger of deteriorating when he thinks he has found the one best formula for doing it. If he thinks that, he is likely to feel that all he needs is merely to go on repeating himself...so long as a person is searching for better ways of doing his work he is fairly safe.”

- Eugene O’Neill

“Don’t bother just to be better than your contemporaries or predecessors. Try to be better than yourself.”

- William Faulkner

DEFINITIONS

MANDATORY: Training which is state/legislative mandated, P.O.S.T. mandated or mandated by Department's Operating Procedures.

ESSENTIAL: The training which would increase the knowledge/skill level of the employee in his/her current job assignment, but is not mandatory training.

DESIRABLE: The training which would enhance the skills and/or knowledge already learned in the employee's current job assignment but is not mandatory or essential training.

CHIEF OF POLICE

I. Mandatory

- | | |
|---------------------------------|-----------------|
| 1. Executive Development | 80 Hours |
| 2. SEMS | Initial |

II. Essential

- | | |
|--|---------------------|
| 1. Personnel Management | 40 Hours |
| 2. Miscellaneous Professional Workshops | As Needed |
| 3. Police Chiefs/Sheriff Conf. | 2 x per year |
| 4. Role of the Police Chief | 24 Hours |
| 5. ICS 100 | Initial |
| 6. ICS 200 | Initial |
| 7. ICS 700 | Initial |
| 8. ICS 800 | Initial |
| 9. ICS 300 | Initial |
| 10. ICS 400 | Initial |

III. Desirable

- | | |
|---------------------------------------|------------------|
| 1. Management Seminars | As Needed |
| 2. Command College/FBI Academy | |
| 3. CPCA Conference | |
| 4. IACP Conference | |

COMMANDER

I. Mandatory

- | | | |
|----|----------------------------------|-------------------|
| 1. | Management Course – 3 modules | 112 Hours |
| 2. | Continuous Professional Training | Block Training |
| 3. | CPR/First Aid/AED Refresher | 8 Hrs every 2 yrs |
| 4. | Firearms Qualifications | Every 4 months |
| 5. | SEMS | Initial |

II. Essential

- | | | |
|-----|----------------------------------|----------|
| 1. | Police Management Seminar | 40 Hours |
| 2. | Civil Liability Update | 24 Hours |
| 3. | Emergency First Responders | 40 Hours |
| 4. | Patrol Operations Management | 32 Hours |
| 5. | Critical Incident Command/Mgmt | 24 Hours |
| 6. | Hazardous Materials/On Scene Mgr | 24 Hours |
| 7. | Assertive Management | 24 Hours |
| 8. | Role of the Police Chief | 24 Hours |
| 9. | Budget – PMW Associates | 40 Hours |
| 10. | Media Relations | 8 Hours |
| 11. | ICS 100 | Initial |
| 12. | ICS 200 | Initial |
| 13. | ICS 700 | Initial |
| 14. | ICS 800 | Initial |
| 15. | ICS 300 | Initial |
| 16. | ICS 400 | Initial |

III. Desirable

- | | | |
|----|--------------------------------|-----------|
| 1. | LAPD Leadership Course | 168 Hours |
| 2. | Tactical Commander | 40 Hours |
| 3. | Internal Affairs Update | 24 Hours |
| 4. | Community Policing-Supervisory | 24 Hours |
| 5. | Worker's Comp/ADA issues | 24 Hours |
| 6. | Protection of Public Officials | 40 Hours |

SERGEANT

I. Mandatory

- | | |
|-------------------------------------|----------------|
| 1. Supervisory Course | 80 Hours |
| 2. CPR Refresher/First Aid/AED | 8 hours |
| 3. Continuous Professional Training | Block Training |
| 4. Firearms qualifications | Every 4 months |
| 5. EVOC | 8 hours |

