

**2020**

**BURLINGTON POLICE  
DEPARTMENT**

Leadership and Succession  
Planning Annual Report

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Professional Standards

Training Section

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267 W. Front Street

Burlington, NC 27215



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## Purpose:

### Purpose of Reviewing Leadership and Succession Plan

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The Burlington Police Department continually assesses staffing levels through our succession plan. This plan helps identify and develop new leaders to succeed current leaders who are retiring. Proper training of future leaders is crucial to the department's success.

The review of the Burlington Police Department Leadership and Succession Plan includes current personnel levels, upcoming retirements, and leadership/management courses that have been selected for future leaders to attend. The department continues to increase staffing and the department's average experience is decreasing. Because of these factors, we are sending officers to leadership schools sooner than we have in the past.

The department will continue to identify potential future leaders, assist with their professional development, and continue to monitor and improve the process of developing our leaders.

# Overview of the Year – 2020:

## Overview

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In order to effectively plan for leadership and management courses, it is important to review the current staff and determine which employees have adequate training and those who need training in this area. In February of 2020, a detailed training record of every sworn and professional staff supervisor was reviewed in order to determine past training courses attended by each supervisor. This assisted in determining a training plan for those employees who lacked enough leadership and management training. Also, during this audit, newly promoted supervisors are identified and are immediately scheduled to an internal supervisory training class that is 44 hours in length. Finally, employees who have competed for promotion at any point in their career have been identified and added to the list of employees who will receive leadership training in order to help with their growth and development for future promotional processes.

### **Personnel Levels**

2020 Full Time Officers: 139 (24 supervisors) including 15 cadet positions

2020 Full Time Professional Staff: 40 (4 supervisors)

Projected 2021: 145 Sworn and 40 Professional Staff

### **Retirements**

Retirements greatly affect the succession plan and it is important to regularly identify future retirements within the organization. There are not any officers, sergeant or above, retiring until year 2022. However, leadership training will continue to be a priority so future leaders will be prepared in the next 5 years. By the year 2023, all the current members of the command staff will be retired except for one member.

### **Leadership and Management Training**

The Burlington Police Department has used the following courses to develop employees with the skills needed to fill critical leadership and management positions:

Administrative Officers Management Program -12 weeks

Piedmont Leadership Academy 6 months; attending -3 days per month (not offered in 2020)

Credible Leadership/ NCJA Leadership Program- 100 hours

FBI National Academy -10 weeks

West Point Leadership Academy- 4 months; attending 4 days per month

LE Management Program -9 months; attending 1 week per month

Leadership Alamance- 88 hours

Impact Alamance- 61 hours

IACP Women's Leadership Academy -40 hours

John Maxwell's 5 Levels of Leadership -8 hours

Developing Performance Leadership -40 hours

Leadership Development for LE Managers- 40 hours

New Sergeant Orientation (BPD) 44 hours classroom and 20 working days

FBI-LEEDA Institute - 8 different modules

Law Enforcement Executive Program (LEEP) – 3 days per month for 6 months

National Tactical Officers Association- 562 hours (3 modules)

Senior Management Institute for Police (SMIP) (120 hours)

UNC- Chapel Hill School of Government Effective Supervisory Management Program (40 hours)

### **Leadership Summits**

In addition to leadership classes and programs, the Burlington Police Department hosts leadership summits for supervisors at least three times a year. These summits consist of day long leadership training from outside speakers, internal updates and discussions generated by the chiefs, and specialized training relevant to critical issues in policing. In 2020, all leadership summits were cancelled due to the pandemic

### **Impact of COVID**

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Leadership and management training were significantly impacted by the pandemic. Multiple scheduled courses were cancelled, and the city was not permitting staff to attend classes outside of Alamance County due to safety reasons. Some classes that were cancelled include, AOMP (Fall semester), FBI LEEDA, West Point Leadership, LEEP, and Leadership Alamance. In addition, multiple law enforcement conferences were cancelled which typically provide robust developmental opportunities to many staff members.

The training budget was reduced by 60% since the opportunities to attend outside training was extremely limited in 2020.



# Recap of Last Year's Report Recommendations:

## Recommendations for 2020 and Actions Taken

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1. Once personnel recommendations for yearly leadership classes and training have been made and approved by the Command Staff, supervisors and staff should adhere to those approvals unless exigent circumstance exist that require changes to the plan. **Completed**
2. Supervisory staff should evaluate career development opportunities for staff with outside professional police organizations such as International Association of Chiefs of Police, CALEA, and Police Executive Research Forum. **Completed**

# Report Data:

## Leadership Courses by Year

The Burlington Police Department is projected to have every member of the executive staff and several sergeants complete either AOMP or FBI National Academy by 2022. Those courses are the most rigorous leadership/ management programs offered and take between 10-12 weeks to graduate from the program. Both AOMP and the FBI National Academy are nationally recognized law enforcement management programs designed specifically for law enforcement professionals to produce effective and efficient public management techniques that are demanded in a complex environment.

