

Fostering Stronger Leadership in the South African Police Service: Leveraging the Potential of Promotions

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Abstract:- This article aims to initiate a discussion on the idea of strengthening succession planning and enhancing police leadership. It aims to show how the findings of many researchers are interconnected. This article examines the assessment process used today for the promotion of mid-level officers to the executive level. It looks in more detail at leadership training, including how all officers can access and utilise it. The final section makes the link between the desired leadership styles of officers and how these desired styles could be enhanced through appropriate assessment processes, leadership development programmes and training for aspiring police leaders.

The South African Police Service promotes people to senior positions using traditional written examinations. Written assessments are the most economical. Recent research has shown that there are problems with the validity of assessments. One such problem is the attempt to predict a candidate's behaviour or leadership qualities. Further research highlights concerns about the lack of leadership development in potential leaders. The process has discouraged many from submitting applications for internal promotions. This meta-analysis offers recommendations to improve the promotion process for police officers that can help with succession planning as well as selecting the best candidate and improving organisational leadership in general. Organisational leadership can be heavily influenced by the police promotion process, which can have both advantages and disadvantages. Here is a summary of both sides:

A. Potential Benefits:

- **Increased competence and expertise:** More qualified and skilled officers may be appointed to leadership roles through promotions granted on the basis of merit. Better judgment, problem-solving, and strategic planning may result from this.
- **Enhanced morale and motivation:** officer morale and motivation can be raised through an equitable and transparent promotion procedure. Officers may be inspired to perform well and aim for leadership positions by understanding that promotions are determined on merit and performance.
- **Stronger pipeline for leadership:** Talent that shows promise for future leadership roles can be found and developed through a well-thought-out promotion

procedure. This can guarantee that the firm will always have a consistent supply of talented and qualified leaders.

- **Greater diversity and inclusivity:** A more inclusive and varied leadership team may result from a promotion process that values merit above all else and does away with prejudice. This can promote more interactions with the general public, increase cultural awareness, and improve understanding of the community.

B. Challenges to consider:

- **Potential for unfairness and bias:** Unconscious bias or partiality can exist in even the best-intentioned promotional procedures. To reduce these risks, it is essential to put in place transparent processes, objective standards, and oversight systems.
- **Temporary instability and disruption:** Elevating officers to leadership roles may result in vacancies that need to be filled as well as modifications to current structures and teams. To reduce disturbance, transition management and effective planning are crucial.
- **Opposition to change:** Some current leaders can be against the adjustments that new leadership brings about. For transitions to go smoothly, cooperation, support, and effective communication are required.
- **Opposition to change:** Some current leaders can object to the adjustments made by the new administration. To ensure seamless transitions, effective teamwork, communication, and support are required.

C. Additional considerations:

- **Training and development:** By funding leadership training and development initiatives, newly promoted officers can be given the tools they need to be successful in their new positions.
- **Mentorship and support:** By offering new leaders mentorship and support programs, we can assist them learn from seasoned leaders and successfully manage the obstacles of their new roles.
- **Performance evaluation and accountability:** You can make sure that the promotion process improves organizational effectiveness by defining clear performance objectives and holding leaders responsible for their actions.

All things considered, improving organizational leadership can be accomplished with the help of the police promotion procedure. Through the implementation of best practices and resolution of potential obstacles, law enforcement agencies can optimize the advantages of promotion and establish a robust and efficient leadership cohort.

I. INTRODUCTION

Compared to other kinds of organizations, police organizations appear to have a different structure. Usually, they are compared to people who serve in the military. When discussing police organizations, Toth (2008) characterizes the characteristics of hyper-bureaucratic military organizations as formal rank, formal hierarchy, and a chain of unquestioning and unquestioning leadership (2008: 62). Only a few years ago, the term "police management" was used to describe what the police regarded as leadership. It was believed that this way of running the police demonstrated modern leadership. This concept was exclusive to those having titles. Members of these police groups genuinely believe that this design ought to be kept. Many in the field believe that their top-down communication design and centralization of decision-making are what set them apart. However, recent events have shown that managers are not always leaders. Rather, individuals assigned to administrative roles should be competent, experienced, and demonstrating leadership qualities. A technique like this could improve the relationship between an officer and their department. It would also assist in succession planning for future executive promotions within the department.

What then are the processes by which police personnel develop into leaders and how are their conduct and leadership qualities assessed? Are these positions being filled by the right people, and will these individuals be eligible to be chosen in the future for leadership positions involving a larger number of officers? Police research has focused on the leadership styles of individuals in positions of authority for the past few decades (Dentsen, 1999; Kuykendall and Unsinger, 1982; and Schwarzwald et al, 2000). Certain researchers (e.g., Rhoades and Eisenberger (2002), Maertz et al. (2007), Eisenberger et al. 1990) have focused on leadership and its relationship to gaining organizational commitment.

There hasn't been much research done on how the promotion process may affect leadership and organizational commitment. Evidence of police corruption is mounting, especially from chiefs and other front-line supervisors. It appears that research is required, as is the need to modify the organizational structure of these institutions and the process for producing future leaders. Research has been done to examine and support these theories. This study will look at the evaluation process that is currently utilized to promote senior managers in the police. It will also cover the suitability and accessibility of leadership education for all officers. In the last section, a connection is drawn between the ideal leadership trajectories of officers and the ways in

which these trajectories could be enhanced through the use of suitable evaluation techniques in tandem with senior manager education and training.

II. THEORETICAL FRAMEWORK OF THE STUDY

A. Identifying the Need:

The leadership issues that the SAPS is currently facing—such as a lack of diversity, a communication gap, or inadequate strategic planning—will be discussed in this section. The context for the need for improvement is provided by this analysis. The fractured status of leadership within the SAPS is clearly symbolized by this graphic, underscoring the need for a more coherent and successful strategy. Every component of the jigsaw stands for a crucial issue that must be resolved in order to assemble a more powerful and competent leadership group.

By integrating this image, enhancing the SAPS can build upon the "Identifying the Need" portion.

- Lack of diversity: Information or figures demonstrating the underrepresentation of particular groups in the SAPS leadership ranks should be included to the visual component that portrays "lack of diversity". You may bring out the low representation of minorities or women in top roles, for instance.
- Communication gaps: The picture component that depicts "communication gaps" should be complemented with actual instances of misunderstandings that have occurred between the SAPS's various leadership levels or between the community and police leadership. This might highlight the need for better techniques and methods of communication.
- Inadequate strategic planning: The picture component illustrating "insufficient strategic planning" could be combined with instances of prior mistakes or deficiency in the SAPS's methodology concerning community involvement, resource distribution, or crime prevention. This would highlight the requirement for more forward-thinking and strategic leadership.

The conversation on how the SAPS may use its promotion process to develop a stronger and more capable leadership team can be effectively set up by using this image and specific examples.

B. Establishing A Clear Vision: Shaping Future Saps Leaders

In order to properly use promotions as a tool for leadership development, the SAPS must have a clear idea of the traits and skills it wants in its future leaders. This vision should include essential characteristics for negotiating the intricate reality of contemporary policing in addition to classic law enforcement skills.

Here are some essential qualities the SAPS can take into account:

➤ *Community Engagement:*

- Leaders who build trust and collaboration with diverse communities.
- Proactive in addressing community concerns and fostering positive relationships.
- Skilled in communication, conflict resolution, and cultural sensitivity.

➤ *Strategic Thinking:*

- Leaders with a data-driven approach to crime prevention and resource allocation.
- Able to anticipate and address emerging threats and challenges.
- Skilled in planning, risk assessment, and policy development.

➤ *Ethical Decision-Making:*

- Leaders who uphold the highest standards of integrity and accountability.
- Committed to fair and impartial treatment of all citizens.
- Able to make difficult decisions in line with ethical principles and the law.

➤ *Effective Communication:*

- Leaders who communicate clearly and transparently with both internal and external stakeholders.
- Proficient in active listening, providing feedback, and managing information flow.
- Adept at building consensus and fostering collaboration.

➤ *Innovation and Adaptability:*

- Leaders who embrace new technologies and approaches to policing.
- Flexible and adaptable to changing circumstances and community needs.
- Open to learning and continuous improvement.

➤ *Cultural Sensitivity and Inclusivity:*

- Leaders who value and respect diversity within the workforce and the community.
- Understand and address the needs of different cultural groups.
- Promote an inclusive and equitable work environment.

The SAPS can create a promotion process roadmap and make sure it chooses and nurtures leaders who have these traits by outlining these desired attributes precisely. The organization as a whole should be made aware of this goal, which should inform leadership development programs, training efforts, and performance reviews. Recall that the foundation of successful leadership development is a well-defined vision. The organization can make sure that its promotion process produces a generation of people ready to take on the difficulties of contemporary policing and create a safer and more equitable South Africa by clearly outlining the attributes that it wants in future SAPS leaders.

