President’s Corner
Butch Arenal, Punta Gorda P.D.

Random musings from our fearless leader.

Editors Note: Major Arenal is on a well-deserved break after too many hurricanes, as well as the birth of his son! Congratulations to Butch and Barbara, and welcome to the PAC family to Connor Clark Arenal.

(There was no truth to the rumor he was going to be named Charley Ivan Arenal, even though C.I.A. for initials could have been fun!)

Feature Article
Living with Law Enforcement
by Michael J. Cuttler, Ph.D.

CAREER DEVELOPMENT III...
HOW TO KEEP YOUR CAREER ON TRACK
(Making the system work for you!)

This is the eighth article I have written. Perhaps by now you have noticed a trend. Two years ago, I began writing about ways to cope with situations like critical incidents, burnout, marital difficulties, and supervisory hassles. Like most civilians, I thought that those were the things that were of greatest concern to law enforcement officers. My friends in law enforcement told me that stuff was "ok" but what really kept them awake at night (or during the day depending on the shift) were frustrations regarding their careers.

Career Development I introduced this topic with advice about setting goals and objectives for development. The sub-title,(Now For the Really Scary Stuff), referred to the need to assess your own strengths and weaknesses. Career Development II. (Preparing for Really Stressful Situations) talked about studying for promotional exams. Now its time to talk about putting it all together and making it happen.
After you set yourself straight and do well on the promotional exams, the next step is to get recognized, sponsored, and "selected" by your superiors. This is the third, and most critical, ingredient of a successful career development program. It requires an understanding of the way your agency works as well as a strategy for making the system work for you. In this article, I will talk about some simple ways to size up your situation and design a winning strategy for promotion and career development.

There are basically two things that determine who gets promoted in a law enforcement agency. First of all, you have to be competent. Preparing yourself for promotion, and doing well on the promotional exams, will take care of that. Secondly, you have to be visible. Your competence must be seen and appreciated by the decision makers. No matter how competent you are, if no one knows it you are not likely to be promoted.

Dr. Forrest Moss of the Southern Police Institute, Louisville, Kentucky points out that there are two primary strategies for successful advancement in a law enforcement organization. One way is to be patient and wait to be recognized. He calls this strategy "shelf sitting". Shelf sitting is a safe, and probably reasonable strategy for promotion to first line supervisor. It is less effective for officers seeking higher ranks and greater responsibilities, however. As you move up the line, the longer you sit on the shelf, the less visible you become. Without visibility your competence may no longer be recognized, and your career progression could get stalled.

A second, more aggressive strategy is to actively seek out opportunities to be recognized. Dr. Moss calls this approach "mobility". The higher you wish to move in your agency, the more important visibility becomes. Since there are always more Sergeants than Captains, the first levels of supervision can usually be obtained by competence and perseverance. Even at this level, however, lack of visibility (or negative visibility) can hold you back. If your career is stalled it may be because you lack visibility. Similarly, "negative visibility" (a bad reputation) can add years to your development plans. To get your career back on track, your best bet is to get "mobile."

There are three things you have to do in order to "mobilize" successfully. First off you've got to know the assignments, Find out about transfers, special team placements, training schools, etc. that are available and volunteer for them. It is important to keep abreast of everything that is available and be willing to volunteer. More importantly, if you hear of a transfer or special assignment that is available and decide not to put in for it, don't talk negatively about the opportunity or the selection process. This is sure to get you unwanted "negative visibility" which will make it more difficult for you to mobilize in the future.

Secondly, you have to be "available". Most officers I know are fairly assertive and are quite willing to volunteer and/or apply for new assignments. If they are competent and positively perceived, the most frequent reason they get turned down for new assignments is that their current boss does not want to do without them. A good way to assure your availability for new assignments is to recognize and develop talented subordinates as well as to share your expertise with coworkers.

If you are already a supervisor, don't let your "ego" get in the way of allowing talented
subordinates to be recognized for superior performance. If you are not seen as having strong subordinates, you will be less likely to be allowed to mobilize. Similarly, coaching and helping your coworkers will cause your superiors to see you as more competent.

