

CGIC Succession Planning Checklist

The goal of succession planning is simple: the crime gun intelligence center (CGIC) cannot stop working because one person transfers, promotes, retires, or leaves. We need to know where our weak points are, train the next person before we need them, and make sure critical knowledge does not walk out the door with an employee.

Leadership and Supervision

- ☐ Identify who is responsible for the CGIC and who steps in when that person is unavailable.
- ☐ Make sure incoming supervisors understand the CGIC mission, priorities, and expectations.
- ☐ Brief new leadership on what is working, what is not, and where attention is needed.
- ☐ Review staffing, funding, equipment, partnerships, and any unresolved issues.
- ☐ Make sure the CGIC remains tied to the agency's overall violent crime strategy.

Identify Single Points of Failure

- ☐ Identify any job that only one person knows how to do.
- ☐ Identify systems, processes, or relationships that depend on one employee.
- ☐ Assign a backup for every critical CGIC function.
- ☐ Crosstrain personnel before a vacancy occurs, not after.
- ☐ Use shadowing and on-the-job training whenever possible.
- ☐ Periodically have the backup perform the job to make sure they can actually do it.

Memorialization of Processes

- ☐ Make sure the major CGIC workflows are documented.
- ☐ Keep Standard Operating Procedures (SOPs) current and make them easy for personnel to find.
- ☐ Document firearm processing, National Integrated Ballistics Information Network (NIBIN) entry, lead dissemination, firearm tracing, intelligence sharing, and investigative follow-up.
- ☐ Clearly identify who is responsible for each step.
- ☐ Document timelines and expectations for getting the work done.

- ☐ If the answer to "How do we do this?" is "Ask John," we have a problem.

NIBIN Lead Follow-Up

- ☐ Identify who receives and reviews NIBIN leads.
- ☐ Identify who assigns leads for follow-up.
- ☐ Set clear expectations for what investigators are expected to do with a lead.
- ☐ Track leads from receipt through final disposition.
- ☐ Routinely review outstanding leads.
- ☐ Make sure supervisors are holding personnel accountable for follow-up.
- ☐ Have a backup process so leads do not sit when someone is off, transfers, or leaves.

Protect the Partnerships

- ☐ Maintain a current contact list for partner agencies.
- ☐ Have more than one point of contact whenever possible.
- ☐ Introduce replacements to partners before outgoing personnel leave.
- ☐ Keep the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), prosecutors, surrounding jurisdictions, labs, and other partners engaged.
- ☐ Document recurring meetings, case reviews, and partner responsibilities.
- ☐ Do not allow an important partnership to exist solely because two individuals have a good relationship.

Systems, Equipment, and Information

- ☐ Know who has access to each system and who administers it.
- ☐ Make sure backup personnel have the access they need before an emergency occurs.
- ☐ Maintain an updated equipment and technology inventory.
- ☐ Keep important documents, reports, contacts, and training materials in a shared location.
- ☐ Do not allow critical information to live only in someone's email, personal drive, or notebook.
- ☐ Remove or transfer system access when personnel leave the CGIC.

Before Someone Leaves

- ☐ Conduct a face-to-face turnover whenever possible.
- ☐ Review open cases, outstanding NIBIN leads, projects, and deadlines.
- ☐ Transfer partner contacts and explain the relationships, not just provide a phone number.
- ☐ Identify upcoming meetings, reports, training, grant requirements, and other commitments.
- ☐ Make sure equipment, files, system access, and administrative responsibilities are transferred.
- ☐ Ask the outgoing employee: "What does the next person need to know that isn't written down anywhere?"

Bringing the Next Person In

- ☐ Explain the CGIC mission and why their job matters to the overall process.
- ☐ Walk them through the workflow from firearm recovery through investigation and prosecution.
- ☐ Provide the necessary training and system access.
- ☐ Introduce them to the people they will actually be working with.
- ☐ Review current priorities, problem areas, and expectations.
- ☐ Pair them with an experienced employee whenever possible.
- ☐ Follow up after 30-60 days to identify training or knowledge gaps.