Recruitment and Selection of Your Next Chief of Police

August 2018

Who Am I and Who Are You

- Leslie Dornan, Senior Partner, Director Consulting Services and Leader of MNP's Public Safety practice
- Have designed and facilitated executive search processes for almost 20 years
- Extensive experience providing consulting services to public safety organizations including the Winnipeg Police Board and Winnipeg Police Services
- Currently developing the business plan for a different model for the treatment of public intoxication with the Community Wellness and Public Safety Alliance in Manitoba

Leslie Dornan,
Senior Partner
Director of
Consulting Services

Focus Areas for Today

- The recruitment and selection process
- How to determine what you need and want in your next Chief of Police

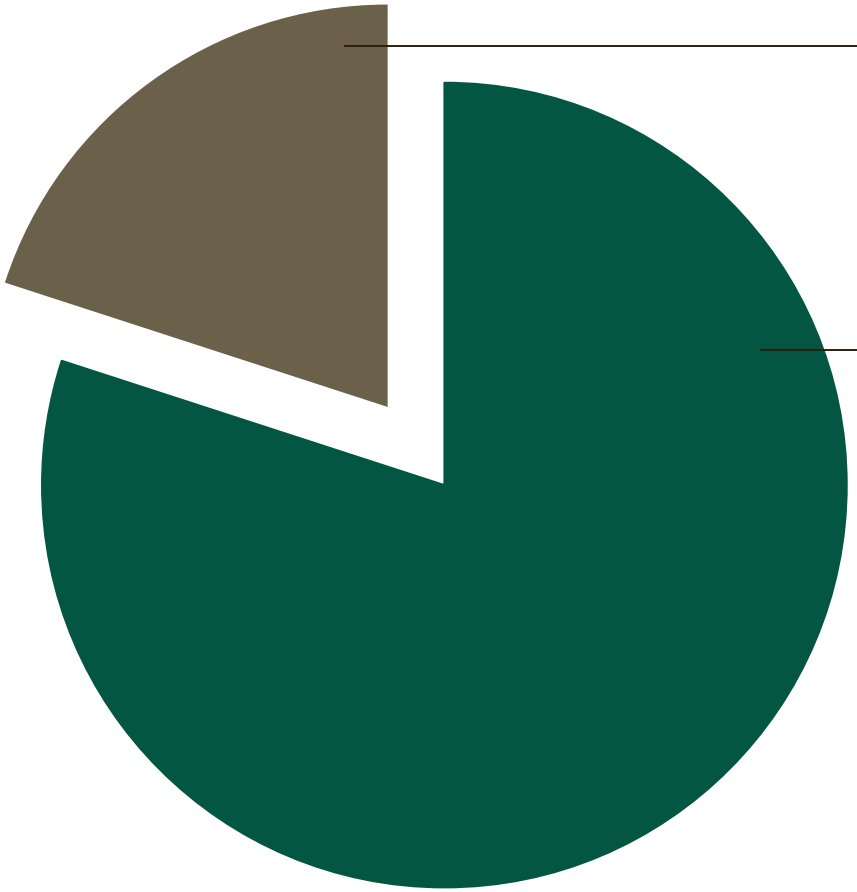
Two Major Aspects of a Search Process

- To **find** qualified candidates, attract them to the opportunity and convince them to engage in the process
- To **evaluate** the competencies of candidates and select the most qualified person who is the best 'fit' for the Police Service

"Hiring the ***best person available*** for a position, rather than ***the best person who applies***, requires a different ***talent management strategy*** and a focused recruitment effort."

"Recruitment is both **an art** and a **science**."