Thirdly you must be positively perceived and "trusted" by those who make the decisions. The way to earn trust in your agency is identical to the way you earned it when you were a rookie on the street. In tactical situations we tend to trust fellow officers whose behavior is seen as predictable and loyal. No one wants to be on a call with an officer who might do something unexpected or who might fail to stand up for his fellow officers.

Similarly, once you are competent and visible within your agency, it is very important that your behavior not be erratic and your comments not be construed to be disloyal. Although some officers call this "playing the game", it's just common sense if your goal is mobility and career advancement. To win you must make a conscious effort to fit in and be trusted by the decision makers in your agency. If you play the game properly, both you and your agency will benefit.

Contrary to what you might think, willingness to play the game does not mean that you have to "sell out" or be dishonest. It is possible to disagree with your superiors and still be a trusted member of the team. The key to being trusted is to be predictable. If your boss knows that even when you disagree you can be counted on to follow orders and behave consistently, you will be trusted and you will not have to compromise any of your basic beliefs.

The more you are trusted, the more your point of view will be considered by your superiors. As you move around in your agency you will get increasing opportunities to have your point of view heard and to influence policy. Your increased visibility will result in increased influence. This is what we call a "win win" outcome. You win the game by getting what you want and the agency wins by being able to consider differing points of view.

Obviously, there are no guaranteed formulas for promotion and advancement. If your career seems stalled, or you have been frustrated in the past by being "passed over" for promotion and re-assignment, maybe it's time to consider a new strategy. The secret of winning the career advancement game is learning how to make the system work for you without selling out.

As I mentioned above, being good at your job, but failing to develop others, or to gain the trust of decision makers, can keep you trapped in your present job for a long time. Being competent is a necessary first step but probably won't be enough to get you beyond first line supervision. In fact, career development experts like Dr. Moss advise against "over learning" your present job and recommend "mobilizing" as soon as possible to avoid burnout and fatigue.

If you are not content to be a "shelf sitter" and wait for your break, you must take an active role in getting yourself recognized and accepted. Although this strategy is not without its dangers, and is certainly not guaranteed, "the mobility game" will help you stay challenged, interested, and valuable to your agency and to the law enforcement profession.

FDLE News Releases

Susan Kyzer Elected President of NAWLEE

The Florida Department of Law Enforcement
Enforcement is pleased to announce that Susan Kyzer, Executive Director of the Commission for Florida Law Enforcement Accreditation, Inc. (CFA) was recently elected president of the National Association of Women Law Enforcement Executives (NAWLEE). She is the first civilian female to serve in this role.

Kyzer has been a member of NAWLEE since 1997 and most recently served as treasurer for five years. As president, she will be responsible for setting the goals and objectives of the association, appointing the chairpersons of six standing committees and act as a spokesperson for the association.

Kyzer is currently the Executive Director of the Commission for Florida Law Enforcement Accreditation, Inc. (CFA). She is also a graduate of the Chief Executive Seminar. Kyzer serves on the national State Accreditation Program Task Force Committee responsible for developing CALEA’s Recognition and Alliance Program between the state and national accrediting bodies.

NAWLEE is the first organization established to address the unique needs of women holding senior management position in law enforcement. The mission of the non-profit organization is to promote the ideals and principles of women executives in law enforcement; conduct training seminars; and to provide a forum for the exchange of information concerning law enforcement and generally fostering effective law enforcement.

Please join FDLE Commissioner Guy Tunnell in congratulating Susan on this new position.

Commissioner Tunnell Appoints Electra Bustle Assistant Commissioner

Florida Department of Law Enforcement Commissioner Guy Tunnell today announced the appointment of Electra Bustle as Assistant Commissioner for Support Services, effective September 7. AC Bustle previously served FDLE as Chief of Staff. The duties of the Office of Chief of Staff will be combined with the duties of the Assistant Commissioner. This realignment will create two distinct arms of responsibility: an operational arm and a support services arm. In her new role, AC Bustle will oversee the Business Support Program, Professionalism Program, Information Program, Information Resource Management, Public Information Office, and Legislative and Cabinet Affairs.

AC Bustle has an in-depth knowledge of law enforcement at all levels and has been providing legal advice and training to law enforcement agencies since 1989. Prior to joining FDLE she served with the Sarasota County Sheriff's Office in various capacities including: Major in charge of Courts, Corrections, and the Human Services Division, Captain of the Human Resources Bureau, and General Counsel. Chief of Staff Bustle has also held other legal positions including Assistant General Counsel with the Department of Highway Safety and Motor Vehicles and Deputy General Counsel with the Florida Sheriff's Association.