II. Essential

- | | |
|---|----------|
| 1. Emergency First Responder | 40 Hours |
| 2. Critical Incident Command/Mgmt | 24 Hours |
| 3. Assertive Supervision | 24 Hours |
| 4. ICS 100-200-700-800-SEMS | On Line |
| 5. ICS 300 | 20 Hours |
| 6. ICS 400 | 16 Hours |
| 7. Driving Simulator/Force Option | 8 Hours |
| 8. Internal Affairs Invest. Course | 24 hours |
| 9. Internal Affairs Update | 8 Hours |
| 10. Officer Involved Shootings –Invest. | 24 Hours |
| 11. Active Shooter | 8 Hours |

III. Desirable

- | | |
|--------------------------------------|-----------|
| 1. Interview and Interrogation | 24 Hours |
| 2. High-Risk Search Warrants/Invest. | 24 Hours |
| 3. Gang Awareness | 8 Hours |
| 4. Child Abuse Investigation Course | 24 Hours |
| 5. Executive Protection | 40 Hours |
| 6. Supervisory Leadership Institute | 192 Hours |
| 7. Report Writing for Instructors | 16 Hours |

SERGEANT - DETECTIVE

I. Mandatory

N/A

II. Essential

1. ICI – Core Course	80 Hours
2. Child Abuse Invest.	40 Hours
3. Officer Involved Shootings/Invest.	40 Hours
4. Narcotics/Intelligence	40 Hours
5. Hostage Negotiations-Command	40 Hours
6. Sexual Assault Investigations Course	40 Hours
7. Homicide Investigations	40 Hours
8. Robbery Investigations	80 Hours
9. Internal Affairs	24 Hours

III. Desirable

1. Narcotics Investigations Course	80 Hours
2. Drug Asset Forfeiture	20 Hours
3. Drug Asset Forfeiture, Update	15 Hours
4. ICI Certification	Misc.

SERGEANT – TRAFFIC

I. Mandatory

N/A

II. Essential

1. Traffic Collision-Skid mark Analysis	40 Hours
2. Radar Operator Instructor Course	24 Hours
3. Lidar Operator	8 Hours

III. Desirable

1. Hazardous Materials – OSM	24 Hours
2. Traffic Collision Invest – Advanced	80 Hours

- | | |
|--|-----------------|
| 3. Traffic Collision Reconstruction | 80 Hours |
| 4. Traffic Program Mgmt. Institute | 40 Hours |

SERGEANT - FIELD TRAINING

I. Mandatory

- 1. Field Training Program Management - SAC40 Hours**

II. Essential

III. Desirable

- | | |
|--|-----------------|
| 1. Report Writing for Instructors | 40 Hours |
|--|-----------------|

COORDINATOR – K-9

I. Mandatory

N/A

II. Essential

- | | |
|---|-----------------|
| 1. Officer Safety/Field Tactics/K-9 sup. | 40 Hours |
| 2. Canine Liability for Managers | 8 Hours |
| 3. Canine Program Management | 24 Hours |

III. Desirable

N/A

RESERVE COORDINATOR – (SERGEANT)

I. Mandatory N/A

II. Essential

1. Reserve Coordinators Course 24 Hours

III. Desirable

1. Reserve Coordinator Update 16 Hours

POLICE OFFICER

I. Mandatory

1. Basic Police Academy	P.O.S.T.
2. CPR/First Aid/AED	8 Hours
3. Continuous Professional Training yrs	24 Hours every 2
4. Firearms Qualifications	Every 4 months
5. Tactical Rifle	16 Hours
6. Field Training Officer Program	In-house
7. New Officer Orientation	In-house

II. Essential

1. Driving Simulator/Force Option	8 Hours
2. EVOC	1 X Every 3 years
3. Basic Traffic Collision Course	40 Hours
4. Crisis Intervention Training	40 Hours
5. Radar Course	24 Hours
6. Lidar Course	8 Hours
7. DUI/FST Course	24 Hours
8. Draeger	4 Hours

9. Preliminary Alcohol Screening (PAS) 3 Hours

III. Desirable

- 1. Interview and Interrogation-Update 24 Hours**
- 2. Drug Influence – 11550 H & S 24 Hours**
- 3. Gangs and Subcultures 40 Hours**
- 4. Officer Safety/Field Tactics 40 Hours**
- 5. Narcotics Investigation 40 Hours**