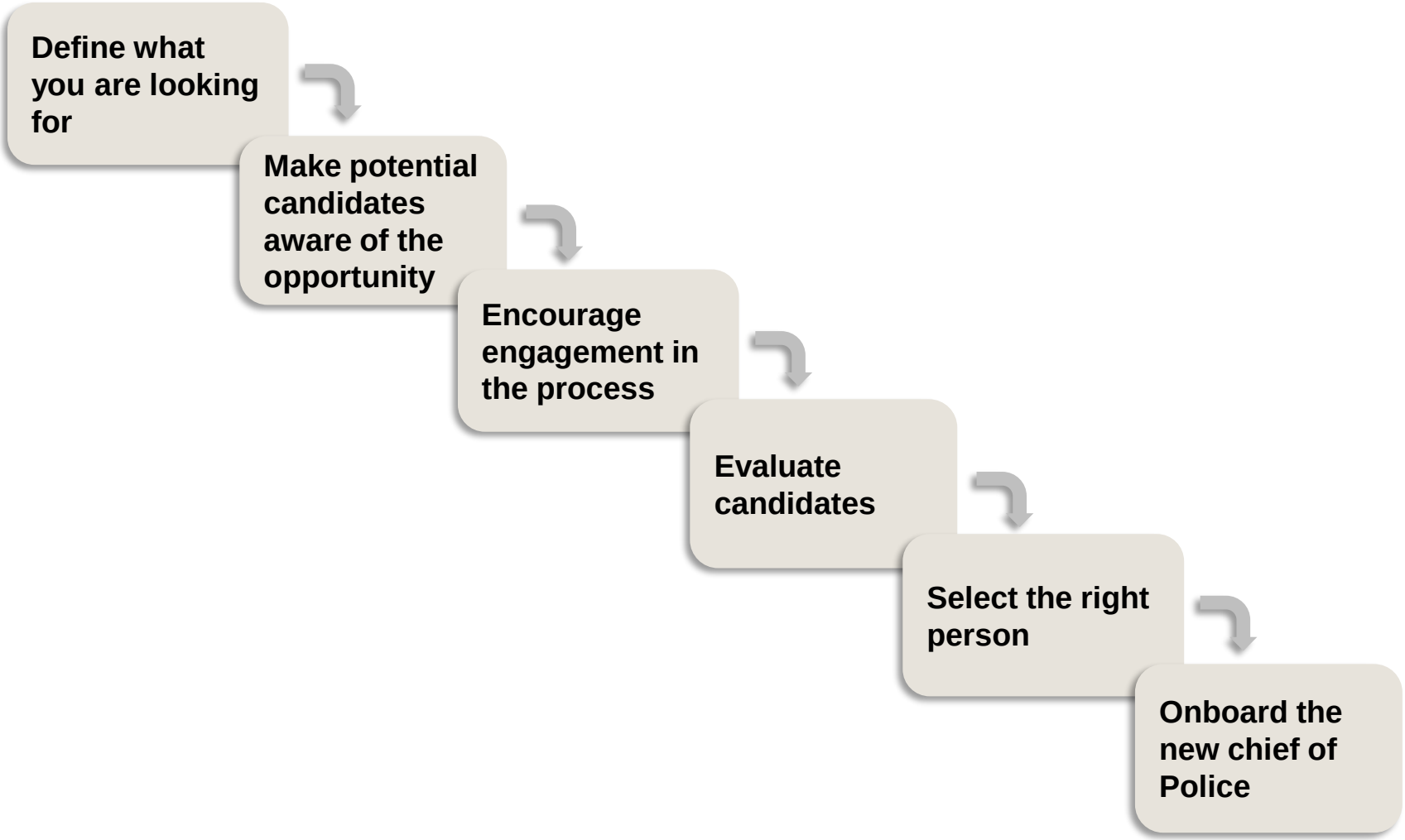
Engaging the Best Talent



20%
Semi-active & active

80%
Passive & Super-Passive

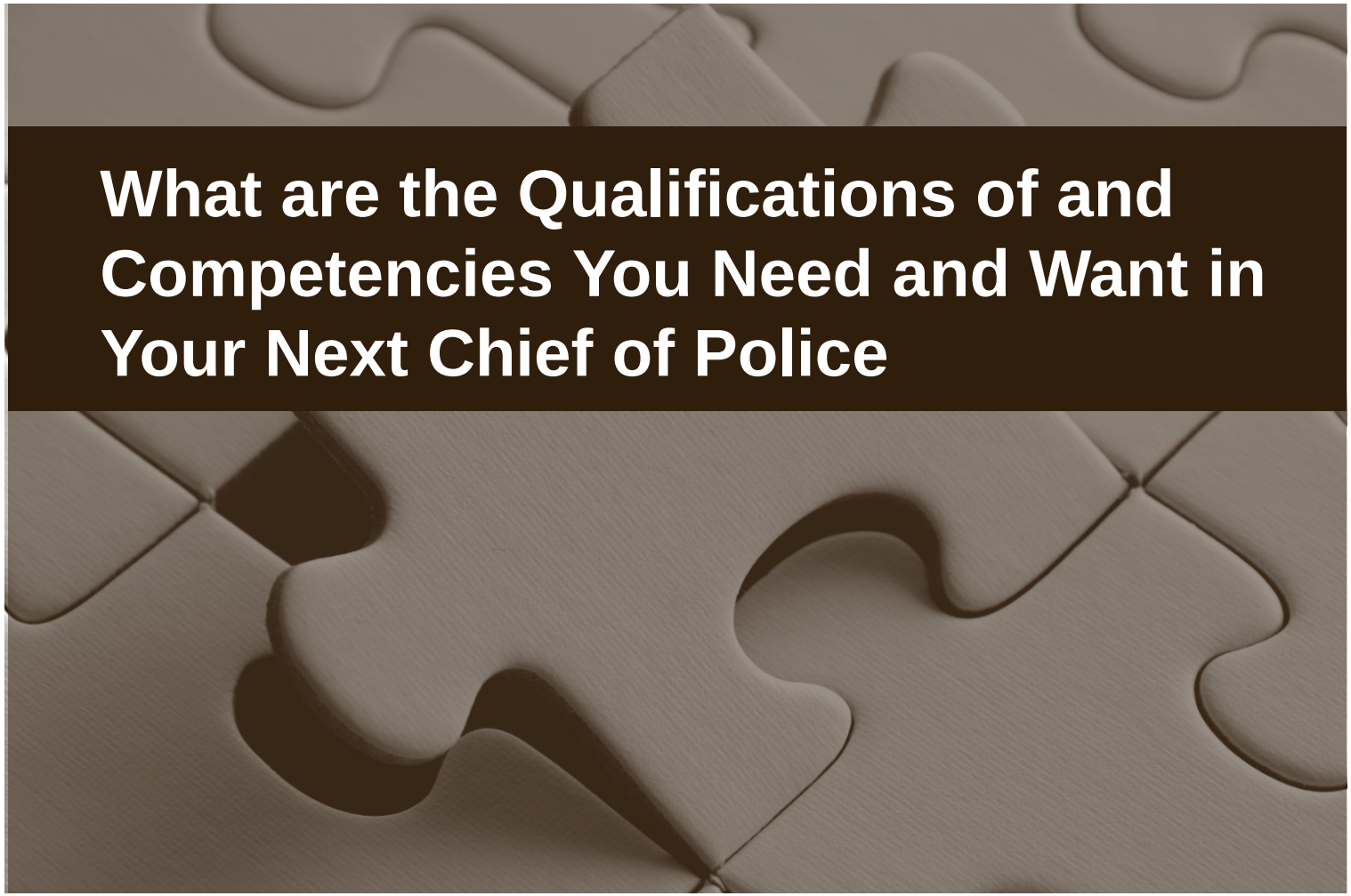
Major Phases of a Search Process



MNP's Eight Step Methodology

1. **Project Initiation and Confirmation of Recruitment and Selection Criteria**
2. **Candidate Identification** Sourcing
3. **Preliminary Candidate Screening** Development of the "Long List"
4. **In-Depth Candidate Screening** Development of the "Short List"
5. **Client Candidate Interviews**
6. **360° Reference Check**
7. **Assistance with Employment Offer**
8. **Follow-Up**

What are the Qualifications of and Competencies You Need and Want in Your Next Chief of Police



Know Where You Have Been and Where You Are Going

- What are some major events, trends, etc. that have had a significant impact on your community and the Police Service?
- What is the current philosophy of policing?
- What is your vision for the future?
- What are your goals?
  - Commitment to professionalism
  - Reduced crime and victimization
  - Investigative excellence
  - Increased efficiency and effectiveness

Leading Practices in the Recruitment and Selection of Executives and Senior Officials

