

## **Succession Planning: Reflecting on University Police Departments in Florida**

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“Ultimately, the mark of a good leader is the ability to perpetuate outstanding leadership”. (Trickey-Rokenbrod, 1998). With ‘baby-boomers’ rapidly approaching retirement age, the ‘graying’ of the workforce, and the first wave of the Deferred Retirement Option Program retiring in 2003, public and private sector employers must prepare current supervisors and line workers for managerial and supervisory positions. In private industry the practice of recruiting outside the organization to meet supervisory and managerial needs is combined with promoting from within the organization. However, in university law enforcement most managerial and supervisory positions are filled from within the agency. Outlined in this document are various succession planning methods and programs utilized by successful organizations. This research also includes information obtained from the University Police Departments in Florida, describing their efforts to prepare for these organizational and workforce changes.