Table 1 highlights several of the classes attended by officers and professional staff supervisors over the last 4 years. This chart does not list every leadership class attended by supervisors since 2017.

**Table 1**

### Year 2017

AOMP	FBI National Academy	New Supervisor Course	Piedmont Leadership	Management Development	FBI-LEEDA
2	1	2	2	1	2

### Year 2018

AOMP	LEEP	New Supervisor Course	Piedmont Leadership	Management Development	FBI-LEEDA	West Point Leadership
2	2	6	1	1	2	4

### Year 2019

AOMP	SMIP (PERF)	New Supervisor Course	Piedmont Leadership	LEEP	FBI-LEEDA	West Point Leadership
2	2	9	3	2	3	3

### Year 2020

AOMP	Credible Leadership	FBI-LEEDA	New Supervisor Course	Leadership Development	West Point Leadership
1	1	2	5	2	2

### Year 2021 (Projected)

AOMP	Credible Leadership	FBI-LEEDA	LEEP	Leadership Development	West Point Leadership
2	4	4	2	2	4

## Leadership Training by Rank

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Table 2 shows the number of leadership/management hours sworn supervisors have attended at the Burlington Police Department per rank. These training hours indicate a combined number of hours by each rank.

**Table 2**

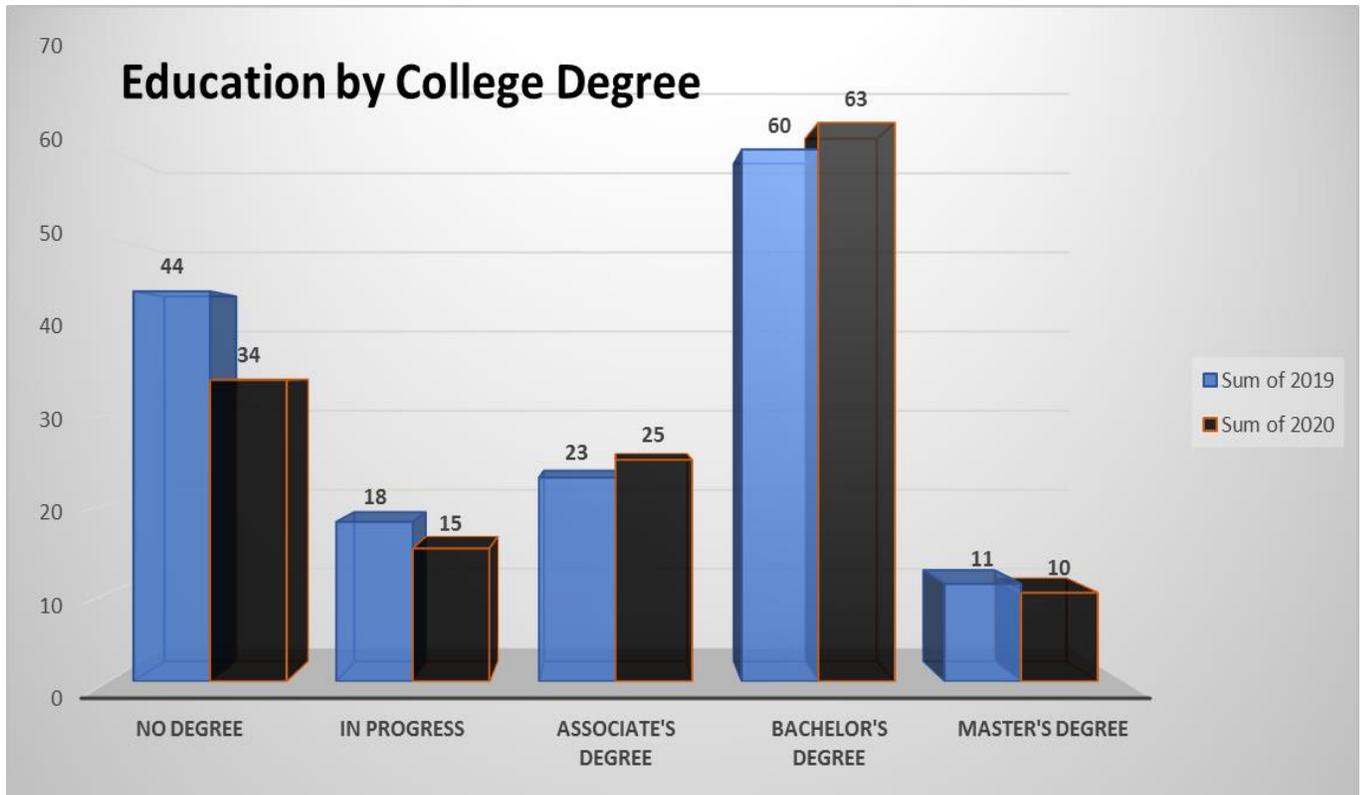


## Intermediate and Advanced Certificate Program/Higher Education

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The North Carolina Standards and Training Commission values college degrees and the intermediate and advanced certificate program works in conjunction with our promotional ladder for the rank of Police Officer 2 and Master Police Officer. In order to assist officers, achieve promotion, the Burlington Police Department conducted a survey to determine the educational levels of the entire staff and identify the individuals who are interested in obtaining a 2-year, 4-year, or advanced degree. The completion of a degree program typically earns officers the rank of Police Officer 2 and Master Police Officer, depending on years of experience. In 2020, 7 officers were awarded their intermediate certificate and 5 officers were awarded advanced certificates. Table 3 illustrates the current education levels of sworn staff at the Burlington Police Department.