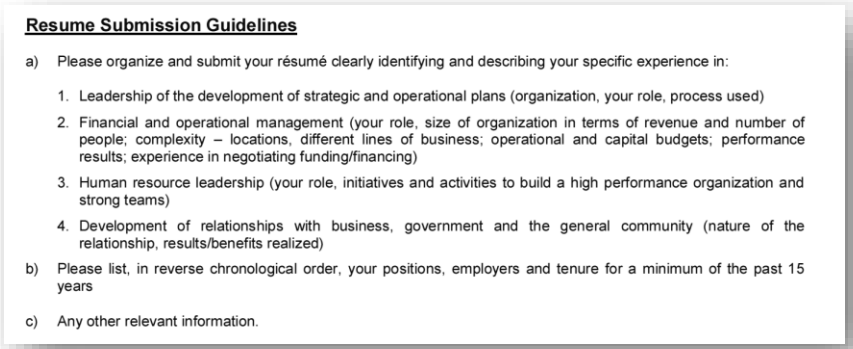
- **A shared understanding among all parties to the executive search process, of the executive position requirements**
  - Consideration of the nature of executive work, the stage of development of the organization, current challenges facing the organization and the strategic direction and vision
- **Clarity and common understanding of desired candidate attributes**
  - As specific as possible in each of the four categories of cognitive, social, business and strategic
  - Appropriate weightings in terms of importance depending upon the level of executive and position requirements
  - Consideration of candidate ethics and integrity
  - Linkage of attributes to position requirements

Leading Practices in the Recruitment and Selection of Executives and Senior Officials (cont.)

- **Strong partnerships between the hiring managers / selection committee, internal human resource staff and/or external executive search agencies**
  - Regular two-way communication
  - Creation of shared trust
  - Desire to engage with one another
  - Recognition that internal services and external firms are an extension of the brand
  - Clear performance measures and regular reviews
- **Multi-faceted approach to identification of quality candidates**
  - Advertising in targeted mediums
  - Solid research in organizations and people who would have the attributes you are seeking
  - Viral networking to individuals who may be potential candidates
  - Direct contact to sell the opportunity
  - Referral sources and referrals from staff or stakeholders

Leading Practices in the Recruitment and Selection of Executives and Senior Officials (cont.)

- **Multi-stage and multi-rater evaluation of candidates**
  - Review of resumes / applications that address specifically the desired attributes (use of different techniques)
  - Structured and behavioural based information interviews
  - Use of personality / leadership assessments as an additional source of information



Resume Submission Guidelines

a) Please organize and submit your résumé clearly identifying and describing your specific experience in:

1. Leadership of the development of strategic and operational plans (organization, your role, process used)
2. Financial and operational management (your role, size of organization in terms of revenue and number of people; complexity – locations, different lines of business; operational and capital budgets; performance results; experience in negotiating funding/financing)
3. Human resource leadership (your role, initiatives and activities to build a high performance organization and strong teams)
4. Development of relationships with business, government and the general community (nature of the relationship, results/benefits realized)

b) Please list, in reverse chronological order, your positions, employers and tenure for a minimum of the past 15 years

c) Any other relevant information.

30% maximum

Leading Practices in the Recruitment and Selection of Executives and Senior Officials (cont.)

- **Comprehensive 'media checks'** exploring all communities and organizations where a candidate has a connection
- **Documented 360º reference checks** using structured but tailored questions to confirm findings from other processes and with referees of your choice
- **Security and financial checks** appropriate to the nature and level of the position
- **Decisions** made by selection committees based on the entirety of the information and a systematic evaluation of the candidate attributes

The Chief of Police Position

Role and Responsibilities of the Chief of Police

- What is the major role of the Chief of Police?
- What are the major responsibilities of this position?
  - Planning – strategic and operational
  - Support of the Police Commission
  - Stakeholder, partner and public relations
  - Organizational, financial and performance leadership

What is the Culture You Want to Build or Maintain?

- Culture will have a more significant impact on the productivity and effectiveness of an organization than other major strategies

Leaders have a disproportionate influence on the culture and environment of an organization

- Can be good if a transformative leader is needed
- Can be bad if you have a good culture and the wrong leader is selected

Values of the Police Service

- Integrity
- Accountability
- Respect
- Innovation
- Courage
- Community

- What do these mean in very practical terms in expected behaviour?
- How would these be reflected in the required competencies of a new leader?

