

CALIFORNIA HIGHWAY PATROL

GENERAL ORDER 10.22

FEBRUARY 2014

SUCCESSION PLANNING CADRE

1. PURPOSE. The purpose of this General Order (GO) is to establish a departmental Succession Planning Cadre to enhance the development of future leaders within the Department.

2. BACKGROUND.

a. Due in large part to the economic crisis at the time, the Department was faced with numerous challenges in 2011 including state mandated hiring freezes and a significant reduction in promotions. Coupled with increased retirement rates, this resulted in several vacancies in leadership positions throughout the Department along with an unprecedented loss of institutional knowledge.

b. In response to these challenges, the Department established an informal Succession Planning Cadre which focused on addressing command vacancies and implemented a number of tools for acting commanders and other departmental leaders.

c. Although the Department persevered through the economic adversity at the time, a need was identified to expand the scope of the Cadre to ensure the proper development of future leaders, independent of any external influences. As a reaffirmation of the Department's Vision statement, the Cadre will provide a formalized and ongoing commitment to the development of departmental leaders in an effort to ensure successful organizational continuity.

3. OBJECTIVES.

a. Mission. The Cadre will serve as an advisory body to the Commissioner with the primary purpose of continually identifying innovative ways of developing leadership at all levels within the Department. Areas of focus may include, but are not limited to:

- (1) Institutional knowledge retention.

- (2) Coaching and mentoring.
 - (3) Training Programs.
 - (4) Leadership development (reference GO 10.8, Personal Development Considerations for Promotion to Sergeant through Chief, California Highway Patrol).
 - (5) Resource development and delivery.
 - (6) Ongoing evaluation of leadership abilities.
- b. As new ideas and objectives are identified, Cadre members will work with the affected Offices of Primary Interest to develop and deliver corresponding resources and training materials. When doing so, the appropriate Division shall be notified.
- c. Membership.
- (1) Every effort shall be made to ensure the Cadre reflects the Department's diversity, taking into consideration geographic, ethnic, gender, and cultural diversity. Members shall be both uniformed and nonuniformed personnel with qualities that may include, but are not limited to:
 - (a) Demonstrated leadership ability and/or potential.
 - (b) Commitment to organizational values.
 - (c) Understanding of Equal Employment Opportunity issues.
 - (d) Understanding of departmental promotional processes and considerations.
 - (2) The Cadre shall consist of at least one representative from every field and staff Division. Division commanders shall have the authority to appoint members from within their respective Division. Employees interested in participating in the Cadre may submit a memorandum of interest through channels to their Division at any time. Divisions are encouraged to nominate at least two representatives to ensure adequate participation in the event one member is unavailable and/or leaves the Division.
 - (3) Members will normally serve a term of two years. To ensure an ongoing infusion of innovative ideas, extension of term will not normally be allowed unless needed to ensure effectiveness or continuity of operations. Whenever

possible, member terms should be staggered to minimize the impact of turnover every two years.

(4) The Deputy Commissioner will designate a Chair, at the rank of Assistant Chief or Chief. The Chair shall coordinate Cadre membership with Executive Management and Division commanders.

d. Meetings.

(1) The Cadre will normally meet quarterly at the discretion of the Chair.

(2) Meeting minutes will be completed and sent through channels to the Office of the Commissioner.

OFFICE OF THE COMMISSIONER

OPI: 090