DETECTIVE

I. Mandatory

- 1. Sexual Assault Investigation PC 13516 36 Hours**

II. Essential

- 1. Interview and Interrogation, Adv. 8 Hours**
- 2. Officer Involved Shootings 24 Hours**
- 3. Homicide Investigation 40 Hours**
- 4. ICI Core Course 80 Hours**
- 5. Robbery Investigation 80 Hours**
- 6. Search Warrants – Investigator 24 Hours**
- 7. Child Abuse PC 13517 40 Hours**
- 8. Child Abuse Sexual Assault PC 13516 40 Hours**
- 9. Behavioral Analysis 40 Hours**

III. Desirable

- 1. Informant Development and Maint. 20 Hours**
- 2. Blood Stain Pattern Analysis 24 Hours**
- 3. Arson/Explosive Investigations 40 Hours**
- 4. Financial Investigation – White Collar 24 Hours**
- 5. Computer Crime Investigation 36 Hours**
- 6. Crime Investigation High Technology 24 Hours**

SCHOOL RESOURCE OFFICER

I. Mandatory

1. School Resource Officer Course 40 Hours

II. Essential

1. Campus Law Enforcement 40 hours

2. Juvenile Law Enforcement 40 Hours

3. Interviewing Child Victims 40 Hours

III. Desirable

1. Gang Seminars As Needed

2. Juvenile Justice Update 40 Hours

3. Child Abuse Update 16 Hours

4. SRO Annual Conference As Needed

NARCOTICS TASK FORCE

I. Mandatory

N/A

II. Essential

1.	Narcotic Investigation	80 Hours
2.	Drug Identification- 11550 H & S	24 Hours
3.	Drug Influence Update	8 Hours
4.	Financial Investigation – Advanced	32 Hours
5.	Drug Examination Update	16 Hours
6.	Informant Development and Maint.	20 Hours
7.	Warrant Service – High Risk	18 Hours

III. Desirable

1.	Specialized Surveillance Equipment	40 Hours
2.	Clandestine Lab Investigation Update	8 Hours
3.	Electronic Surveillance	8 Hours

TRAFFIC – MOTOR OFFICER

I. Mandatory

- | | | |
|----|--------------------|----------|
| 1. | Basic Motor School | 80 Hours |
| 2. | Radar Operator | 24 Hours |
| 3. | Lidar Operator | 8 Hours |

II. Essential

- | | | |
|----|--|----------|
| 1. | Traffic Collision – Skid mark Analysis | 40 Hours |
| 2. | Basic Traffic Collision Invest. | 40 Hours |
| 3. | Int. Traffic Collision Invest. | 40 Hours |
| 4. | Advanced Collision Investigation | 80 Hours |

III. Desirable

- | | | |
|----|--------------------------------|----------|
| 1. | Commercial Vehicle Enforcement | 80 Hours |
| 2. | Motorcycle Officer Update | 24 Hours |

TRAFFIC OFFICER – D.U.I. ENFORCEMENT

I. Mandatory

N/A

II. Essential

- | | | |
|----|--------------------------|------------|
| 1. | Drug Alcohol Recognition | 24 Hours |
| 2. | DRAEGER Training | 4 Hours |
| 3. | PAS Training | 4- 8 Hours |

III. Desirable

- | | | |
|----|----------------------------|---------|
| 1. | Drug Alcohol Recog. Update | 8 Hours |
|----|----------------------------|---------|

K-9 OFFICER

I. Mandatory

- | | | |
|----|-----------------------|-----------|
| 1. | Canine Handler Course | 160 Hours |
|----|-----------------------|-----------|

II. Desirable

- | | | |
|----|------------------------|----------|
| 1. | Beginning Tracking | 40 Hours |
| 2. | Advanced Tracking | 40 Hours |
| 3. | Canine Handler Update | 24 Hours |
| 4. | Canine Agitator Course | 16 Hours |