Seven Characteristics of Organizational Culture

- Innovation (risk orientation)
- Attention to detail (precision orientation)
- Emphasis on outcome (achievement orientation)
- Emphasis on people (fairness orientation)
- Teamwork (collaboration orientation)
- Aggressiveness (competitive orientation)
- Stability (rule orientation)

Practically Speaking…

- Staff perception of feeling safe, secure and valued
- Extent of vision, mission and values embedded in daily operations
- Level and breadth of understanding of the goals, objectives and measures of success
- Individual understanding of their contributions within the organization and the system as a whole
- Formal and informal leadership championing of change
- Leadership styles and management team interaction and integration
- Decision-making styles, processes and level of authority
- Acceptable behaviours and consequences of behaviours within the system
- Communication flows / patterns
- What gets rewarded / punished
- Acceptance of new ideas and tolerance of risk-taking
- Performance expectations and the meaningfulness of the performance review process
- Quality of working relationships
- Problem-solving processes
- How mistakes are handled
- Norms / traditions / rituals / stories / myths
- How power is used / shared
- How rumours are handled
- Openness to learning and feedback
- Training and development practices

Your Values As an Organization Are Reflected in Your Culture

… and you must be able to describe how your values are demonstrated in behaviour

Integrity

Keeps the greater good of the organization in mind at all times	Does things for personal or professional benefit disregarding the greater good; withholds concerns or information
Tackles difficult topics openly, ensures you have all the information and makes tough decisions even when unpopular	Allows popularity or politics to guide decisions
Admit when you don't know or when wrong	'Bluff' your way through answers and conversations; 'know it all'

Collaboration

Builds teams	Works in isolation; disregards input from team
Consciously seeks out diverse and competing perspectives; engages others in decision-making	Only seeks input from those who support your perspective
Considers the impact of decisions on others and balances benefits and costs	Makes decision based on a single or hidden agenda
Seeks to truly understand another perspective	Takes a position and pays 'lip service' to the dialogue

‘Must Have’ Requirements

- However, you need a starting point
- Minimum requirements
  - Does this position require a post-secondary or advanced post-secondary degree in a specific discipline?
  - Does this position require specific experience, what length and what kind?

    e.g. 10 years executive level experience in a large urban police force

These can be used as an initial screening tool

Competencies

- Competencies are the knowledge, skills and behaviours necessary for an individual's contribution to the continued success and growth of an organization
- Competencies include:
  - Skills (what a leader can do)
  - Knowledge (what a leader knows and can apply)
  - Behaviours (how the leader conducts themselves)

Competencies

- The competencies required within the Police Service will be based on the unique strategic directions, goals and objectives of the organization and the positions that make up your organization structure
- They are organization and position specific

You must be able to describe clearly what 'competence' looks like and how you will know if someone is demonstrating that competency

Core and Technical Competencies

- **Core** competencies are skills, knowledge and behaviours required at some level by all positions within the organization

- **Technical** competencies are skills, knowledge and behaviours specific to certain positions

