

## Leadership Solutions Newsletter

I am excited to announce that a Recruitment Strategic Planning Guide I developed is now available. This is an important document and is sure to help organizations improve their recruitment efforts. The second article is related to succession planning. A succession plan provides a roadmap to developing leaders, which is critical to the success of an organization. The last article is about coaching. Did you even think of Jesus as a coaching pro? This article will stimulate your thinking and provide coaching insights you can employ.



In this issue, we also offer the following:

- Succession Planning Means Success Planning
- Book of the Month: Becoming A Coaching Leader

Helping leaders be more effective...That's my passion!

Lead on...

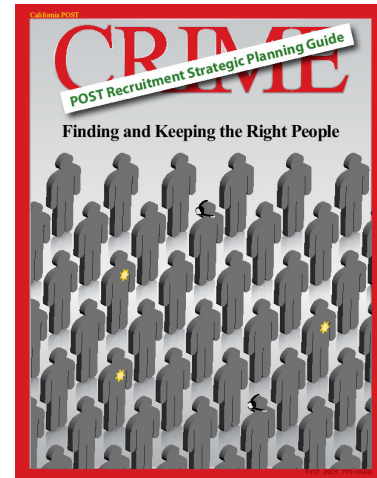
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### **RECRUITMENT STRATEGIC PLANNING GUIDE – JUST PUBLISHED**

I am pleased to announce that a Recruitment Strategic Planning Guide I developed this past year on behalf of the California Commission on Peace Officer Standards and Training (POST) was just published. In my work in the area of recruitment and retention of police officers, I found that many law enforcement agencies had challenges with finding qualified staff; yet few took time to do any strategic planning.

While the current economic cycle has slowed or stopped hiring in most agencies, the problem will return once the economic situation improves. It's a matter of demographics. There just aren't enough people in the labor pool, as the Baby Boomers exit the job market. James Canton in his book, *The Extreme Future*, projects there will be 14 million more jobs than there are qualified workers to fill them by 2015. Further, most of the growth in the labor market will be women and minorities, both groups that many law enforcement agencies have done poorly in recruiting.



This guide is designed to help an agency develop a recruitment strategic planning guide. Key sections include:

- How to develop a recruitment strategic plan
- A recruitment strategic plan checklist
- Staffing worksheets
- Sample recruitment planning guide for Anytown Police Department

The Recruitment Strategic Planning Guide is a free publication and can be downloaded from the California Commission on Peace Officer Standards and Training Website ([www.post.ca.gov](http://www.post.ca.gov)). This document will help your recruitment unit. I do not know of another document like it, especially geared for law enforcement.

If you have any questions, please do not hesitate to give me a call at 916-788-1094. Switzer Associates can help your recruitment unit develop a recruitment strategic plan or train your recruiters to be more effective. We have provided training for the Los Angeles Police and Fire recruiters for the past three years.

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### **SUCCESSION PLANNING MEANS SUCCESS PLANNING**

In my work with different organizations, succession planning is increasingly a concern. One client put it this way:

We are challenged to find good employees. With minimum time on the job, we are promoting them to first line supervisors. They work in this capacity for a few years and we promoting them again into a management position. We look at the list of people to promote and conclude they are simply not ready. It used to take an average of fourteen years to reach the management level, now it is happening in seven years. Consequently, they do not have the training or experience, but that's the reality we face.

One of the first questions I ask is, “Have you developed leadership competencies for leaders?” In most cases, the answer is “No.” Without identifying leadership competencies, where do you start in terms of preparing people for greater levels of responsibility? What leadership classes are the right classes for them to attend? How do you know if they are ready? These and other related questions are important to ask.

According to the State of California’s Workforce Planning Model, succession planning can be defined as: Having the right leadership in place at every level of the organization. In order to have the right leadership in place, an organization needs to have leadership bench stock. Leadership preparation occurs before the person is put in place. This doesn’t mean that the individual necessarily has all the training needed, but that they are ready to assume the next level of responsibility.

Here are seven steps to developing a succession plan:

1. Identify the scope of succession plan...What will be the range of application?
2. Review the strategic plan, as well as the current vision, mission and values...What’s important to organization’s survival?
3. Identify how the role of leaders may change in the next 3-5 years...What will leaders need to do differently in the future?
4. Project the leadership competencies needed to meet current and future challenges...What are the leadership skills and abilities needed now and in the future?
5. Analyze leadership competency gaps ... How will the leadership skills and abilities need to change?
6. Develop priorities and solutions to close the gap...What needs to be done to close the leadership skill gap between current and future needs?
7. Evaluate the plan to assess what is working and what’s not...How will we know that we identified the right leadership skills and abilities needed to guide the organization into the future?

In these times of scarce resources, organizations need to know what’s most important for leaders to know and do in order to be successful. There are many good leadership training classes, for example, but which one(s) will yield the greatest benefit to the individual and organization? Without taking time to identify desired leadership competencies, it is difficult to do succession planning.

Taking time to develop a succession plan is planning for success. Failing to plan is planning to fail. Which option do you prefer?

Harkavy presents a strong case for managers and leaders taking an active role in coaching their employees. He presents a Core Four Success Puzzle that is the foundation of his approach. The four components evolve around developing a:

- Life Plan
- Business Vision
- Business Plan
- Priority Management

I personally developed a life plan following his recommended process. I found it very worthwhile to take time to reflect on where I am in my life, where I want to be and develop steps to close the gap.

I recommend everyone take time out to develop a life plan. It would be terrible to get to the top of your personal ladder of success and find it was leaning on the wrong wall!

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