



“Slipping the Silo”

Keeping Your Chief and PD from Being a Silo

Goals & Objectives

- Understanding why hiring a police chief requires external expertise
- Explaining the mystery of Internal Affairs and Civil Service
- Understanding compliance State requirements
- How to monitor the department's culture and processes without undermining its autonomy.
- “Slipping the Silo”: Understanding how to prevent a PD and Chief from isolation
- Explaining modern recruitment and retention strategies
- Other tools and strategies for minimizing headaches, improving communication, and ensuring community-aligned, legally compliant policing



Why Me

- 35
- 25
- 10
- 143
- CPM
- CPSM
- TPCA
- MIO - IRA



What is the “Silo”?

Chief Johnny Siemens – Universal City PD – “Slipping the Silo”

Police departments operate under unique legal, cultural, and operational pressures that naturally push them toward isolation.

When hiring, conducting internal investigations, or managing retention, the risks of administrative “silos” grow even stronger—especially ***when leadership operates without external networking or collaboration.***



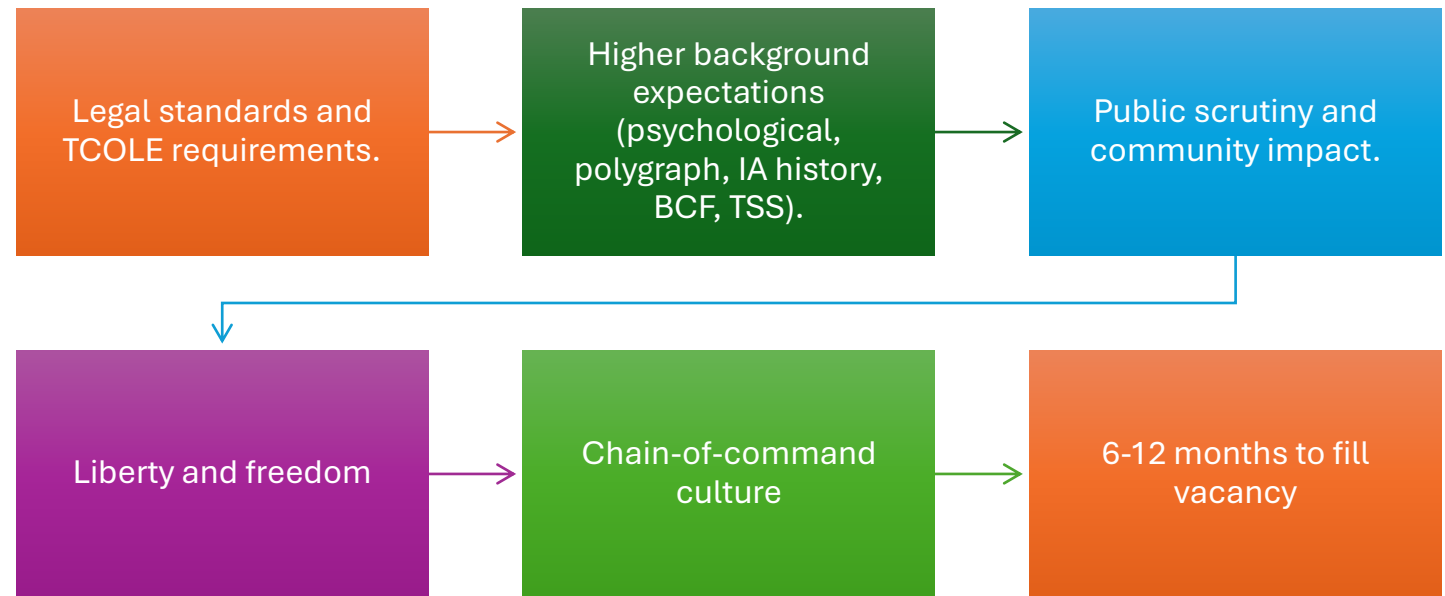
Examples

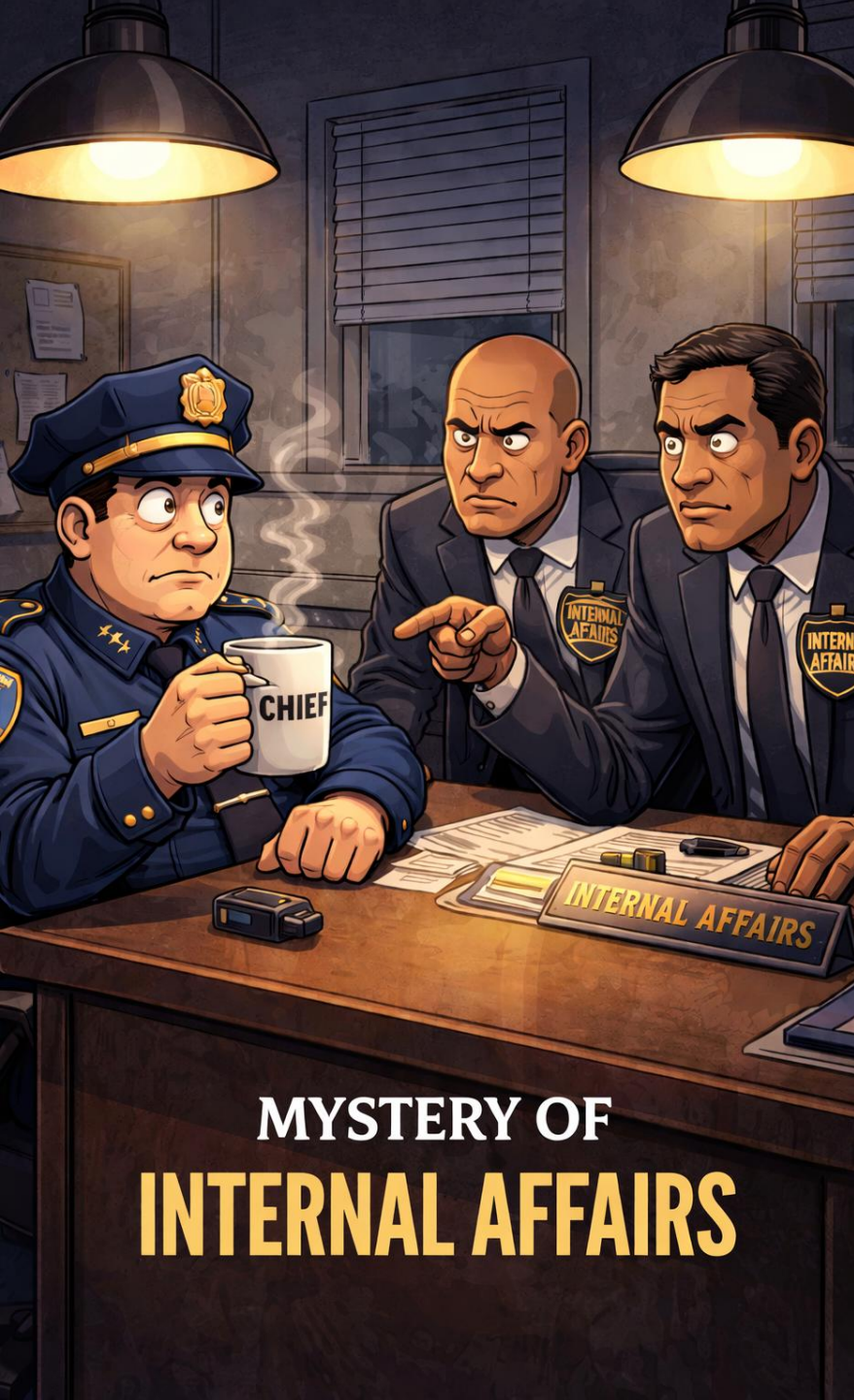
- “Business As Usual”
- “THE” Police Department
- Never leaves the office
- No new ideas
- “We don’t have time”
- Managing behind the desk
- “Where’s the Chief”