Core Competencies

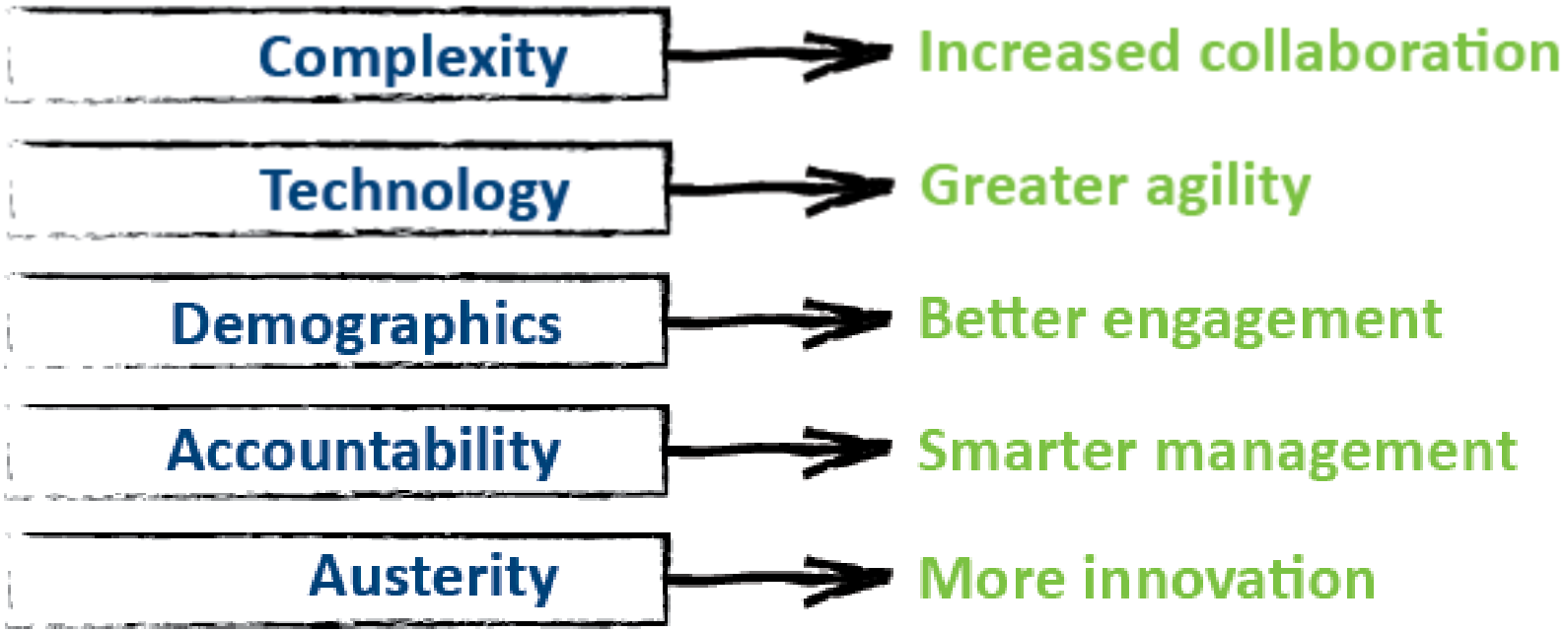
Communication – Receptionist	Communication – CEO
• Ability to gather information from in person and telephone clients and accurately assess what they need. • Ability to refer the client to the appropriate individual for resolution or information.	• Ability to summarize and explain complex issues in a way that others can understand. • Ability to conduct effective presentations to groups of up to 1000. • Ability to effectively answer questions of the general public while protecting the integrity of the organization.

Technical Competencies

- Financial Acumen
  - Understands the financial model of the organization and the elements that impact the model and financial performance
  - Implements strong budgeting, financial reporting and monitoring processes
  - Implements a risk-based approach to financial management and ensures appropriate policies are in place

Some Insights from the Public Policy Forum About Future Public Service Leaders

Changing Context



Skills and Attributes

Skills	Attributes	
Business acumen	Adaptability	Good judgment
Change management	Broad knowledge	Initiative
Collaborative intelligence	Confidence	Integrity
Cultural competency	Creativity	Passion
Entrepreneurial thinking	Curiosity	Perseverance
Global awareness	Decisiveness	Persuasiveness
Organizational skills	Dedication	Pragmatism
Political acuity	Emotional intelligence	Receptivity
Problem solving	Foresight	Tact
Relationship building		
Strategic analysis		
Technological fluency		