III. REVAMPING THE PROMOTIONAL PROCESS

Strong leadership cannot be developed within the SAPS because of a number of issues with the existing promotion procedure. Meritocracy, transparency, and inclusivity are the three main pillars of a multifaceted strategy that is required to restructure this system and fully realize its potential. The following are some crucial actions:

A. Meritocratic Selection:

- **Change the emphasis on competence rather than seniority:** Establish objective, transparent promotion standards that take into account qualifications, merit, and proven leadership potential. Assessments of one's capacity for communication, strategic thinking, problem-solving, and community involvement may be part of this.
- **Diversity in Selection Panels:** To reduce unconscious prejudice and guarantee an impartial review procedure, create diverse selection panels. Members of these panels ought to come from a variety of backgrounds, genders, and statuses.
- **Put an emphasis on open and merit-based selection processes:** Use objective standards other than seniority, such as applicable qualifications, performance reviews, and leadership evaluations.
- **Diverse selection panels:** Should be taken into consideration in order to reduce unconscious prejudice and advance inclusivity.

B. Transparent Procedures:

- **Clearly communicate deadlines and criteria:** Provide easy public access to all officers for all promotional timetables and criteria. This promotes comprehension of the procedure and trust.
- **Appeals and Feedback:** Establish avenues for officers to get comments on their work as well as to voice any issues or perceived inconsistencies in the selection procedure.

C. Inclusivity and Diversity:

- **Targeted Outreach Programs:** Put in place targeted outreach initiatives to address past disparities in the leadership pipeline and to promote applications from underrepresented groups.
- **Mentorship and Support:** Establish networks of support and mentorship to assist officers from a variety of backgrounds in navigating the promotion process and assuming leadership positions.

The SAPS may redesign its promotion procedure and turn it into a potent instrument for creating a diverse, capable, and successful leadership team by putting these ideas into practice. In the end, this will help the organization as a whole by increasing community trust, enhancing service delivery, and creating a safer South Africa. Redesigning the promotional process is a continuous activity, so keep that in mind. Keep an eye on the new system's performance, solicit input, and make any adjustments to keep it equitable, open, and inclusive. The SAPS can develop a generation of leaders who will advance the agency and provide

exceptional service to the nation by devoting itself to this process.

D. Investing in Leadership Development

Financial support for leadership development programs is essential to ensuring that aspiring SAPS leaders have the abilities and know-how. These courses ought to go beyond the basics of law enforcement training in order to produce well-rounded people who can handle the demanding requirements of contemporary policing. Here are some crucial aspects to pay attention to:

E. Building Core Leadership Skills:

- **Interpersonal and Communication Skills:** Work on your ability to resolve conflicts, articulate yourself well, and engage in active listening. Collaboration is encouraged, and trust is increased both within the team and in the community.
- **Strategic Thinking and Planning:** Develop efficient methods for resource allocation, community involvement, and crime prevention by honing your critical thinking and problem-solving skills.
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F. Fostering Community Engagement:

- **Cultural Sensitivity and Inclusivity:** Teach law enforcement personnel to appreciate and comprehend people from different origins and cultures in order to foster inclusivity and foster a sense of community trust.
- **Conflict Resolution and De-escalation:** To reduce needless use of force and foster constructive relationships with the public, arm police with effective conflict resolution and de-escalation tactics. **Problem-Solving and Community Partnerships:** Develop problem-solving skills that involve working collaboratively with the community to address concerns and implement preventative measures.
- **Create and implement specialized leadership development programs for officers at various levels.** Communication, dispute resolution, strategic planning, and community involvement should be the main topics of these workshops.
- **Promote attendance at seminars, conventions, and exchange initiatives to introduce officers to best practices and widen their horizons.**

G. Embracing New Technologies and Innovation:

Effective policing in the ever changing world of today necessitates utilizing cutting edge techniques and new technologies. The SAPS has a special chance to take use of these developments in order to strengthen its leadership, better service delivery, and create a safer South Africa. Embracing innovation can have a big influence in the following important areas:

H. Data-Driven Decision Making:

- **Crime Prediction and Prevention:** By using data analytics technologies to find crime hotspots and patterns, proactive resource deployment and preventative actions are made possible
- **Performance Monitoring and Evaluation:** Use data-driven metrics to monitor officer performance and departmental effectiveness, allowing for focused interventions and enhancements.
- **Resource Allocation Optimization:** Using data analysis to inform strategic resource allocation will ensure effective utilization of staff, capital, and resources.
- **Data Analysis and Technology Integration:** Provide officers with training in these areas so they can use technology to collect evidence, allocate resources, and prevent crime.
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I. Technology Integration:

- **Body-worn cameras:** These devices improve community relations, increase accountability and openness, and supply vital evidence for investigations.
- **Body-worn cameras:** These devices promote accountability and openness while strengthening ties with the community and offering vital evidence for inquiries.
- **Cybersecurity Expertise:** To effectively battle cybercrime and safeguard vital infrastructure and data, invest in training and resources.

J. Fostering a Culture of Innovation:

- **Encourage collaboration with tech companies and universities:** Establish partnerships to explore and develop cutting-edge solutions for policing challenges.
- **Pilot innovative programs and technologies:** Implement pilot projects in controlled environments to test and refine new technologies before widespread adoption.
- **Reward and recognize innovation:** Acknowledge and incentivize officers who contribute to the development and implementation of new ideas.

K. Ethical Considerations:

- **Data privacy and security:** Ensure robust data protection measures are in place to safeguard individual privacy and prevent misuse of information.
- **Algorithmic bias:** Be mindful of potential biases within data analysis algorithms and implement safeguards to ensure fair and equitable outcomes.
- **Transparency and accountability:** Clearly communicate how technologies are used and ensure mechanisms for public oversight and redress are in place.

Through a culture of innovation and acceptance of new technologies, the SAPS may reach its maximum potential and adjust to the changing needs of contemporary law enforcement. The foundation for creating a more secure and safe future for South Africa will be laid by leaders who support creativity and moral application of technology.

Recall that technology is always changing, and the SAPS must continue to be proactive and flexible in this area. To make sure the company stays ahead of the curve and makes the most of technology, promote ongoing learning and the investigation of novel solutions. The SAPS has the potential to become a role model for contemporary, efficient, and community-focused law enforcement by adhering to its basic principles and embracing innovation.

The SAPS can produce a new generation of leaders prepared to face the difficulties of contemporary policing by making investments in these fields. These leaders will be more equipped to enhance service delivery, foster community trust, and eventually make South Africa a more equitable and safe home for all. Recall that funding for leadership development is a continuous obligation. Throughout an officer's career, assess the programs' efficacy on a regular basis, adjust to changing needs, and offer continued assistance for leadership development. The SAPS can guarantee that its leadership stays at the forefront of excellence and serves the nation with distinction by making this investment a priority.

L. Fostering a Supportive Environment:

A supportive environment is essential for the SAPS to genuinely develop great leadership. This is more than just providing tools and instruction; it's about fostering an environment that supports, encourages, and values greatness. The following are essential components for creating such an atmosphere:

➤ *Mentorship and Peer Support:*

- **Formal Mentorship Programs:** Establish formal mentorship programs that match recently promoted officers with seasoned leaders. This offers individualized advice, assistance, and insightful commentary from seasoned experts.
- **Peer Support Networks:** Establish confidential and safe spaces for officers to exchange experiences, difficulties, and best practices through the creation of peer support networks. This encourages teamwork, friendship, and a feeling of community.
- **Establish mentorship programs** in which seasoned leaders assist and advise recently promoted officers. This can facilitate the changeover and offer helpful direction.
- **Foster an environment of candid feedback and open communication** to support each officer's ongoing development.

M. Open Communication and Feedback:

- **Two-Way contact Channels:** Provide leaders with open, transparent channels of contact with their teams and the other way around. Frequent feedback sessions, town halls, and anonymous tip boxes can effectively address problems and promote open communication.
- **Encourage a culture of constructive feedback** wherein areas for growth as well as positive reinforcement are politely and clearly conveyed. This encourages continuous improvement and learning.

N. Work-Life Balance and Wellbeing:

- **Flexible Work Arrangements:** Put in place flexible work arrangements to support a healthy work-life balance and to accommodate personal obligations. This can ease tension, raise spirits, and draw in and keep gifted people.
- **Employee Assistance Programs:** Provide employees with discreet access to programs that offer financial counseling, mental health support, and other resources to handle personal issues and uphold general wellbeing.

O. Recognition and Rewards:

- **Open and Meritocratic incentives System:** Establish an open and merit-based incentives system that recognizes and honors exceptional leadership accomplishments, superior performance, and creative contributions. Officers are encouraged and desired behaviors are reinforced by this.
- **Professional Development Opportunities:** To assist leaders in honing their abilities, picking up fresh strategies, and staying on top of the game, provide them with continual professional development opportunities including conferences, workshops, and specialized training courses.

P. Continuous Improvement and Adaptation:

- **Regularly examine and modify:** examine the activities aimed at creating a supportive atmosphere on a regular basis and modify them in response to feedback and continuing need. By doing this, the system is guaranteed to stay current and adaptable to new possibilities and problems.
- **Promote a Culture of Learning:** Within the company, promote a culture of continual improvement and lifelong learning. Book clubs, corporate information repositories, and knowledge-sharing sessions can all be a part of this.

The SAPS can develop its future leaders and provide them the skills and self-assurance they need to succeed in their positions by creating a supportive atmosphere that places a high value on mentoring, communication, wellbeing, acknowledgment, and continual growth. In the end, this will result in a police force that is more community-focused, driven, and effective, making South Africa safer and more equitable. Recall that creating a supportive atmosphere is a continuous activity that calls for commitment from all organizational levels. Through giving priority to this investment and establishing it as a fundamental principle, the SAPS can enable its leaders to reach their full potential and create a more promising future.