FIELD TRAINING OFFICER

I. Mandatory

- | | | |
|----|------------------------------|----------|
| 1. | Field Training Officer | 40 Hours |
| 2. | Crisis Intervention Training | 8 Hours |

II. Essential

- | | | |
|----|-------------------------------|----------------------|
| 1. | Field Training Officer Update | 24 Hours Every 3 yrs |
|----|-------------------------------|----------------------|

II. Desirable

- | | | |
|----|-------------------------------|---------|
| 1. | Dealing with Difficult People | 8 Hours |
|----|-------------------------------|---------|

FIREARMS INSTRUCTOR

I. Mandatory

1. Firearms Instructor Course 80 Hours

III. Essential

N/A

IV. Desirable

1. Armorer Course 40 Hours
2. Firearms Instructor Update As needed
3. Less Lethal Weapons Instructor 24 Hours
4. Shotgun Course 40 Hours
5. Rifle Course 40 Hours

RESERVE OFFICER – LEVEL ONE

I. Mandatory

1. Level One – Modules A, B, C & D 600+ Hours
2. Continuous Professional Training Block Training
3. First Aid/CPR/AED 8 Hours
4. Firearms Qualifications Quarterly

II. Essential

1. ICS 100 Initial
2. ICS 200 Initial
3. ICS 700 Initial

III. Desirable

1. ICS 300 20 Hours
2. ICS 400 16 Hours

COMMUNICATIONS DISPATCHER

I. Mandatory

- | | |
|---|------------------|
| 1. Dispatcher – Public Safety | 120 Hours |
| 2. NCIC/CLETS Telecommunications | 6 Hours |
| 3. NCIC/CLETS Update- Bi-Yearly | Test |

II. Essential

- | | |
|--|-----------------|
| 1. Dispatcher - Tactical Operations | 32 Hours |
| 2. Public Records Act | 16 Hours |
| 3. ICS 100 | Initial |
| 4. ICS 200 | Initial |
| 5. ICS 700 | Initial |

III. Desirable

- | | |
|---|------------------|
| 1. Complaint Dispatcher Update | 24 Hours |
| 2. Communications Training Officer | 40 Hours |
| 3. Stress management Courses | As Needed |

**EXECUTIVE ASSISTANT &
(SERVES AS DEPARTMENT TRAINING MANAGER)**

I. Mandatory

1. Training Manager Course 40 Hours

II. Essential

1. Microsoft Word, Excel , Access, PPT As Needed
2. ICS 100 Initial
3. ICS 200 Initial
4. ICS 700 Initial
5. ICS 800 Initial

III. Desirable

1. ICS 300 20 Hours
2. ICS 400 16 Hours

**COMMUNITY SERVICE OFFICER/DISPATCHER/
CODE ENFORCEMENT OFFICER**

I. Mandatory
N/A

II. Essential

1.	Community Service Officer	120 Hours
2.	Crime Prevention – Basic	40 Hours
3.	First Aid/CPR/AED	8 Hours
4.	Property Room Evidence Mgmt.	24 Hours
5.	NCIC/CLETS Training	4 Hours
6.	Fingerprint Classification – Basic	40 Hours
7.	Fingerprint Classification – Advanced	40 Hours
8.	ICS 100	Initial
9.	ICS 200	Initial
10.	ICS 700	Initial

III. Desirable

1.	Crime Prevention – Adv.	40 Hours
2.	Dealing With Difficult People	8 Hours
3.	Investigation and Trial Preparation	80 Hours
4.	Crime Scene Invest.	60 Hours

SUCCESSION PLANNING ⇔ WORKFORCE DEVELOPMENT

CONSIDERATIONS:

- **The Right Job**
- **At The Right Time**
- **Selecting and Training the Right People**
- **Developing and Training to Ensure The Right Skills**

Most managers know that talented people are hard to find. If managers try to replace current employees, they often find that recruiting comparably qualified employees from outside the organization may cost much more than keeping current employees. Cost is not the only factor – there are several. To list only a few:

Retention – Going outside the agency to fill positions that internal staff, if developed to their potential might fill, is likely to discourage retention and cause an agency’s talented people to start looking elsewhere for their own development opportunities. The time, energy, and cost to replace experienced talent is significant and should be a prime factor in an agency’s workforce development and succession planning.