Core qualities

Courage

Humility

Resilience

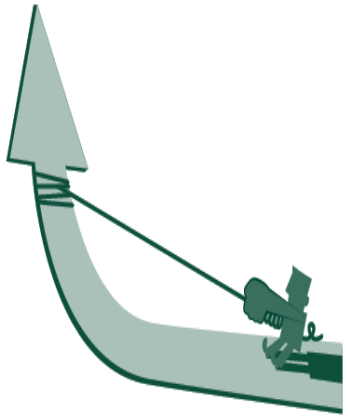
Astute Strategist

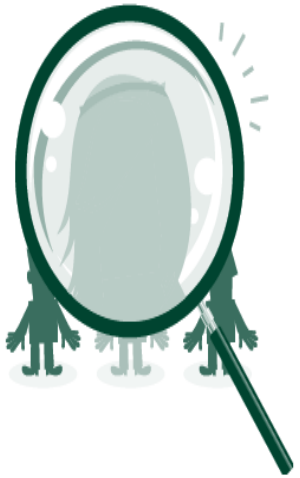
Empathetic Facilitator

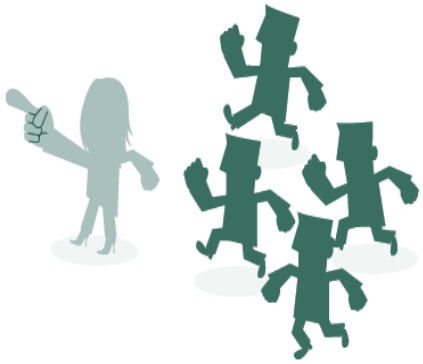
Pragmatic Technophile

Catalyzing Agent

Prudent Manager







Persuasive Entrepreneur

Shrewd Diplomat

Fearless Advisor

Passionate Talent Scout

Inspirational Team Captain

Defining Competencies

- Based on the strategic direction of your organization and the role and responsibilities of the position:
  - What competencies are required to be successful in this position?
  - How would you define the knowledge, skills and behaviours that clearly describe demonstration of these competencies?

Competency Examples

Integrity	• Demonstrates sincerity, caring, honesty, respect, empathy, trustworthiness, straight-forward communication and adherence to standards and values of the Police Service. • Keeps the greater good of the Police Service in mind at all times. • Able to build others' trust in one's own professionalism, expertise and ability to get results. • Assumes responsibility, accountability and follows through when making commitments. • Admits to and takes responsibility for mistakes. • Is respected and trusted, appreciates the importance and appropriately manages sensitive and confidential information.

Competency Examples (continued)

Strategic Thinking	• Able to adopt a long-term view of the Police Service's strengths, weaknesses, opportunities and risks in a changing operational environment. • Has broad knowledge and perspectives. • Able to identify critical operational issues that will have an impact on initiatives, the organization and the community. • Anticipates future consequences and trends accurately. • Identifies opportunities to improve systems, processes and practices to more efficiently achieve desired outcomes. • Articulates credible visions of possibilities and likelihoods.

Competency Examples (continued)

Political Savvy	• Understands and respects the role of the Police Commission and the role of Police Service and how they work together. • Able to identify and explain the impact of external events on the organization and the community. • Anticipates potential ‘hot spots’ and/or ‘red flags’ and develops appropriate approaches. • Gains and effectively uses knowledge of formal and informal political, social and organizational structures, relationships, norms and policies and their potential impact and implications on the Police Service to achieve positive change.

Competency Examples (continued)

Results Orientation	• Driven to meet a standard of performance. • Monitors progress towards a goal, anticipates problems and makes adjustments when necessary. • Sets goals and priorities that maximize the use of resources available to consistently deliver results based on Police Commission direction and public expectations.

Competency Examples (continued)

Effective Oral, Written and Presentation Skills	• Ensures the Police Commission is appropriately informed of issues. • Provides sound and thorough information to the Police Commission and communicates ideas and actions to people at all levels of the organization. • Actively listens. • Articulates complex ideas in a clear understandable way. • Effectively communicates the rationale for decisions. • Able to actively and empathetically listen to messages being communicated by stakeholders, and communicate the right messages in an effective manner in writing and orally. • Develops well-constructed documents and reports. • Effectively facilitates meetings and discussions to assist participants in reaching shared decisions and fostering positive relationships. • Able to create and conduct powerful presentations to small and large groups. • Influences, directs and clearly communicates with all stakeholders (the Police Commission, employees, partners and the public) to accomplish objectives and direct the organization through change in a way that makes it more cohesive and coherent. • Able to manage conflicts and a proven history of implementing effective conflict resolution strategies.

Competency Examples (continued)

Excellent Judgement	• Efficiently and effectively perceives and assesses situations. • Understands when decisions require input and when they do not. • Asks the right questions to get the information needed. • Draws sound conclusions. • Identifies the impacts and risks associated with decisions and takes appropriate risks. • Takes responsibility for difficult decisions. • Able to utilize objective, factual and valid information from a variety of sources to make informed decisions, understand the potential impacts, and keep all relevant parties informed.