Q. Monitoring and Evaluation:

While funding leadership development for the SAPS is essential, it's also critical to evaluate the results of these initiatives and make ongoing improvements for maximum impact. A key component of verifying that the activities are having a beneficial impact on developing great leaders is monitoring and evaluation, or M&E. The SAPS can gain the following from having a strong M&E system:

➤ *Defining Clear Goals and Metrics:*

- Begin with well-defined goals: Prior to putting any program into action, specify the intended results and scope of any endeavor. These objectives ought to be in line with the SAPS's overarching plan for leadership development.
- Create pertinent metrics: Determine quantifiable markers that monitor the achievement of these objectives. Metrics like performance improvement, community satisfaction, promotion rates, or evaluations of leadership skill development may fall under this category.
- Assess the efficacy of the leadership development activities on a regular basis using feedback questionnaires, performance indicators, and evaluations of community engagement.
- Use data-driven insights to refine and adapt the programs for ongoing improvement.

Recall that this is only a proposed structure. It can be further customized to meet the needs and overcome particular obstacles within the SAPS. Through the implementation of a methodical and all-encompassing strategy, the SAPS may efficiently utilize its promotion procedure to foster a new wave of outstanding leaders capable of constructing a more secure and equitable South Africa.

R. *Data Collection and Analysis:*

- Compile information from a variety of sources: Make use of a multifaceted strategy for gathering information, including as surveys, leadership evaluations, performance reviews, and community input. This makes it possible to fully comprehend the initiative's effects.
- Analyze data objectively and frequently: Examine the gathered data on a regular basis to spot trends, patterns, and potential improvement areas. To properly communicate findings and make them easily available for decision-making, use data visualization tools.

S. *Reporting and Feedback Mechanisms:*

- Transparently share findings: Inform the community, officers, and leadership about the M&E results. Openness promotes trust and enables group ownership in the process of developing leaders.
- Openly communicate findings: Let the leadership, officers, and community know what the M&E outcomes mean. Being transparent fosters trust and allows the group to take ownership of the leadership development process.

T. *Adaptation and Improvement:*

- Use data to guide changes: Determine where the leadership development programs need to be improved by using the M&E findings. Using data-driven insights, programs, training materials, and resource allocation may all be changed.
- Continuous improvement as a fundamental value: Encourage an environment in which learning and development are ongoing processes inside the M&E system. Keep abreast of optimal practices in assessment

procedures and integrate novel approaches to augment the caliber and efficacy of the procedure.

U. *Effective M&E allows the SAPS to:*

- Showcase the return on investment: M&E demonstrates the advantages to the organization and the community while proving the efficacy of leadership development initiatives and defending the resources allotted.
- Identify opportunities and challenges: By using M&E to identify problems early on, initiatives may be modified and corrected quickly, increasing their impact.
- Develop openness and trust: The SAPS's dedication to accountability and development is demonstrated by its regular and open dissemination of M&E outcomes, which in turn cultivates trust among stakeholders.

The SAPS can make sure that its programs for developing leaders are focused, efficient, and help build a police force that is capable and resilient for a safer South Africa by implementing a strong M&E system and leveraging data to drive innovation. Keep in mind that M&E is a continuous process that is a component of the SAPS's culture of leadership development rather than a one-time event. Through resource allocation to this critical role and the successful application of its perspectives, the organization may optimize the capabilities of its leaders and construct a more auspicious future for everybody.

IV. LITERAUR REVIEW

A. *Theme 1: Promotions and assessment*

The promotional process must first be defined in this section. Depending on the resources and staffing levels, these procedures may vary from department to department. A written exam, performance review, oral exam, psychological exam, medical physical, and drug test are typically used in many larger departments' processes. Typically, a consulting department develops and distributes this procedure.

Compared to smaller departments, larger departments may afford more intricate and sophisticated promotional processes. A nice place to start when talking about this area is with a description of the standard procedure that many larger departments employ, which includes written exams, performance assessments, oral examinations, psychological exams, medical physicals, and drug screens.

➤ *Some key points to consider: Advantages of a Comprehensive Process.*

- Thoroughness: By evaluating candidates using a variety of assessment techniques, it is less likely that competent people will be missed solely on a single consideration.
- Objectivity: Subjectivity and bias in selection decisions can be reduced by using standardized instruments like written exams and psychometric testing.
- Credibility: A thorough procedure including outside experts enhances the validity and perceived fairness of promotions.
- Finding Well-Rounded Leaders: Various tests look at a range of factors, including personality traits, physical

health, knowledge, and abilities, to identify potential for well-rounded leadership.

➤ *Challenges of a comprehensive process:*

- Cost: Using outside consultants to implement and manage a complicated process can be costly, particularly for smaller agencies.
- Time-consuming: It can take a lot of time for administrators and candidates to do several assessments.
- Potential for Overkill: Depending on the situation, it's possible that more assessments than necessary are required for a given job, which raises questions regarding practicality and efficiency.
- Potential for Bias: It is important to carefully choose and validate tools because even standardized assessments may have inherent biases.

➤ *Optimizing the Process:*

- Tailoring to Specific Needs: Align the level and complexity of assessments with the specific demands of the promoted position.
- Cost-Effectiveness: Consider cost-effective alternatives like internal training or utilizing existing expertise within the department for some assessments.
- Data-Driven Evaluation: Regularly analyze the effectiveness of each assessment in identifying successful leaders and adapt the process based on findings.
- Transparency and Communication: Clearly communicate the purpose and selection criteria of each assessment to build trust and understanding among candidates.

Recall that the optimal promotion procedure should be well-rounded, taking into account both practicality and thoroughness. It is imperative to ensure cost-effectiveness and customize the strategy to the department's demands. Larger departments can effectively use promotions to develop strong, well-rounded leaders by critically analyzing and continuously refining the process.

It is a difficult and hard task to create standardized testing. Although it is a commendable goal to achieve fairness and equality by objective measurement, there are a number of difficulties and restrictions with the method. Let's examine standardized testing's complexities in more detail:

➤ *Strengths of Standardized Testing:*

- Objectivity: The use of standardized question formats, scoring procedures, and grading rubrics aims to minimize bias and ensure consistent evaluation across all test-takers.
- Comparability: Standardized tests allow for comparison of results among individuals and groups, providing insights into learning outcomes and performance relative to established benchmarks.
- Efficiency: Large-scale assessments can be administered and scored relatively efficiently compared to individualized evaluations.
- Standardization of Skills Measurement: Job task analysis, as you mentioned, helps identify essential skills

for specific positions, leading to test development that directly evaluates those skills.

➤ *Challenges and Limitations of Standardized Testing:*

- Decreased Context and Nuance: Written exams may leave out important contextual details and individual variances, thereby failing to fully assess the breadth of information, skills, and talents pertinent to performance in the real world.
- Cultural Bias: Even questions that appear to be objective may be biased in a way that disadvantages some test-takers, undermining equality of opportunity and justice.
- Test Anxiety and Performance: Stress and anxiety can be induced by standardized testing situations, which can affect test performance and make it more difficult to accurately assess each person's abilities.
- Limited Emphasis on Critical Thinking and Creativity: Standardized information recall and calculation are frequently given more weight on traditional written exams than higher-order cognitive abilities like problem-solving, creativity, and critical thinking.
- Cost and Resource Demands: Creating and delivering high-quality standardized exams can be costly and resource-intensive, posing a challenge to smaller businesses or institutions.

➤ *Alternative Approaches to Assessment:*

Alternative methods are becoming more popular as people become aware of the shortcomings of standardized testing:

- Performance-based evaluations: Presentations, portfolios, and real-world simulations highlight the application of knowledge and abilities in pertinent situations.
- Portfolio reviews: Analyzing prior work samples reveals information about a person's abilities, inventiveness, and methods for overcoming problems.
- Holistic review: A more complete picture of a person's potential can be obtained by taking into account a variety of aspects, such as experience, education, references, and interviews.

➤ *The Key is Balance:*

It's critical to strike the correct balance between alternate methods and standardized testing. Assessments ought to ideally be:

- Valid: Measuring the intended abilities and context-relevant knowledge with accuracy.
- Reliable: Generating accurate and consistent results from various scorers and administrations.
- Fair: Giving everyone the same chance to show off their skills without any built-in prejudice.
- Efficient: Making good use of resources without sacrificing validity and quality.

While there are advantages to standardized testing, it's crucial to be aware of its disadvantages and take other options into account. Real justice, equality, and a more accurate estimation of each person's potential can be reached by striving for an assessment system that is balanced and contextually appropriate.

Wonderful! Because of the special circumstances, focusing on the South African Police Service (SAPS) can lead to a more meaningful and beneficial discussion. Let's look at the criteria, procedures, and methods of selection that are now used in the SAPS for promotions:

➤ *Current Criteria:*

- **Seniority:** Historically, the SAPS promotion procedure has placed a high value on seniority. Accordingly, the length of an officer's service determines their level of promotion, with experience serving as a major predictor of future leadership ability.
- **Qualifications:** Although they shouldn't be the main consideration, extra credentials like advanced degrees or specialized training may be taken into account when deciding who gets promoted.
- **Performance assessments:** Usually carried out by superiors, performance assessments gauge an officer's production, efficiency, and compliance with rules. Promotional decisions may also be influenced by these evaluations.
- **Selection Panels:** Senior officers make up selection panels that evaluate candidates according to the specified criteria, interviews, and presentations. These panels are frequently involved in promotions.