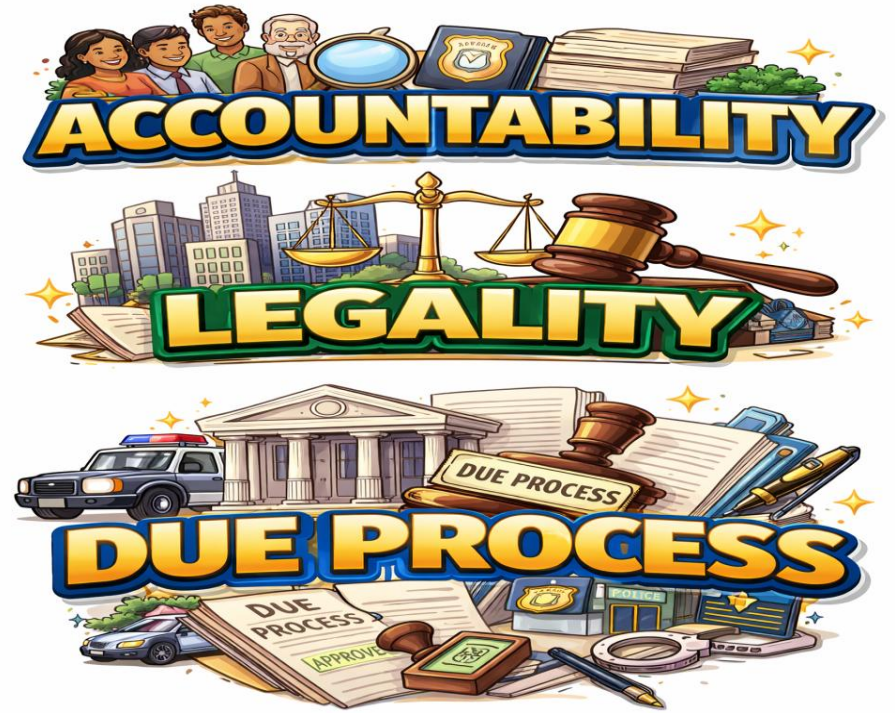


What Is Different About Hiring in a Police Department?





- The purpose of IA:



- Administrative vs. criminal investigations.
- City management vs. PD command staff.
- Common misunderstandings by non-law-enforcement administrators.
- Legal requirements (Govt Code Chp 614, Case Law).
- Transparent (complaint and compliment form online)

That Scary ThingChapter 143

- Do NOT be afraid of it....
- Basics:
 - Hiring
 - Firing
 - Promoting
 - Demoting
- Due process and best practices codified
- What is feared most?



Getting Outside Help When Hiring a Police Chief

- Reduces bias and political pressure.
- Ensures proper vetting beyond internal networks.
- Prevents “self-referential selection,” where PD culture chooses its own leader.
- Adds expertise in police executive assessment (credentials, red flags, leadership traits, best practices).
- The BS meter





Ensuring Your PD Is Doing It the Right Way

- Establishing transparent hiring, promotion, training, and IA procedures.
- Accreditation – Best practices.
- Performance metrics and reporting structures.
- Communication loops between city management and PD leadership.
- External assessments.

PROFESSIONAL SERVICES



The Texas Police Chiefs Association (TPCA) is the largest association of police executives in Texas and one of the largest state police chiefs associations in the country. With a diverse group of experts in all areas of policing, TPCA provides a wide range of professional services to Texas governmental entities.

Police Chief Search and Selection

Staffing Studies

Executive Level Training

Comprehensive Organizational Studies

Strategic Planning

Accreditation Program

POLICE CHIEF SEARCH AND SELECTION

The Texas Police Chiefs Association offers valuable technical assistance in evaluating resumes and pinpointing credible candidates. Utilizing these resources can enhance your ability to choose the most suitable candidate for your department. Additionally, the Association can deliver a comprehensive selection process, typically at a significantly lower cost than many consulting firms.

STAFFING STUDIES

We provide Staffing Studies that use the IACP and ICMA recommended workload models to determine the staffing options for various policing strategies.

COMPREHENSIVE ORGANIZATIONAL STUDIES

A comprehensive Organizational Audit is beneficial, as it examines all departmental operations to ensure adherence to legal standards and best practices. This evaluation provides an analysis of crime control strategies, necessary staffing levels, and may include an anonymous employee survey.

