

# Recruitment – Chief of Police

Presented by:

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**Edmonton Police Commission**

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# RECRUITING A CHIEF

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- One of the most important roles of a board/commission
- Legislated responsibility
- Chief holds key position in the community
  - Must be respected, unbiased, trusted, a leader

... a **TALL** order

# SELECTION PROCESS

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- Ron Robertson article: “Recruiting Your Next CEO: Practical Advice for Canadian Boards” ([www.iveybusinessjournal.com](http://www.iveybusinessjournal.com))
- Robertson identifies two major risks:
  1. Appointing the wrong person
  2. Rejecting the right person

# SELECTION PROCESS

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- Internal vs external candidates
- Assessment based on four criteria:
  1. Interest
  2. Competence
  3. Commitment to stay
  4. Crucial weaknesses

# SELECTION PROCESS

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- Setting the profile for your next Chief
- Core competencies required to achieve the organizations' strategic goals
- Three approaches:
  1. Selective – known candidates are targeted
  2. Broad – campaign to approach many candidates
  3. Combination of 1 & 2

<b>Board</b>	<ul style="list-style-type: none"> <li>• Establish committee members</li> <li>• Select committee chair</li> <li>• Establish terms of reference</li> <li>• Once candidate is selected, orient the new candidate and solidify expectations</li> <li>• Provide guidance via board interpreter and 360 feedback</li> </ul>
<b>Search Committee</b>	<ul style="list-style-type: none"> <li>• Engage board to determine critical competencies</li> <li>• Choose search firm</li> <li>• Work with search firm to determine types of experience that will produce the desired competencies; recruiting approach to be used; stakeholder names</li> <li>• Determine timelines</li> </ul>
<b>Board/Committee (depending on terms of reference)</b>	<ul style="list-style-type: none"> <li>• Confidentiality agreement</li> <li>• Manage timeliness of search and selection activities</li> <li>• Brief Board throughout the search</li> <li>• Candidate list review; determine short list; meet with short-listed candidates to answer questions and determine interest</li> <li>• Plan for and conduct official short-list interviews</li> <li>• Obtain Board approval of recommended candidate</li> <li>• Negotiate terms of conditional offer; conduct reference and background checks</li> <li>• Announce chosen candidate; speak to candidates not chosen</li> </ul>

## Stage 1

- Process approval, select search firm, job posting, fielding candidates, short-listing (November 2014 – January 2015)

## Stage 2

- Candidate evaluation, background check, meetings with stakeholders, behavioral profiling (January – April 2015)

## Stage 3

- Hiring process (April – May 2015)

**Stage 1:** Sub-committee established, search firms interviewed and selected, competencies identified (Sept/Oct 2015)

**Stage 2:** Job posting/advertisement/head-hunting, short list established, interviews conducted (January - March 2011)

**Stage 3:** Selection, contract negotiation (March-April 2011)

**Stage 4:** Council ratification, public and internal announcement (April-May 2011)

**Chief's first day: June 1, 2011**



# QUESTIONS

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