➤ *Procedures:*

- **Applications and Vacancies:** When positions in higher ranks become available, officers who are interested in being promoted usually submit applications.
- **Shortlisting and Assessments:** Selection panels may use criteria to create a shortlist of candidates. They may then use written exams or interviews to gauge individuals' leadership potential and other pertinent abilities.
- **Presentations and Interviews:** Those who made the short list are probably going to take part in interviews where their capacity for leadership, their ability to communicate, and their comprehension of law enforcement priorities are evaluated. Additionally, some jobs might call for presentations that demonstrate your ability to think strategically and solve problems.
- **Selection and Approval:** Lastly, the promotion recommendation made by the selection panel is frequently contingent upon additional clearance from higher-ranking SAPS officials.

➤ *Potential Challenges:*

- **Reliance on Seniority:** Placing too much emphasis on seniority may prevent younger, perhaps more capable leaders with creative ideas from being promoted.
- **Subjectivity in Assessments:** Meritocratic selection and fairness may be impacted by subjectivity or bias in evaluations and selection procedures.
- **Limited Attention to Leadership Skills:** Conventional standards might not fully evaluate essential leadership traits including community involvement, strategic thinking, and communication.

➤ *Opportunities for Improvement:*

- **Emphasis on Leadership Skills and Merit:** Rewrite the requirements to give precedence to experience, credentials, and proven leadership ability in addition to merit.
- **Standardized and Objective Assessments:** To reduce prejudice and accurately assess leadership attributes, use standardized and objective assessments (such as psychometric exams and leadership simulations).
- **Leadership Development Programs:** Fund these initiatives to give officers the abilities and information needed to succeed in leadership positions.
- **Open Communication and Feedback:** To foster trust and give rejected candidates feedback, be transparent about the promotion process, selection standards, and expectations.

We may begin describing ways to use promotions to enhance leadership development within the SAPS by comprehending the current structure and any potential downsides. Recall that this is only the beginning; in order to customize solutions to the unique requirements and difficulties faced by the company, more research and cooperation are required.

B. Theme 2: The role of assessments is to determine whether or not they are currently being used in the process and to look for ways to apply them effectively for the development of leadership in the South African Police Service.

➤ *Utilizing Assessments for Leadership Development within the SAPS*

Assessments are used in the promotion process by the South African Police Service (SAPS) to a certain degree, mostly through performance reviews and interviews. To effectively identify and develop future leaders, its application could be expanded and improved, nevertheless. Let's examine the function that assessments currently play and some possible ways to use them to build leaders:

➤ *Current Use of Assessments:*

- **Performance Evaluations:** Officer Productivity, efficiency, and compliance with rules are evaluated by senior managers. Although useful, these frequently emphasize solitary duties above the possibility for leadership.
- **Interviews:** Shortlisted candidates are interviewed by selection committees to assess their communication abilities and comprehension of law enforcement priorities. Interviews, however, are prone to bias and subjectivity.

➤ *Potential for Improvement:*

- **Establish Objective Leadership Assessments:** Take into account implementing systematic, objective evaluations such as:
- **Leadership simulations:** In simulated environments, applicants can exhibit their ability to make decisions, solve problems, and manage a team.

- Psychometric exams: Instruments such as aptitude and personality assessments can disclose traits associated with leadership, such as emotional intelligence, effective communication, and stress management.
- Case studies and presentations: Examine candidates' capacity for problem-solving, strategy formulation, and complex situation analysis.

➤ *Benefits of Enhanced Assessments:*

- Find True Leaders: Choose officers who have the ability to lead in difficult circumstances and go above and beyond seniority and subjectivity.
- Build Leadership Skills: Use evaluation results to inform focused leadership development initiatives for all officers, not just those vying for promotions.
- Boost Fairness and Transparency: Standardized tests lessen prejudice and encourage a merit-based hiring process, which builds trust within the company.
- Develop Capacity for the Future: Give the SAPS access to a pool of gifted, well-rounded leaders who are ready to take on the ever-changing demands of contemporary law enforcement.

➤ *Implementing Effective Assessments:*

- Collaboration and Feedback: Involve a variety of stakeholders in the planning and execution of assessments to ensure inclusivity and relevance.
- Training and Validation: Teach assessors how to accurately administer and interpret evaluations while minimizing bias.
- Continuous Improvement: Analyze evaluation effectiveness on an ongoing basis and make required modifications in response to data and feedback in order to stay abreast of evolving needs.

Recall that assessments are merely a single component of the whole. Incorporate these into other selection criteria, open processes, and continuous leadership development initiatives to foster a new wave of capable SAPS leaders. A safer South Africa can be achieved by the SAPS becoming a more effective, efficient, and community-focused police force by strategically and morally utilizing assessments.

Developing standardized tests is one of the most challenging tasks. Standardized testing has been used in many contexts, including government civil service, collegiate admissions, psychological assessment, and most recently, academic achievement in high school. The purpose of these tests was to ensure equity and fairness for all those who took them. The written assessments aim to gauge an individual's aptitude and/or disposition. Standardized testing development is a highly complicated topic with many moving parts. It is also quite challenging. Although it is a noble goal to achieve justice and equality by objective evaluation, the actual situation is complex and frequently difficult.

➤ *Additional aspects of standardized testing worth considering:*

The inherent difficulty of capturing human potential through written words:

- Decreased dimensionality: Because of their intrinsic limits, written exams cannot accurately capture the breadth of human knowledge, abilities, and talents. Important qualities like creativity, critical thinking, emotional intelligence, and social skills are often undervalued.
- Experience- and culture-based biases: Even seemingly objective questions could be concealing biases that harm specific groups according to their experiences, social status, or cultural upbringing. This raises concerns about the measurement's equity and fairness.
- The link between test anxiety and context: Under standardized testing conditions, test-takers may feel a great deal of stress and anxiety. This could negatively impact their performance and potentially hide their true abilities. Context is also crucial because an individual's talents could manifest differently in real-world scenarios than in a controlled testing environment.

➤ *Beyond written tests: Exploring alternative assessment methods:*

- Performance-based evaluations: Presentations, portfolios, and simulations provide chances to demonstrate the application of knowledge and abilities in scenarios more akin to those found in the real world.
- Holistic review: Beyond a single test result, a more complete picture of a person's potential can be obtained by taking into account a variety of elements such as academic records, professional experience, interviews, and references.
- The role of technology: Technological developments enable the creation of adaptive tests that tailor the examination process according to each test taker's performance, possibly minimizing bias and accommodating a range of learning preferences.

➤ *Striving for a Balanced Approach:*

The key lies in seeking a balanced approach that acknowledges the limitations of standardized testing while leveraging its strengths. Ideally, assessments should be:

- Valid: Measuring the intended abilities and context-relevant knowledge with accuracy.
- Reliable: Generating accurate and consistent results from various scorers and administrations.
- Fair: Granting each person an equal chance to showcase their skills without any preconceived notions of bias.
- Efficient: Making good use of resources without sacrificing validity and quality.

➤ *Continuing the Conversation:*

Standardized testing is still a topic of discussion. It is imperative that evaluation methodologies are regularly improved upon and adjusted in light of the changing educational and professional landscapes. We may strive toward developing a more equitable and fair system for measuring human potential by being transparent about the

difficulties, considering other options, and aiming for a balanced and context-sensitive approach.

An examination of the job tasks is finished beforehand and provides the performance aspects required to function in a particular role. Despite their usefulness, they do have shortcomings, according to recent studies. This claim is supported by studies done by Lowry (1997) and, more recently, Miller, Watson, and Webb (2009). The California Psychological Inventory was administered to promoting candidates in Texas undergoing leadership training in the Miller et al study (p. 1). Pretest and posttest were administered by researchers. Researchers have confirmed that the CPI-260 may be used to evaluate training-induced change, and that in this instance, the training appeared to be successful in enhancing the leadership competencies, awareness, and capabilities of the law enforcement executives.

Job task analysis does, as you correctly pointed out, have limitations even though it is useful for identifying necessary abilities for a position. The research referenced clarifies these restrictions and provides fascinating perspectives on substitute evaluation techniques:

➤ *Criticisms of Job Task Analysis:*

- Static and Oversimplified: The study may not fully capture the complexity of real-world performance because job tasks can change over time.
- Limited Attention to Individual Qualities and Abilities: Rather of taking into account individual qualities like the capacity for leadership, critical thinking, or adaptability, it frequently concentrates on particular tasks.
- Subjectivity in Determining Important Tasks: Individual prejudices and organizational agendas may have an impact on the subjective definition of important tasks.

➤ *The California Psychological Inventory (CPI) as an Alternative:*

The study conducted by Miller and colleagues emphasizes the potential of the CPI as an additional instrument for evaluating leadership development, in addition to job task analysis. What makes it promising is as follows:

- Evaluates Personality Traits and Abilities: Relevant to leadership potential, the CPI evaluates personality traits, motives, and interpersonal styles
- Tracks Change and Development: The study shows that the CPI may be used to gauge leadership skill development by assessing participants before and after training.
- Offers Multifaceted Insights: It provides a deeper comprehension of people that goes beyond their aptitude for doing particular activities.
- Through the integration of work task analysis and evaluations such as the CPI, a more thorough comprehension of the characteristics of an effective leader within a particular setting can be attained.