**Table 3**



## Alamance Community College Law Enforcement Cohort

In January 2019, the Burlington Police department partnered with Alamance Community College and created a law enforcement cohort program in order to help law enforcement employees achieve associate degrees in criminal justice. These courses are taught by law enforcement officers and the classes are offered at night for students that work untraditional schedules. The cohort offered four courses in 2020 to include, Ethics, Spanish, Crime Scene Processing, and Law Enforcement Operations. The law enforcement classes were taught by police officers with master's degrees and 8 Burlington Police Officers attended courses in 2020. The cohort is projected to grow to 13 students 2021. In addition, 9 other officers are enrolled in other degree programs.

# Findings:

## Successes and Failures

In coordination with the Burlington Police Department's Strategic Plan, the Leadership and Succession Plan has successfully assisted in filling leadership vacancies due to retirements by better preparing candidates for their upcoming promotions. The Burlington Police Department will continue to review the effectiveness of the various leadership training utilized and available to the department.

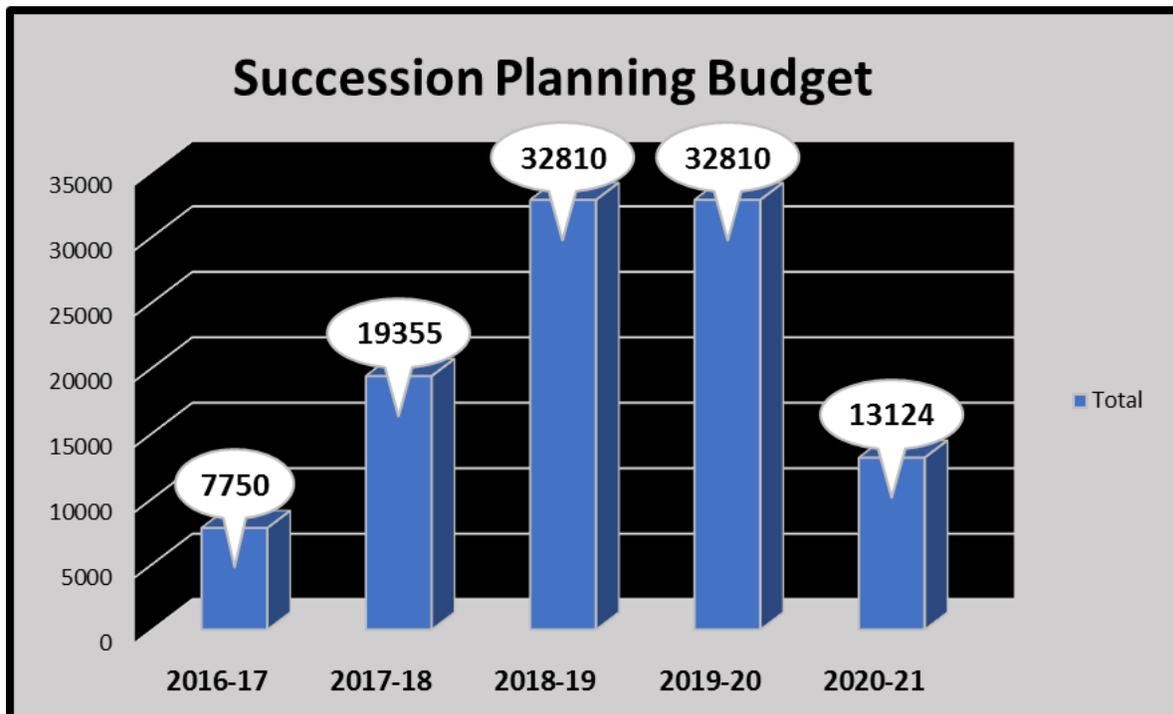
The Alamance Community College Cohort recently had its first 2 students successfully complete the program and earned their associate degree in Criminal Justice. Several more students are expected to graduate in 2021.

Due to the pandemic, there are several newly promoted supervisors who did not attend robust leadership training courses offered outside of the organization.

## Fiscal Component

The Burlington Police Department budgets specifically for leadership training. Table 4 illustrates the budget over the last 5 years.

**Table 4**



# Policy, Procedure, and Technology Review:

## Policy/ Procedure

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The Career and Skill Development Policy 02-07 was reviewed and is in line with current practice and procedure. Lexipol 1002, Special Assignments and Promotions, will replace 02-07 and is currently in the draft process.

# Recommendations for 2021:

## Recommendations for 2021

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1. Revise the current leadership training schedule to include the employees who did not get to attend training in 2020.
2. Revise the “leadership by rank” list to reflect all newly promoted officers and supervisors.



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