Competency Examples (continued)

Managerial Courage	• Makes tough decisions even when unpopular. • Stands up for and does “what is right‟. • Takes action when necessary. • Does not avoid initiating conflict when necessary.
Fosters Teamwork and Collaboration	• Able to inspire and lead diverse teams of professionals in doing what is best for the Police Service. • Establishes a shared vision and common goals and creates the environment where the organization can achieve them. • Promotes cooperation, collaboration and partnerships between individuals or groups both within and outside the Police Service ensuring that everyone understands each others’ roles, responsibilities and contributions.

Competency Examples (continued)

Builds Credibility	• Able to build others' trust in one's own professionalism, integrity, expertise and results. • Projects a confidence in one's own ability to be successful, to meet challenges and to overcome obstacles. • Able to maintain composure when dealing with vocal or dissatisfied people, manage stress effectively, take setbacks in stride, bring situations under control and not be threatened by ambiguity and conflict.
Innovative and Entrepreneurial Thinking	• Identifies new, creative and practical solutions to the challenges faced by the organization and the community. • Introduces new ideas, processes or services or applies current knowledge in new environments to achieve greater quality, efficiency and client / community service. • Promotes and rewards creative problem solving in others and is willing to take measured risks in order to achieve improved performance.

Competency Examples (continued)

Influence and Negotiation	• Able to apply appropriate negotiation and influencing techniques to resolve disputes, produce agreements and identify agreed upon courses of action that serve the shared interests of all parties.

Discussion

So If You Know What You Want, How Do You Go About Finding The Best Candidate…

Doing It Alone or External Assistance

- Will you conduct the search process yourselves?
  - Search Committee
  - Entire Board
- Will you involve other stakeholders?
- Will you utilize the services of an external search firm?

Considerations

Success Factors

Assistance from individuals:

- *Who have a proven track record successfully conducting executive search processes*
- *Who have a strong knowledge of the industry (and not just from one or two similar searches)*
- *Who have the credibility and facilitation skills to guide multiple decision makers to consensus*
- *Who have real networks and connections*
- *Who use current technologies to ensure the widest reach*

- Do you have the skills or internal support with recruitment skills?
- Do you have the time to ‘cast a wide net’ and do you have the ability to ‘source’ into comparable organizations?
- Do you have internal candidates and therefore the process must be and perceived to be objective?

Considerations (continued)

- Do you want a search firm who has recruited for similar positions in other municipalities? Tells you they have a database?
- Do you want a search firm with a fresh perspective, the ability to ‘think outside the box’ and who won’t just ‘recycle’ candidates?
- Are you willing to pay for the services or do you only want to pay for results (contingency)?

Are You Ready To Attract People To The Position?

- The reality is that once individuals know about the position, they will be ‘checking out’ your organization.
- Your reputation may have proceeded you! *It is critical that your organization works hard to be an ‘employer of choice*’.
- Are you ready to answer the questions that may be asked as candidates start to explore the position.
- Is your compensation package at least ‘at market’?
- Can you discuss what type of Board you are?

Internal Candidates

- Have you got individuals in your organization who may be candidates for the position and are interested?
- Do you have a succession plan and are there individuals who are being developed as potential candidates?

Remember: This does not have to be one or the other. Internal candidates can be included in the process.

Evaluating Candidates

- Iterative steps
- Focus on assessing competencies and ‘fit’
  - Interviews (formal and informal)
  - 360° reference checks
  - Assessment tools
- Focus on drawing out examples of what they have done, not on what they would do in hypothetical situations
  - The most recent the behaviour, the greater its predictive power
  - The more long-standing the behaviour, the greater its predictive power

Leading Practice

Multi step
Multi-rater

Example Question

- Please provide us with an example in your past professional history where you encountered a significant financial challenge. What was the cause? How did you resolve it? What did you do to ensure you minimized this risk going forward?

- What kind of questions do you think you would have of a candidate for Chief of Police?

THANK YOU SO MUCH
FOR THE OPPORTUNITY
TO SPEAK TO YOU!