This may result in:

- More Focused Leadership Development Initiatives: Customizing instruction to target personal CPI-identified strengths and shortcomings.
- Better Talent Selection: By using the CPI in conjunction with a job-specific skills evaluation, candidates who possess both the required and desired leadership qualities are identified.
- Encouraging Fair and Equitable Selection: Giving selection decisions a more objective foundation by eschewing subjective judgments. Recall that there isn't a single ideal assessment technique. To generate a thorough and impartial image of leadership potential, it is important to use a variety of instruments, such as work task analysis, personality tests like the CPI, and performance-based evaluations (Miller, et al, 2009: 58).

Many applicants in the existing systems never attend leadership training sessions before exams, or are not even given the chance to do so. A few contributing variables could include the price, shift coverage, training accessibility, or the fact that it wasn't thought to be necessary. Offering leadership development courses before of tests such as the CPI unfairly disadvantages participants for a number of reasons.

- Accessibility barriers: As you pointed out, certain candidates may be adversely affected by the evaluation process due to reasons such as cost, availability of training, and shift coverage, which can prevent them from participating. Concerns regarding equity and equal opportunity are raised by this. An incomplete picture is produced if the CPI is administered before certain applicants have the opportunity to participate in leadership training, even if the goal is to measure the impact of such training. It might undervalue the potential of people who stand to gain a great deal from this kind of instruction.
- Potential bias: Bias against applicants who were unable to attend training could arise if training attendance or performance is taken into account before all candidates are given access to it. The fundamental purpose of employing objective evaluations for equitable and meritocratic selection would be compromised by this.

➤ *Potential solutions:*

- Provide resources to ensure that all applicants, regardless of cost, shift coverage, or other logistical obstacles, have an equal opportunity to attend leadership training.
- Conduct the CPI post-training: Following their participation in leadership development programs, all applicants should take the CPI. This offers a more precise gauge of personal development and leadership potential.

Pay attention to potential rather than simply training completion: Although attending training is important, the evaluation should mainly concentrate on a person's potential for leadership rather than just their attendance history. This guarantees a more comprehensive assessment.

We may strive toward a more equitable and efficient system for evaluating leadership potential in law enforcement and other sectors by addressing these issues and putting the suggested solutions into practice. Recall that the objective is to find and develop promising leaders based on their actual skills and potential, not on obstacles to receiving training. Standardized testing has also included assessment centers. These centers are frequently found in the public and governmental sectors, much as the consulting services utilized in Pennsylvania. In a recent poll of police and fire chiefs, over 62% of respondents said they use evaluation centers, particularly for promotion (Lowry, 1997, 1996: 53).

Additional research from the Equal Employment Opportunity Commission's 1978 Uniform Guidelines on Employment Selection Procedures reveals that centers are unsuitable for selection processes that aim to assess characteristics or attributes like intelligence, aptitude, personality, common sense, judgment, and leadership (ctd, Lowry, 1997: 54). The Equal Employment Opportunity Commission (EEOC) published the Uniform Guidelines on Employment Selection Procedures in 1978. These guidelines raise serious concerns regarding the use of certain tests, such as personality tests, to assess leadership ability. These issues warrant serious thought.

- *The following explains why the EEOC would be wary about using personality testing to evaluate leadership:*
- **Subjectivity and Bias:** Due to cultural differences, language obstacles, or implicit presumptions, personality tests may be biased against some groups and therefore be biased in both their design and interpretation. Furthermore, subjective judgment is frequently included in scoring and interpretation, which raises the possibility of injustice and contradictions.
- **Limited Predictive Power:** Although personality qualities may influence leadership, they do not always determine it. Significant contributions are also made by elements including motivation, knowledge, experience, and skills. If personality tests are all that are used, then promising candidates with other important leadership traits may go unnoticed.
- **Emphasis on Static attributes:** While leadership is a dynamic ability that can be honed and enhanced via education and experience, personality tests tend to examine comparatively fixed attributes. Static personality tests may not fully represent a person's capacity for personal development.
- **Cultural Inappropriacy:** Because standardized personality tests frequently mirror prevailing cultural norms and beliefs, people from diverse backgrounds who may exhibit leadership traits differently may be at a disadvantage. This calls into question the impartiality and sensitivity to cultural differences in the selecting process.

➤ *However, it's Important To Consider Alternative Perspectives:*

- **Possibility for Objectivity:** Compared to more subjective interview techniques, personality tests, when appropriately developed and validated, can provide a certain amount of objectivity. They can offer perceptions into personal qualities, shortcomings, and leadership-related work approaches.
 - **Targeted Development:** By using assessments to identify personality traits, leadership development programs can be specifically designed to assist people strengthen their areas of strength and address any possible shortcomings.
 - **Comprehending Leadership Styles:** By appreciating various leadership philosophies, personality tests can support inclusion by assisting in the identification of various leadership trajectories inside a company.
- *The key lies in Finding a Balanced Approach:*
- **Integrate various assessment techniques:** To get a more complete view of a person's potential for leadership, use personality assessments in addition to other assessment instruments including work samples, job task analyses, and situational judgment tests.
 - **Make sure you are sensitive to cultural differences:** To prevent prejudice and discrimination, select culturally relevant evaluation and interpretation techniques.
 - **Put an emphasis on potential and development:** Identify people who have the capacity for personal development and leadership advancement, not merely those who match a pre-established personality type, by using evaluations.
 - **Review and update assessment procedures often:** Keep abreast with research and industry best practices in leadership evaluation. Also, periodically analyze the efficiency and impartiality of your hiring procedures.

Organizations can work toward identifying and developing genuinely qualified and diverse leaders for the future by being aware of the limits of personality tests and strategically combining them with other techniques of assessment.

The research does offer a substitute for the written evaluation. Task-specific centers is the phrase proposed by Lowry (1997). Instead of performance dimensions, he describes this concept as exercises (work samples) (Lowry, 1997: 54). Considering the variations throughout firms, each one might use the officers, administrators, and subject matter specialists to create a task-specific assessment. This would imply that officers at all levels should participate more. One drawback to this idea is that, according to Lowry (1997: 57), assessors are trying to gauge how well a subject manages a particular work-related scenario rather than assessing a subject's level of leadership, judgment, etc.. It's noteworthy to note that Lowry does not state that leadership is not demonstrated by actions taken to complete the task. While the activity is being completed, it could be possible to see some situational leadership qualities emerge. Later on, it is said that it would be suitable to conduct an activity in

which the participant was assigned the role of group leader and there was a problem to solve (Lowry, 1997: 57).

After that, one may wonder if behavior is measured by this evaluation. Indeed, is the response. A behavior observation component is included in the assessment process by Lowry (1997: 59). Leadership is something that can be seen, therefore a behavior, when it comes to evaluating prospective leaders. Checklists can consist of a brief (8–15) list of topics that are deemed relevant, according to Lowry (2009). A way to document the subject's behaviors (p.59). It is advised that this checklist be created with the desired behaviors in mind, going over the previously described styles that officers are looking for in a leader. This would guarantee that the best candidate is selected to take the lead. It was accurately stated by Smith (2009) on page 221 that "leadership is a behavioral quality which has to be demonstrated in everyday contexts." That idea alone is in favor of using behavior observations in task-specific center evaluations.

Law enforcement agencies should enhance their organizational architecture by dedicating additional resources to developing an enhanced testing procedure for observing leadership conduct. In the end, they would be giving their selected leader to those under their leadership. For many agencies, it would also be a helpful step toward future planning. In law enforcement organizations, the idea of succession planning is not frequently taken into consideration. There are many advantages to improving the process of testing leadership behavior in law enforcement in addition to helping to choose qualified candidates for leadership positions. It's an essential step toward enhancing organizational architecture, giving officers stronger leadership, and guaranteeing more seamless succession planning in the future. Let's examine these causes in more detail:

➤ *Improving Organizational Design:*

- **Finding Talent for the Right Roles:** Organizations can precisely identify people who have the particular abilities and characteristics required for various leadership roles by utilizing efficient evaluations that look at real leadership behavior. As a result, teams will perform better overall and leaders will fit their positions more effectively.
- **Encouraging Meritocracy and Fairness:** The best candidates win out regardless of their personal ties or history because objective, fact-based evaluations reduce subjectivity and bias in the hiring process. This encourages a more inclusive and meritocratic work atmosphere at the organization.
- **Creating Future Leaders:** Assessments that observe leadership behavior can also be used to find prospective people who have the potential to assume leadership positions in the future. Agencies can build a pool of competent leaders ready to take on new challenges by funding focused development programs for these people.

➤ *Providing Better Leadership for Officers:*

- **Enhanced Morale and Trust:** Officers' morale and trust inside the company can be greatly boosted when they realize that leaders are selected based on their true leadership talents rather than on politics or favoritism. Stronger cohesiveness, teamwork, and general efficacy result from this.
- **Better Feedback and Communication:** Leaders who score highly on tests for interpersonal and communication skills are more likely to cultivate a good rapport with their staff. For all officers, this promotes honest communication, helpful criticism, and a happier work atmosphere.
- **Effective Decision-Making and Problem-Solving:** Agencies can make sure that the appropriate decisions are taken for the benefit of the organization and the communities they serve by choosing leaders who exhibit strong analytical, critical thinking, and decision-making ability under pressure.

