



APPLICATION FORM

All applications must include the following information. Separate applications must be submitted for each eligible program. **Deadline: June 1, 2018.** Please include this application form with electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact [Gage Harter](#).

PROGRAM INFORMATION

County: Arlington
Program Title: Arlington County Police Department Legacy Program
Program Category: Organizational Development

CONTACT INFORMATION

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SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

Name: Mark Schwartz
Title: COUNTY MANAGER
Signature: Mark Schwartz

Arlington County Police Department – Legacy Program

Developed by Arlington County Human Resources Department Training and Organizational Development staff in partnership with the Arlington County Police Department.

Challenge:

With a large percentage of police officers in leadership positions eligible to retire in the next two to five years, there is the daunting task of capturing the expertise and institutional knowledge of these retiring officers to share with our younger staff. We know many organizations and departments across the country have the same challenge, so we wanted to create a program that we could share with other organizations, especially those in Virginia. We also wanted to create organic connections within the organization that build trust, and increase the representation of women in policing, especially in the upper ranks.

Partnering:

Two of ACPD's officers, Bruce Benson and Tiffanie Hegerty, took on the task of leading the Legacy Program by creating the needs assessment, and designing the application process, and session content, as well as the evaluation during the program debrief. Chief Jay Farr and Deputy Chief Andy Penn were instrumental in supporting and promoting the program. The Human Resources Training and Organizational Development team lent their expertise to assist with developing the design and implementation of the program.

Each of these key Subject Matter Experts, Organizational Development Experts, and Stakeholders were critical to the success of the ACPD Legacy Program.

Program Structure:

- ***Workbook*** – A workbook was provided two weeks prior to the initial training. The pre-work section of the workbook covers an introduction to the “Stages of the Mentoring relationship;” what is mentoring; the roles and responsibilities of the mentor and mentee; critical skills for mentors/mentees; and supportive behaviors
- ***Initial Training*** – The initial training focused on the positive behaviors of a mentor and mentee. The Mentorship vs. Supervisor vs. Coach matrix is discussed. Rules of engagement including what are in, and out, of scope were agreed upon. A Trust Agreement was also developed and signed. Each of the future learning sessions were also discussed during the initial training.
- ***Mentor/Mentee meeting structure*** – In addition to the Learning Sessions, there was an additional Mentor/Mentee meeting that was scheduled once a month. During this one on one meeting, conversations were structured to include organic conversation (getting to know each other, building trust), mentee development (focusing on goals), and next steps. The scheduling and discussion of these meetings were driven by the mentee.
- ***Goal setting*** – During the first two months of the program, mentors helped the mentees develop goals. These goals were the driving force behind the ongoing conversations between the mentors and mentees. We have found that goals changed once the mentors and mentees started their conversations.

Community Benefit:

The Arlington County Police Department has worked hard to become a trusted part of the community. This is the result of years of community outreach with our senior officers leading this charge. While we know that this goodwill could be lost in a moment, we are confident that with this program in place, our culture will be passed from our current leaders to the next generation.

Program results:

As with any program that is designed to develop or enhance the culture of an organization, results take time to quantify. So early on we have used 360 degree multi-rater assessments as a measurement, and we are finding an uptick in the communication, leadership, and development scores of the Legacy Program participants. Since the first cohort completed this program, two mentees and one mentor have been promoted to the next rank. We have also had several of the mentors ask if they could return for the second iteration which is one of the telltale signs of any good mentorship program. Additionally, we have received several comments from mentors, mentees, and the supervisors of the mentees that are in support of the program. Below are just a couple of statements from participants and supervisors.

Last week, in an effort to reallocate assignments amongst our team in the Criminal Investigations Section, Detective K volunteered to take a new role which includes more coordination of our Critical Accident Team. This showed some initiative on his part and I am not sure if he would have volunteered for more responsibilities had he not been participating in the mentorship program.

Then, just today, he sent an email to a patrol officer complimenting her on an investigation that she followed through to the conclusion. He encouraged her to consider a career track that included investigations and concluded that email with the following:

I am confident the effort you put into this investigation left the victim with a lasting impression of the Arlington County Police Department. That impression, without a doubt, coincides with our core values of COMMITMENT, COMPETENCE, COMPASSION, COURAGE, RESPECT, RESTRAINT and INTEGRITY. Thank you!

To me, this step shows growth in leadership and remembering how important the "little things" mean to the newer officers.

- Lt. Kip Malcolm

Executive Summary

ARLINGTON COUNTY POLICE DEPARTMENT LEGACY PROGRAM

PROGRAM PURPOSE:

By creating organic connections within the organization that build trust, we will promote and inspire personal and professional growth, and enhance the effectiveness of the Arlington County Police Department

This program is designed to promote loyalty and inclusiveness among employees, and increase the representation of women in policing, especially in the upper ranks. It presents an opportunity for leaders to shape the culture of the organization by capturing the expertise and institutional knowledge of our senior officers.

PROGRAM BENEFITS:

- Develop Talent
- Retain Talent
- Development Network
- Silos are broken down
- Stronger lines of communication

PROGRAM RESPONSIBILITIES:

The mentee is the beneficiary of the experienced mentor's teaching, **increasing the likelihood of success**, while gaining a greater understanding of the department's culture and history.

A formal mentoring program benefits the department by promoting loyalty and inclusiveness among employees and presents an opportunity for leaders to **shape the culture of the organization**.

This program is designed to provide an opportunity to develop the culture of the organization, promote and inspire personal and professional growth, build trust and enhance the effectiveness of the Arlington County Police Department.