

PROPOSAL FOR

POLICE CHIEF SELECTION ANKENY, IOWA

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CPSM®

IPMA-HR
INTERNATIONAL PUBLIC MANAGEMENT
ASSOCIATION for HUMAN RESOURCES

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ICMA

Exclusive Provider of Public Safety Technical Services for
International City/County Management Association

THE CHIEF SELECTION ADVANTAGE™

Since 2006 representatives of ICMA and IPMA-HR have served as members of the Advisory Committee Board of the Law Enforcement Leadership Initiative (LELI). This project was funded by the Department of Justice, Bureau of Justice Assistance to identify the core competencies required to be a successful police chief. After participating in this project for several years, it became clear to ICMA & IPMA-HR that the current processes that most city managers and HR Directors use to select police chiefs were not meeting the needs of the communities their members serve, often resulting in a selection process that did not clearly identify the true skills and abilities needed for the chief of the community. In discussing these issues with members of our respective professional associations, we identified an alternative strategy to offer to our members.

Building upon past joint efforts, ICMA and IPMA-HR entered a partnership, with the goal to aid local governments in the chief selection process. These two premier associations selected as their technical advisors the Pittman – McLenagan Group, a highly experienced leader in the testing and selection field.

ICMA Center for Public Safety Management

The ICMA Center for Public Safety Management was one of four centers in the U. S. Programs unit of ICMA that provided technical assistance to public safety agencies utilizing Operations Research techniques and nationally recognized subject matter experts. The Center conducted research, training, technical advice. In 2014 ICMA conducted a major restructuring of its service delivery system, transferring from direct provision of services by ICMA staff to contracting with exclusive providers of specific services. The Center for Public Safety Management, LLC (CPSM) was created by the former ICMA Center for Public Safety Staff and was contracted by ICMA to continue to provide these services for the Association using the same personnel, techniques, and philosophies as it has for the past seven years.

This CPMS / IPMA-HR / PMG alliance is not a traditional recruiting / selection consulting firm. We do not recruit candidates or participate in rating or selecting candidates. We do not create "short lists" or in any way interject our judgment into the selection process. We believe that the local government can conduct sophisticated selection processes if they have the tools and professional expertise available to them which our alliance can provide.

Members of Service Involvement in the Process

CPSM can conduct interviews and focus groups with members of the Police Department, both sworn and civilian, to solicit input on the core competences that the next chief will need to succeed in the position. Additionally, we can conduct surveys of members as well. These interviews and surveys are anonymous, and any comments are non-attributable to insure frank and open discussion.

Why the Chief Selection Advantage can help you make the right choice.

*"Executives spend more time on managing people and making people decisions than on anything else – and they should. No other decisions are so long-lasting in their consequences or so difficult to make". "And yet, by and large, **executives make poor promotion and staffing decisions** ... their batting average is no better than .333 ... **In no other area of management would we put up with such miserable performance.** ... we need not and we should not ... especially since in no other area of management do we know so much". "Making the right people decisions is the ultimate means of controlling an organization well. Such decisions reveal how competent management really is, what its values are and whether it takes its job seriously."*
— Peter F. Drucker

So how does an organization get it right? By doing it right! Unfortunately, just like other business processes, there are good and bad methods of selection. Frequently, management is not aware of the industry standards for "doing it right" and fall into the trap of using what has been done in the past or what someone else has done. Or worse, they may contract out the recruitment and selection process surrendering much of the important decision-making process to consultants. The process of selecting individuals should be carefully considered using research and best practices to ensure the right process is used.

One would think that today that science and proven methods would predominate. Unfortunately, the opposite is true. Many Police Chief selection decisions are highly unstructured and based mostly on emotions. In fact, the primary professionals responsible for executive recruitment and selection typically rely on unstructured interviews and reference checks in making their decisions. Perhaps not so amazing is the fact that these are the types of tools that inhabit the low end of the validity continuum (Howard, 2001). Unstructured processes are simply less predictive than processes with more structure. Using less predictive tools makes it more difficult to gather relevant, valid, reliable data and thus, more difficult to make a good decision.