➤ *Investing in the Future through Succession Planning:*

- **Being Ready for Change and Transition:** Just like any other organization, law enforcement agencies will eventually see changes in leadership. Through the identification and development of a future leadership pool, agencies can facilitate a seamless transfer of power and sustain stability and efficacy throughout these shifts.
- **Proactive and smart Approach:** Making an investment in succession planning demonstrates a smart and proactive way of thinking. It shows that the organization is dedicated to sustained expansion and improvement rather than merely responding to short-term demands.
- **Preserving Talent and Knowledge:** Skillful officers and important institutional knowledge can be preserved by spotting and developing future leaders from within the organization. This keeps the organization's expertise from dwindling and stops brain drain.

Law enforcement agencies stand to gain a great deal now and in the future by investing time and money into developing an improved testing procedure that looks at leadership conduct. It's an investment that guarantees a future based on resilient leadership and good organizational design, as well as enhanced officer well-being. It will need consistent work and dedication to put this shift into action. Successful implementation requires including stakeholders, getting input, and iteratively improving the evaluation procedure.

V. THE PARAMILITARY DESIGN

Police organizations are highly structured when discussing organizational design in particular. Both their chart and the roles that go along with those names are clearly defined. These agencies communicate mostly at the top down level. It has been discussed whether the serious circumstances these men and women face call for this design. To add to that, there is a lot of liability associated with those circumstances. There are things that the officers desire missing from these organizations and their design. Better networks of communication, increased involvement,

improved decision-making, and more moral leadership are a few of these. The way that these officials ask for change is one way that organizational commitment could rise. Participatory role clarification increased organizational commitment, according to Jermier and Berkes (1979: 17).

The degrees of rank in management and their significance are frequently oversimplified in militaristic organizations. They are frequently viewed as little more than communication channels with little actual power over the people they oversee. Jermier and Berkes (1979: 17) go on to say that the essence of police work appears to be distorted by obedience conditioning and military command monitoring at all hierarchical levels.

The environment and police organizations are changing more quickly than they should. If this is the case, then the structure needs to be adaptable enough to deal with these kinds of circumstances. Additionally, the leadership structure and fluid communication must be deeply ingrained in its design. The ranks of Lieutenant General, Major General, Brigadier, Colonel, Lieutenant Colonel, Captain, Warrant officer, Sergeant, and Constable would be considered superior in the majority of police formations.

These levels are more common in departments at the county or metropolitan level. This is mostly because the agency employs a large number of policemen. Nevertheless, in certain states, like Pennsylvania, the size of the department precludes this kind of rank arrangement, leaving the ranks of sergeant and patrol officer more flexible in terms of leadership roles.

According to Jermier and Berkes' 1979 study, the situational impacts of a leader's actions are not taken into account by the quasi-military model (p. 17). In line with this, Miller, Watson, and Webb (2009) propose that while many agencies seem to rely on military hierarchies, structures, and ranks, this approach might not be beneficial to police chiefs and their organizations as a whole. It may be more effective for leadership and agency performance to replace the military model of leadership development with behavioral competency development (p. 51).

Many in the police community think that police agencies are very different from their private sector counterparts. The California Personality Inventory (CPI) scores of police officers and corporate leaders were compared in a Miller et al. (2009) study. They discovered that the scores are quite similar (p. 58). Do the business and law enforcement sectors really employ different approaches to leadership? Some in the police community will contend that there are fundamental differences between the two domains in terms of followers, motivation, and desired leadership approaches.

Many people immediately connect the term "entrepreneur" with the business sector. Robert Smith presents the idea of "entrepreneurial policing" in a 2008 paper (p. 210). The purpose of the word is to demonstrate the similarities between commercial and law enforcement

leadership philosophies. He contends that because entrepreneurial policing is a style of open management that is applicable to all members of the police force, regardless of level, it transcends specific leadership styles while yet being tied to them. This connection between the leadership and entrepreneurship rubrics is essential because future generations of police leaders must actively participate in policing in order for a workable theory of entrepreneurial policing to emerge (2008: 212).

This idea not only combines business and law enforcement, but it also serves as an illustration of how leadership should be viewed at all levels of the police hierarchy. Smith reports that entrepreneurship "is action-oriented cognitive human ability, which guides policing as an everyday practice and paradoxically links managerialism and conformity to risk-taking behavior" (p. 212) in order to further support this connection between entrepreneurship and police. Though Smith's approach is the most current, additional research (Huberts, Kaptein and Lasthuizen, 2007, Jermier and Berkes, 1979, Krimmel and Lindenmuth, 2001, Murphy, 2007, and Toch, 2008) has shown alternative leadership philosophies compared to the ones that officers are most interested in. Officer perceptions were used to compile the reported styles. From these research, a few recurring themes surfaced. Machiavellian and bureaucratic types were discovered, according to the findings published in Krimmel and Lindenmuth (2001: 484).

Jermier and Berkes (1979) linked the usage of style to the task. While —participation and support (p. 13) were positively correlated with job satisfaction and organizational commitment, —directive (p. 4) was seen as one of the objectives. Huberts et al.'s 2007 study, among others, examined the relationship between officer integrity infractions and perceived leadership styles. According to page 596, there were three distinct styles: "role model," "strictness," and "openness." They also came to the conclusion that the frequency of corruption is significantly impacted by all three leadership facets—role modeling, strictness, and openness (p. 596).

Murphy (2007) discovered that transformational leadership was the most effective and admired approach among officers (p. 176). Toth's 2008 research examined officers' roles as "change agents" (p. 60) in law enforcement organizations. He makes the case that police agencies would be wise to support participatory involvement as a means of enacting organizational change. On page 61. As was previously mentioned, numerous studies have looked into and determined the types that officers of their supervisors prefer. Officers that use these methods seem to be more committed to the company.

The organization's ethics and integrity may be strengthened by managers who adopt these behaviors. Stronger supervisory leadership, particularly among first line supervisors (sergeants), seems to be advantageous for many police organizations and the people who follow them. In light of the requirement for increased adaptability and the inclusion of leadership at all levels in police organizations,

what changes ought to be implemented and by whom? More investigation is required to answer the following questions: does the existing promotion process actually choose people that fit these profiles, and if not, how can it be changed to do so?

VI. PLANNING FOR THE FUTURE

The final inquiry to be looked into is how police agencies prepare and develop their future department heads. The topic of training has already been briefly covered. Many departments don't spend money or effort sending their officers to leadership courses. This might occur locally, state-wide, or federally. The Leadership Development Institute is maintained at the federal level by the FBI. Additionally, certain governments could offer training or seminars on leadership. For instance, Pennsylvania provides leadership development classes through the Penn State Justice and Safety Institute. In total, they provide nine courses. According to the Penn State Justice and Safety Institute, of these courses, seven need the officer to be a lieutenant or above, one requires the officer to be in the process of being promoted, and one has no restrictions on who can attend.

In police organizations, preparing and training future leaders is a challenging task. In police organizations, developing and training future leaders is an important but frequently disregarded task. The study highlighted both potential directions and important constraints in and now overview current training options, such as the FBI's Leadership Development Institute and the Penn State Justice and Safety Institute. Let's investigate this intricate matter more:

A. Challenges to Effective Leadership Development:

- **Limited Resources:** Many departments, particularly the smaller ones, find it difficult to set aside money for leadership development since they must prioritize immediate requirements above long-term employee investment.
- **Lack of Priority:** In some organizational cultures, developing leadership potential is not given as much importance as tactical expertise and talents.
- **One-Size-Fits-All Approach:** Standardized training programs may not be able to meet the various objectives and goals of individual officers as well as the unique difficulties that their agencies encounter.
- **Accessibility Issues:** Officer Participation in training programs may be hampered by geographical restrictions, scheduling conflicts, or workload hurdles, which further restricts their access to opportunities for professional growth.

B. Promising Practices for Leadership Development:

- **Needs Assessment:** Regularly conduct evaluations to pinpoint the organization's knowledge and leadership skill shortfalls, which will help shape training initiatives.
- **Mentorship and coaching:** Establish mentorship programs that pair seasoned leaders with up-and-coming officials, providing tailored advice and assistance.

- **Action Learning:** Give officers opportunities to learn from real-world experiences by conquering challenges and critically analyzing their leadership styles.
- **Diversity and Inclusion:** Make sure that training courses are inclusive and accommodate a range of leadership philosophies and viewpoints that represent the populations they serve.
- **Collaboration and Partnerships:** To exchange resources and knowledge in leadership development, form alliances with colleges, training centers, and other organizations.

C. The Penn State Justice and Safety Institute example:

- It is commendable that officers can benefit from specialized training intended for both seasoned and prospective leaders, regardless of their career level.
- Lower-ranking officers with promise may have fewer options if particular courses require higher ranks.
- Providing at least one course that is open to everyone promotes diversity and increases chances for leadership development.

D. Moving Forward:

- Push for more funding and resource allocations for police groups' leadership development programs.
- Encourage a culture that places a high value on leadership and gives future leaders' education a priority.
- Create accessible and adaptable training curricula that address various job stages and demands.
- To expand accessibility and reach, make use of online learning environments and technologies.
- Constantly assess and enhance training initiatives in light of comments and data.