AC Bustle currently acts as the Legal Counsel to the Commission for Florida Law Enforcement Accreditation and to the Florida Corrections Accreditation Commission. She is also a Commissioner on the Florida Corrections Accreditation Commission.

Assistant Commissioner Bustle received her Juris Doctorate from Florida State University and has a Bachelors Degree in Communications from the University of Pennsylvania. Bustle has received her Florida law enforcement certification and is also a graduate of the Florida Criminal Justice Executive Institute, Chief Executive Seminar. She is a member of the Florida Bar, Florida Association of Police Attorneys, and the National Association of Women Law Enforcement Executives. AC Bustle’s husband, Dennis, is a Captain with the Medicaid Fraud Unit within the Office of the Attorney General and they have one daughter.

Please join the Commissioner in congratulating Assistant Commissioner Electra Bustle.

On the Move

Member updates (assignments, addresses, promotions, retirements, etc.).

Gulfport Police Department:

Sergeant Howard Coombs has been assigned as the new Accreditation Manager at Gulfport PD. Sergeant Craig Warner been transferred to the patrol division. Craig says: “Please go easy on Howard until he gets his feet wet. I have enjoyed working with you all for the last few years.”

Bay County Sheriff’s Office

Congratulations to Jimmy Stanford, who has been promoted to Captain.
Margate Police Department

Congratulations to Mike Palma, who was promoted to Sergeant on October 1, 2004.

Welcome to the PAC family to Officer Lisa Borelli, who was transferred to Planning and Research to work with accreditation.

Conference News

Our Congratulations to All of the Agencies Accredited:

**CFA Initial Accreditations, June 2004**  
*with CALEA Recognition*

- Juno Beach Police Department*
- Santa Rosa County Sheriff’s Office*
- Mount Dora Police Department*
- DeLand Police Department*

**CFA Re-Accreditations, June 2004**  
*with CALEA Recognition*

- Polk County Sheriff’s Office
- Largo Police Department
- Clearwater Police Department*
- Pinellas County Sheriff’s Office
- Punta Gorda Police Department*
- Charlotte County Sheriff’s Office
- Casselberry Police Department*
- Ft. Lauderdale Police Department*
- Lee County Sheriff’s Office
- North Miami Beach Police Department*
- Lighthouse Point Police Department*
- Port Orange Police Department
- Jupiter Police Department
- Margate Police Department

**FCAC Initial Accreditations, June 2004**

- Hardee County Sheriff’s Office
  Sheriff J. Loren Cogburn
  Jail Administrator: Captain Barry Schnable
  Accreditation Manager: Captain Jose Cortez

St. Johns County Sheriff’s Office
Sheriff Neil J. Perry
Jail Commander: Colonel Ned Hafner
Accreditation Manager: Lieutenant Connie Reams

Taylor County Sheriff’s Office
Sheriff L.E. "Bummy" Williams
Jail Administrator: Captain Richard Johnson
Accreditation Manager: Sergeant Scott Welch

Santa Rosa County Sheriff’s Office
Sheriff Wendall Hall
Jail Administrator: Major Dottie Way
Accreditation Manager: Sergeant Marc Hayes

Next Meeting:  **February 2005**

**Florida Accreditation Week** is
Monday, February 7, through Friday, February 11, 2005 at the host hotel:

**Radisson Resort Parkway**
2900 Parkway Boulevard  
Kissimmee, FL 34747
(407) 396-7000
www.radisson.com/kissimmeefl

Job Opportunities

Job postings from member agencies.

The Palm Beach Gardens Police Department, accredited by both CFA and CALEA, is seeking an Accreditation Manager. This is a new position to be filled on or after December 1st. The job description and requirements can be found at:

http://www.pbgfl.com/jm/publish/job_32.asp

While the requirements include an associate’s degree or equivalent, accreditation-related experience can be substituted for education per the announcement. This posting will remain open until filled. The salary range is $37,694 to $59,840, and experience is preferred. For more information, interested persons can contact:

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