STRATEGIC PLANNING

A roadmap providing organizational direction can be an effective management and budget tool. TPCA can assist law enforcement agencies in developing a strategic plan and can facilitate the strategic planning process for other city departments.

EXECUTIVE LEVEL TRAINING

TPCA provides quality training around the state. The Law Enforcement Command Officers Program (LECOP) offers a series of 10 courses to command level officers and supervisors covering the full range of law enforcement operations including Developing Leaders, Managing Administrative Operations, Patrol, Traffic, Special Operations and Criminal Investigations. Upon completing the full course series, they receive a LECOP Certificate and special recognition. All TPCA classes emphasize the importance of Leadership.

ACCREDITATION PROGRAM

A nationally recognized program with over 170 standards outlining best practices for law enforcement agencies in Texas. This program includes independent review of policies and operations of an agency, ensures efficient service delivery to the public, protection of individual rights, and decreased exposure for liability and risk.

FOR MORE INFORMATION PLEASE EMAIL
GELLIS@TEXASPOLICECHIEFS.ORG
OR CALL 512-281-5400





Signs of the “Silo”:

- Early warning signs of siloing:
 - poor communication
 - defensive culture
 - constant complaining
- Other clues:
 - Lack of Transparency
 - No new ideas
 - Non-participation in regional, state, and national conferences/training
- Networking - limited or non-existence

Silo Prevention Strategies



- Monthly check-ins between chief and city leadership
- Clear administrative boundaries without micromanagement
- Cross-departmental collaboration – PD is Part of the City Team
- Community engagement expectations
- Expectations of professional development and networking (sheriff, other agencies)
- **Attendance at conferences and regional meetings (LEMIT and ALERRT)**

Affiliates

- Due to the size of Texas, we have regional affiliate associations across the state who meet regularly.
- Each affiliate has a representative who is a voting member on the Executive Board.
- There are 15 TPCA Affiliates:
 - East Central Texas Police Chiefs Association
 - Southeast Texas Police Chiefs Association



Mentorship and
Professional
Development

Think like a
Chief – Act
Like a Chief –
Must Be
Around Other
Chiefs





The Belly
Button Effect

Keys to Success and Fewer Headaches

- Establish mutual trust – if a silo, is there a historical reason – “The Belly Button Effect”
- PD part of the City Team
- Chief and Command staff exposed to outside training and networking opportunities
- Establish predictable processes for hiring, discipline, and communication.
- CULTURE is in control - LEADERSHIP or Lack of It - controls culture.

Recruitment and Retention Strategies That Work

- Modern recruitment messaging and community-aligned branding.
- Lateral hiring and regional collaboration.
- Flexible schedules and wellness programs.
- Career pathways: detective tracks, training tracks, leadership development.
- Bonus or incentive pay
- **Culture, culture, culture**
- **Coming Soon: [DiscoverTexasPolicing.org](https://discovertexaspolicing.org)**



Understanding TCOLE, Backgrounds, and Personnel Files

- TCOLE requirements for licensing, training, record keeping.
- Necessary components of backgrounds: psychological evaluation, polygraph, IA history, medical, other forms, military and employment checks (TSS, BCF, L-1, F5R).
- HR personnel files vs. Department (Chief) Personnel file vs. IA file.
- TCOLE assistance and audits.
- CJIS
- **Interim Chiefs – Call ME**





LEOSE Funds and Their Administrative Impact

- LEOSE (Law Enforcement Officer Standards and Education fund) – Texas Occupations Code 1701.157
- Using LEOSE
 - For training and continuing education
 - Without supplanting - 1701.157(e)
 - Only for those licensed under 1701
- Administered by Texas Comptroller's Office – annual report
 - 20% of funds to all agencies
 - 80% on a shared basis by number of licensed FTEs
- **“Head of law enforcement agency shall..”**

Final Thoughts & Questions

- Ask questions
- Set expectations
- Call TPCA



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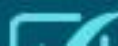
TPCA

Conference 2026

Connect & Collaborate With Some of The Best Leaders In The Field



Dynamic Breakout Sessions



Networking Opportunities