It takes time and careful planning to develop a pipeline of capable police chiefs. Police organizations can work toward a future where leadership excellence is fostered and cultivated, ultimately benefiting both officers and the communities they serve, by recognizing the challenges, implementing promising practices, and learning from current initiatives like the Penn State Institute. It doesn't seem like this idea of providing leadership training is consistent with succession planning. The training is given after the officer is selected from a pool of qualified applicants, not to those who choose or aspire to be leaders. It seems that teaching in this way is putting the cart before the horse. As was previously noted, officers look for specific leadership styles. It doesn't seem like the current written assessment procedure measures these styles.

Rowe (2006) proposes that more efficient ways to identify middle ranking officers with the potential to become chief officers could enhance the quality of police leadership (p. 759). He agrees that succession planning, when implemented properly, may improve the overall leadership of the police force. With the goal of modernizing the police force, his study improved career advancement and training to strengthen management and leadership abilities across the board. (Rowe, 2006: 759)

In many police organizations, there appears to be a gap between the idea of meaningful succession planning and existing leadership training techniques. Let's examine these points in more detail:

E. The "Cart before the Horse" Approach:

- Providing leadership training only after applicants have been chosen through formal written tests runs the risk of putting "cart before the horse." This method may miss people who have the potential to be leaders but who may not score highly on standardized examinations but could do well with the right guidance and development.
- Limited Impact: Training given after officers have been selected for leadership positions may not have a significant influence on how they choose to lead or fill up current skill and knowledge gaps.

F. Misalignment with Officer Expectations:

- Desire for Particular Leadership Styles: Officers frequently look for particular leadership styles in their superiors, which may not be sufficiently assessed by the written exams that are currently utilized, which mostly concentrate on academic knowledge and skills. Officers' expectations and the leadership they actually receive become misaligned as a result.
- Identification of Leadership Potential Early in Careers: Rowe (2006) recommended that medium ranking officers be the first to be identified as potential leaders. This emphasizes the significance of identifying leadership potential early in officers' careers, well in advance of promotions. This maximizes the effectiveness of training by enabling focused development based on each person's unique strengths and shortcomings.

G. Alternative Approaches to Succession Planning:

- Early Identification and Assessment: To detect leadership potential in officers early in their careers, use assessment techniques beyond formal exams. Peer and supervisor evaluations, simulations, and behavioral assessments may all be used in this process.
- Targeted Leadership Development: Offer programs for developing leaders that are specifically tailored to each individual's skills, weaknesses, and career goals—not just those of candidates for promotions. This encourages all officers to have a culture of lifelong learning and development.
- Mentoring and coaching: Aspiring leaders can be matched with seasoned mentors and coaches who can offer direction, encouragement, and practical examples of good leadership techniques.

H. Moving Beyond the Current Practices:

- Push for a change in training from reactive to proactive leadership development during an officer's tenure, starting after selection.
- Motivate law enforcement agencies to implement more advanced evaluation techniques that capture critical leadership attributes that go beyond scholarly understanding.

- Encourage the rollout of focused leadership development initiatives that are adapted to the demands of certain people and professional phases.
- Encourage a culture of leadership growth and ongoing learning among police officers, not simply for those picked through promoting procedures.

Police organizations may overcome the shortcomings of the existing "cart before the horse" strategy and create a strong and efficient succession plan that finds and develops exceptional leaders from within their ranks by adopting these alternative techniques. In the end, this will result in more capable leadership that raises the bar for officers and develops a more motivated and productive police force.

A potential problem with succession planning could be a lack of interest from participants. This could be the result of a number of factors, including dissatisfaction with the current assignment, financial loss, lack of desire, poor test-taking skills, or a mismatch with the values of the current administration. Officers believed that their testing and selection process and the promotion process did not choose the greatest police officers, according to a 2005 research by Murphy (p. 256). Within police organizations, a major obstacle to succession planning might be a lack of interest in senior positions. There are a number of reasons for this lack of interest, which can lead to a vicious loop that maintains the shortcomings of the methods used in leadership development today. Let's examine these elements and possible fixes:

I. Reasons for Lack of Interest:

- Present Job Satisfaction: Certain officers may find their present employment satisfying and may not want the extra duties and demands that come with leadership roles.
- Financial Concerns: While promotions may not necessarily result in appreciable pay increases, this could deter certain officers from pursuing senior positions.
- Lack of Support and Motivation: Officers may not have the required support or drive to engage in their leadership potential if leadership development programs are few or seen as ineffective.
- Poor Test-Taking abilities: Although talented officers with weaker test-taking abilities may have true leadership potential, standardized examinations may disadvantage them and prevent them from being considered for leadership possibilities.
- Disconnect with Administration ideals: Officers may get discouraged from pursuing leadership positions within the current system if they believe that the administration's ideals conflict with their own goals for leadership.
- Negative Perception of Promotional Process: A system that is thought to be unjust and imprecise in choosing the "best" officers can severely demotivate people from even trying to engage in the process, as the Murphy research from 2005 emphasizes.

J. Addressing the Challenges:

- **Improving Work Satisfaction:** Make investments in methods to raise general job satisfaction through better working conditions, equitable pay, and chances for advancement even in non-leadership positions.
- **Equity and Transparency in Promotions:** Make that the promotion process is equitable, transparent, and grounded in objective evaluations that go beyond customary written examinations. This can promote involvement and rebuild trust.
- **Mentorship and Coaching Programs:** Create comprehensive mentoring and coaching programs that offer aspirant leaders support and direction at all stages of their careers, not just during promotions.
- **Leadership Development for All:** Provide chances for leadership development to all officers who are interested in improving their abilities and helping the organization succeed, not just those vying for promotions.
- **Leadership Values Alignment:** To develop a feeling of purpose and dedication inside the leadership pipeline, promote corporate values that are in alignment with the goals and values of prospective leaders.
- **Continuous Improvement of Assessment Techniques:** Regardless of test-taking experience or background, evaluate and refine assessment techniques on a regular basis to make sure they reliably detect true leadership potential.

Recall that tackling these issues calls for a multifaceted strategy that addresses the root causes of poor leadership engagement in addition to its symptoms. Police organizations may cultivate a robust pool of bright and driven leaders from within their ranks by establishing a trusting and rewarding environment for leadership development, aligning corporate principles with individual aspirations, and providing opportunities for growth.

Regardless of the cause, this does not imply that there aren't any capable leaders out there. According to a 2001 research by Whetstone, officers may believe that promotions aren't merit-based and instead represent a covert administrative goal (p. 153). Nonetheless, black test takers express a strong concern about leadership in the same survey. Page 152 of Whetstone, (2001). Although this is encouraging for individuals who are concentrating on leadership, everyone in the company needs to buy into this idea. Planning for succession properly can make this feasible.

With the correct conditions and resources, strong leaders have the capacity to emerge within police organizations, despite the difficulties and disinterest in leadership roles. The results highlighted demonstrate this potential:

- **Officers want to be leaders:** The fact that "black test takers indicate leadership as a prominent concern" from the 2001 Whetstone study indicates that officers are interested in gaining leadership skills within the organization, despite the possibility that some may be reluctant to do so because of the current system.

- **Perception of injustice impedes potential:** On the other hand, brilliant people may be greatly deterred from advancing, which could result in the loss of important leadership potential, if it is believed that promotions are not granted on the basis of merit.

K. This is where proper succession planning plays a crucial role:

- **Permeating the narrative of leadership:** Succession planning may foster a culture in which leadership is actively promoted and supported by placing a strong emphasis on leadership development for all officers, not just those who are on a set promotional path.
- **Moving the emphasis from selection to development:** A robust succession plan would place a high priority on ongoing professional development for all officers, providing them with the information and abilities required for successful leadership, independent of their short-term career goals, as opposed to merely depending on possibly faulty selection procedures.
- **Resolving fairness concerns:** Trust can be increased and broader involvement in leadership development opportunities can be fostered by implementing open, impartial, and inclusive evaluation procedures that go beyond paper exams.

L. Some additional thoughts on fostering a successful succession planning framework:

- **Diversity and inclusion:** Make sure that leadership development initiatives and advancements are inclusive and accessible, reflecting the variety of communities that the police department serves.
- **Input and enhancement:** Constantly solicit input regarding the efficacy of the succession planning framework from officers at all levels and modify it in response to their requirements and concerns.
- **Honoring leadership in action:** To encourage and uplift aspiring leaders, acknowledge and honor instances of outstanding leadership inside the company, regardless of rank or position.

By putting these strategies into practice and shifting toward a more comprehensive approach to leadership development, police organizations can take advantage of the potential already present in their ranks, address issues with merit and fairness, and create a pipeline of committed and capable future leaders who are prepared to meet the demands of contemporary policing.

Murphy (2005) states that Kesner and Sebora (1994) concurred on the significance of establishing a smooth transition in succession planning and leadership development (p. 254). Police organizations can start to ensure the correct leaders are being chosen by law enforcement by altering the entrance and availability of already offered leadership training concurrently with the current promotional processes. Murphy's (2005) quotation, which references Kesner and Sebora (1994), effectively captures the critical connection that law enforcement has between succession planning and leadership development. Police organizations can greatly increase their odds of

choosing the proper leaders by simultaneously making adjustments to the current promotion procedure and the accessibility of leadership training.

