TOOL FOR NEW EXECUTIVE LEADERSHIP

WHY HAVING TOOLS AS A NEW AGENCY LEADER IS IMPORTANT

Becoming a new executive leader in a law enforcement agency can be daunting. That new leader, whether a seasoned leader from another agency or a first-time executive, will have to learn and embrace the history and culture of the new community while keeping abreast of the current climate of policing, the internal culture of the agency, and the changing needs of the community they are sworn to serve. The new leader must understand the challenges and gaps within the department and community and be responsive to diverse stakeholders. Effective tools and strategies can be vital to help transition to this new role.

HOW CS360 CAN SUPPORT A NEW AGENCY LEADER

CS360 takes a proactive and problem-solving approach that emphasizes community collaboration, responsiveness, strategic problem-solving, data-driven decision-making, and community satisfaction. The CS360 engagement with a jurisdiction typically begins with a scanning process conducted by the CS360 team. This scanning phase allows the agency to gather a wide variety of information from a diverse set of internal and external stakeholders. The facilitated discussions throughout the scanning phase look deeply into police-community engagement, public safety priorities, available data to inform strategic decisions, and areas for further collaboration between the community and the department. The scanning phase of CS360 can provide a new executive leader baseline data about the department and the community and be a resource to learn and understand more about the new agency from an independent and objective perspective.

The CS360 team can also offer surveys to aid in this screening process and provide additional information for a new leader. The surveys can be administered to sworn and nonsworn personnel in the department and community members. The internal surveys are designed to capture details about the safety and health of the department members and their perceptions of the department and community. The community survey captures perceptions about the department and recent police-community interactions.

🔍 *CASE EXAMPLE*

In a small, Southern, rural police department, the newly appointed police chief recognized the need for assistance to facilitate an in-depth assessment of the department and community. As a result, the CS360 team was invited to conduct the scanning process in his new jurisdiction. To begin, the CS360 team conducted surveys within the department and the community. The surveys provided a baseline understanding for the chief regarding the department's internal culture and how the community felt about the agency.

After the surveys were administered, the CS360 team facilitated interviews with various stakeholders. The stakeholders included all department personnel, department clergy, government partners, representatives from the city council, local community groups, business owners, representatives from the school district, individuals from immigrant populations, and other community leaders invested in improving their community. Through this extensive process, the chief got information about his new jurisdiction and received recommendations around public safety priorities, community and governmental stakeholder integration opportunities, ways to maximize organizational effectiveness, and areas for improvement in crime analysis and analytics. The results from the CS360 scanning process allowed the chief to develop a well-informed, comprehensive strategic plan.

KEY TAKEAWAYS »

» *A NEW EXECUTIVE LEADER WILL NEED TO UNDERSTAND THE PAST AND CURRENT STATE OF THE DEPARTMENT AND THE COMMUNITY IT SERVES.*

» *THE NEW LEADER WILL NEED TO ENGAGE WITH DEPARTMENT PERSONNEL AND EXTERNAL STAKEHOLDERS IN A CONSTRUCTIVE WAY THAT WILL AID IN IDENTIFYING AGENCY PRIORITIES.*

» *IT IS ESSENTIAL TO RECOGNIZE THAT ACHIEVING AGENCY PRIORITIES CANNOT BE DONE IN ISOLATION FROM THE COMMUNITY BUT CAN ONLY BE ACCOMPLISHED THROUGH DEDICATED AND TRUSTED COMMUNITY PARTNERSHIPS.*

» *THE CS360 PROCESS CAN ASSIST WITH THE CS360 SCANNING PROCESS FOR NEW LEADERSHIP THROUGH SURVEYS AND INTERVIEWS OF DEPARTMENT PERSONNEL AND EXTERNAL STAKEHOLDERS.*