Fit – Any agency that has brought someone in from another agency knows the effect of the new employee talking about “how we did it when I was with...” and just how quickly that wears-thin with your staff. Those who know your agency, its policies and procedures, its political considerations, its geography and demographics - have value. Caution must be used when you recruit a person that brings his/her own organizational influence and culture to play – does it FIT? If your desire and focus was to bring in that influence to facilitate organizational change and development, it should be made clear and transparent that this is the goal, in fairness to the new-hire and his/her chances for success with your agency.

Succession planning is about filling the organization’s talent pipeline and building internal bench strength – anticipating pending retirement or other departure at key positions and ensuring that staff has been identified to fill those positions by pre-

planning – providing the training and employee development necessary to promote internally, with full confidence.

Leveraging internal talent the organization already possesses requires full participation and buy-in of management and supervisory staff. Discussions, evaluations, assessment and decisions about who is ready and/or deemed promotable (or not) for a position or assignment must take into account all Affirmative Action, Equal Employment Opportunities (AA/EEO) considerations as an agency works through this process.

In the end, everyone in the decision-making process wants to be able to stand up to the scrutiny of those who are passed over, and those who are “in the running” for a position or promotion, want to know that the process was fair.

Succession planning is part of workforce planning. Its focus is on assuring that appropriate bench strength is in place for replacing critical positions. In essence, bench strength is an assessment of the organization’s preparedness to replace departing staff in critical positions. Primarily, this refers to having other staff on board who are ready to step into someone else’s shoes at the appropriate time under the appropriate circumstances with a virtually seamless transition.

Succession planning is not a technique to plan individual career advancement opportunities or a reward for high performers, as it requires the knowledge, skills, experience, emotional and professional maturity, and the core moral and ethical values important to the organization. To this end, succession planning is strategic, both in the investment of resources devoted to it and in the kinds of talent it focuses on. It is not a one time event; rather, it is re-assessed and revised annually through the workforce planning process, and supported by a well planned and developed Master training Plan.

The Succession Planning Process –

There are three phases to the succession planning process:

1. Phase 1: Identify Key/Critical Positions
2. Phase 2: Develop Succession Plan
3. Phase 3: Monitor, Evaluate, Revise

- **Phase 1: Identify Key/Critical Positions**

A position is considered key or critical if:

- Organizational structure –
 - The position is a key contributor in achieving the organization’s mission and strategic goals;
- Key tasks –
 - The position performs one or more critical tasks that would stop or hinder vital functions from being performed if it were left vacant;
- Specialized leadership –
 - The position requires specialized or unique expertise (knowledge, skills and abilities (KSA) an experience) that is difficult to replace;
- Geographic –
 - The position is the only one of its kind in a particular location and it would be difficult for a similar position in another location to carry out its functions;
- Potential high turnover job classes –
 - Positions in the same job class or occupational group in danger of “knowledge drain” due to retirements or high turnover.
- **Phase 2: Develop Succession Plan**
 - Assess and determine who would be included in the succession plan for all key/critical positions;
 - Consider short and long term depth in succession.
- **Phase 3: Monitor, Evaluate, Revise**

Ongoing evaluation and adjustments are vital to effective succession planning. Although the succession plan covers a 3-5 year period, it should be reviewed at least annually. If an agency does not regularly review its succession planning efforts, it runs the risk of failing to meet goals or not having the ability to rapidly respond to unanticipated changes.

SOURCES USED:

1. Police Chief Magazine –
“Preparing Future Leaders for Tomorrow”
2. Cleveland State University –
“Local Resources for Succession Planning”
3. Cooperative Personnel Services – Template Guidelines