M. Here's why this approach holds promise:

- **Breaking the Silo:** Historically, systems for leadership development and advancement have frequently functioned in silos, resulting in a gap between individuals with promise and those selected for leadership positions. We can close this gap by making sure that everyone has access to high-quality leadership development programs in addition to a revised promotion procedure.
- **Determining True Potential:** People with significant leadership potential who do well in other domains may go unnoticed by the current promotion processes, which frequently rely excessively on standardized examinations. These people can showcase their special talents and qualities through accessible leadership training, which can result in a more thorough evaluation of their leadership potential.
- **Creating a Talent Pipeline:** We can develop a larger pool of bright people equipped for leadership positions in the future by providing leadership training to all officers, not just those who are actively pursuing promotions. By doing this, the organization develops a pipeline of capable leaders who are prepared to take the reins when necessary, guaranteeing continuity and stability.
- **Aligning Aspirations and Values:** Leadership development programs can assist in developing values and leadership philosophies that support the general objectives and aspirations of the police force. This guarantees that the executives selected possess not just the necessary skills but also align with the organization's vision and values.

N. Challenges to Consider:

- **Allocating resources:** Increasing access to high-quality leadership development programs necessitates financial outlay, which may present difficulties for some departments.
- **Changing perspectives:** It may be necessary to overcome internal opposition in order to abandon the conventional, test-centric approach to promotion.
- **Monitoring and assessment:** To make sure the redesigned system is genuinely finding the greatest leaders, it is imperative to continuously monitor and assess its efficacy.

O. Taking Action:

- **Push for more money and resources** to facilitate all officers' access to comprehensive leadership development programs.
- **Have a conversation with organization stakeholders** to discuss issues and get an agreement over modifying the promotion process.

Create assessment metrics to monitor the new strategy's efficacy and make necessary adjustments depending on information and input.

Police organizations can ensure that the "right leaders are being chosen" by implementing a revised promotion procedure that goes beyond standardized examinations and offering accessible leadership training. In the end, this will result in improved community outcomes, stronger leadership, and a safer future for police enforcement.

VII. CONCLUSION

This paper aims to start a conversation around the idea of strengthening succession planning and expanding police leadership. It aimed to demonstrate how many researchers' findings are connected. Studies have indicated that the current structure of law enforcement agencies makes it difficult for reform to occur. But research clearly indicates many cops want change. They outline the process for selecting future leaders and the kind of behavior they hope they will possess. The desired changes could be enhanced by providing leadership training to individuals who aspire to be leaders before testing and by using task behavior assessments rather than written exams for testing.

This study is excellent as it initiates a crucial conversation about improving police leadership and succession planning. Several important topics are well highlighted by the article analysis:

A. Current Challenges:

- **Limited Leadership Development:** Police departments frequently underinvest in leadership development, which impedes the acquisition of essential competencies and promotes a leadership culture inert.
- **Opposition to Change:** Studies reveal that police departments may be reluctant to adopt novel strategies, which makes enhancing leadership development and succession planning difficult.
- **The present selection methods and chosen leaders' leadership styles** do not necessarily align with the precise leadership styles that officers prefer. This creates disconnect between officer expectations and reality.

B. Proposed Solutions:

- **Greater Accessibility to Leadership Training:** Encouraging a wider range of competent leaders and enabling officers to realize their full potential can be achieved by making high-quality leadership training available to everybody, not just those aspiring to promotions.
- **Converting from Static to Dynamic Assessments:** Task-based assessments that watch real leadership behavior can provide a more accurate and comprehensive assessment of leadership potential than written exams.
- **Alignment with Officer Desires:** Selection and development procedures that take into account officer input regarding preferred leadership philosophies can result in a more contented and engaged team.

C. Strengths of the Paper:

- Well-researched: You present a compelling case for change by referencing pertinent studies to back up your claims.
- Multifaceted Approach: You tackle the problem from a number of perspectives, taking into account officer expectations, individual growth, and organizational structures.
- Actionable Solutions: Your article is useful and influential since you provide specific recommendations for enhancing succession planning and leadership development.

D. Further Considerations:

- Resource Allocation: Putting your suggested improvements into practice may call for more funding for the creation of training materials and assessments. By addressing this possible obstacle, you might make your case stronger.
- Phased Implementation: Taking a step-by-step approach to implementing changes may help reduce resistance and facilitate easy organizational modifications.
- Assessment and Improvement: Stressing the significance of keeping an eye on and assessing the results of changes that have been put into place guarantees ongoing development and flexibility.

All things considered, the paper makes a significant addition to the conversation about strengthening police leadership and succession planning. It effectively raises awareness of significant issues and offers workable answers that could result in a police force that is more capable and adaptable.

It might be necessary to do additional research with a particular focus on the leadership programs that states provide. It can also be incorporated into police organizations' general succession planning, which will enhance the organization's overall leadership. These adjustments appeared necessary given the rise in police corruption in the modern era, particularly within the administration. It would be very beneficial to do more study that focuses specifically on the leadership development programs that states provide. This study may explore a number of important areas:

➤ Mapping state-offered leadership training:

- Determine the kinds of leadership development courses that various states provide for law enforcement officers.
- List the many leadership training courses that states provide for law enforcement officers.
- Evaluate how well these programs are doing at fostering leadership qualities and enhancing police results.

➤ Integration with organizational succession planning:

- Examine the ways in which various law enforcement agencies are using leadership training provided by the state into their own succession planning plans.
- Determine the best methods for coordinating organizational requirements and development objectives with state-level training.

- Examine how this integration affects the caliber and efficacy of leadership in the company.

➤ Addressing police corruption:

- Examine how successful leadership development programs could lessen police corruption, especially at the administrative level.
- Examine the potential of particular training programs to cultivate ethical decision-making, accountability, and transparency as leadership competencies.
- Examine how effective leadership development affects the establishment of legitimacy and trust in the communities that the police serve.

➤ Addressing equity and inclusion:

- Check to see if the leadership development programs provided by the state sufficiently address diversity, equity, and inclusion concerns.
- Check to see if the leadership development programs provided by the state sufficiently address diversity, equity, and inclusion concerns.
- Examine the possible effects on community relations and law enforcement trust that could arise from a greater diversity and inclusion in leadership positions.

➤ Dissemination and implementation:

- Create plans for efficiently informing law enforcement, legislators, and training providers on study findings on leadership training provided by the state.
- Offer police organizations tools and helpful advice so they may put into practice research-based leadership development programs that work.
- Push for more federal and state funding as well as support for excellent leadership development initiatives.

By concentrating on these areas, future research can clarify the ways in which state-level leadership training can be utilized as an essential instrument for enhancing police leadership, lowering corruption, and fostering community trust. This study can offer priceless insights that can help shape future moral and efficient law enforcement procedures.

Future studies might concentrate only on succession planning and whether or not it works well for police departments that use it. About policing in the twenty-first century, Ian Blair (2003) says, "Our job now is to go out and garner learning from wherever it exists and increase the richness of our leadership culture." (Ginger, 2003: 112). There are no essential distinctions between police leadership and any other type of leadership. More detailed research on the effectiveness of succession planning in law enforcement agencies is necessary. The leadership exhibited by police is not inherently distinct from that of other leadership roles. More detailed research on the effectiveness of succession planning in law enforcement agencies must be done immediately. Examining the intricacies of this procedure and how it affects the leadership culture in police agencies can provide important information for development. Ian Blair's (2003) claim is especially illuminating. Finding the similarities between leadership in the police and other

domains makes it easier to share best practices and absorb viewpoints from a variety of sources. This more comprehensive viewpoint has the potential to improve succession planning programs and enhance police leadership culture.

E. Some potential areas for future research on succession planning in police agencies:

➤ *Evaluating Success:*

- Create precise metrics and assessment frameworks to gauge how well police organizations' succession planning initiatives are working.
- Examine if scheduled promotions result in positive leadership outcomes, like enhanced performance, better interactions with the community, and increased officer morale.
- Evaluate the leadership abilities and results of those chosen through succession planning in comparison to those chosen through more conventional means.

➤ *Identifying Critical Factors:*

- Examine the essential components of effective succession planning initiatives in law enforcement agencies. This could involve cultural considerations, mentorship programs, assessment techniques, and leadership development activities.
- Examine how diversity and inclusion can help to create a representative leadership pipeline and facilitate efficient succession planning.
- Analyze the relationship between succession planning procedures and police leadership culture, and determine whether it helps or hinders success.

➤ *Addressing Challenges:*

- Identify and examine the typical obstacles that police departments have when attempting to implement an efficient succession plan, including a lack of resources, opposition to change, and imprecise talent assessment.
- Create plans to deal with these obstacles and guarantee the longevity and efficacy of succession planning initiatives.
- Examine how other parties, like community organizations and training academies, may contribute to and improve police agency succession planning.

➤ *Learning from Other Fields:*

- Compare and contrast successful succession planning strategies from the corporate, nonprofit, and military sectors, and contemplate whether police agencies could gain from using them.
- Examine how law enforcement agencies might modify and incorporate pertinent best practices from other domains into their own plans for succession planning and leadership development.
- Collaborate on research projects and knowledge-sharing campaigns with executives from many industries to promote idea exchange and hasten the growth of police leadership.

Future study can clarify the efficacy of succession planning in police organizations and offer important insights for enhancing this essential practice by concentrating on these research topics. Stronger leadership, improved police-community ties, and an efficient and reliable legal system can all result from knowing what works and what doesn't while embracing broader leadership ideas.

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