The proper research – understanding the organization, analyzing the job, focusing the assessment tools, effectively implementing the process – all serve to increase the ability to predict success and the validity of the process. This could not be more important than when selecting the person to lead and drive the department. Understanding the environment, conducting the right research, and asking the right questions are all part of "doing it right." The Alliance of CPSM, IPMA and PMG, all leaders in the industry, bring these things to the table.

Howard, A., (2001). Identifying and assessing, and selecting senior leaders. In S.J. Zaccaro & R. Klimoski (eds.), *The nature and context of organizational leadership* (pp. 305-346). San Francisco: Jossey-Bass.

THE TEAM

The International City/County Management Association (ICMA) is the premier local government leadership and management organization. Since 1914, ICMA's mission has been to create excellence in local governance by developing and fostering professional local government management worldwide.

The **Center for Public Safety Management, LLC (CPSM)** is the exclusive provider of public safety technical services to ICMA providing support to local governments in the areas of police, fire, EMS, Emergency Management, and Homeland Security. In addition to providing technical assistance in these areas we also represent local governments at the federal level and are involved in numerous projects with the Department of Justice and the Department of Homeland Security.

CPSM is also involved in police and fire chief selection; assisting local governments in identifying these critical managers through original research we have conducted identifying the core competencies of police and fire managers and providing assessment center resources.

Our local government technical assistance includes workload and deployment analysis, using Operations Research techniques and credentialed experts to identify workload and staffing needs as well as best practices. We have conducted over 200 such studies for 135 jurisdictions in 32 states in communities ranging in size from 8,000 population Boone, IA to 800,000 population Indianapolis, IN.

The International Public Management Association for Human Resources (IPMA-HR) is the premier global public sector human resources association. Since 1906, IPMA-HR has represented the interests of public sector human resource professionals. The Association produces publications, conducts HR research, sponsors professional development programs and certification programs, and develops and validates assessment products that are designed to provide solutions that foster public sector HR excellence.

THE PITTMAN MCLENAGAN GROUP, L.C. (PMG) is a leader in the development and implementation of customized assessment tools for positions at all levels within an organization. With extensive experience in the public safety arena, PMG understands that there are unique considerations when identifying and selecting high performers for such organizations. With over 60 years of combined experience, Shane Pittman, Ph.D., and Mike McLenagan, partners in the firm, are especially adept at analyzing job demands and associated critical competencies that make the performance difference. PMG has vast experience creating a wide range of assessment tools based on professional and legal guidelines important to the success of selection programs. Such tools include screening guidelines, structured interviews, assessment center exercises, knowledge/technical tests, video-based and computer based tests.

THE PROCESS

A. Job Analysis: We will locally validate the results of a nationally conducted job analysis for the position of Police Chief. This national study was completed by the ICMA / IPMA-HR / PMG alliance. The national study is a powerful tool used in supporting the Chief Selection Advantage. One of the interesting findings of the study was that differences in the size of the communities that an agency serves drives the competency set required of that agency's chief. Those results will be used as a beginning point in the job analysis for the City. This effort will verify those results where they are a good match for the City and customize them where they are not and, in so doing, will ensure that the resulting uses of the job analysis are focused entirely on the needs of the City. The job analysis, using a content validity strategy and adhering to professional and legal requirements (CFR 29, 1607, UNIFORM GUIDELINES ON EMPLOYEE SELECTION PROCEDURES), will identify experience, education, training, and specific core competencies requirements that are required or desired at entry into the position.

B. Members of Service Focus Group: The process commences with extensive, on site interviews process by our subject matter experts. We will meet with and interview stakeholders identified by the local government. Typically, this would include selected members of the department, both sworn and civilian. Our purpose is to develop a clear understanding of the expectations of the members of the agency for the new chief. The review will be utilized as the initial input for the job analysis. This approach not only provides additional information for the identification of the core competencies for the next chief but also creates member's "buy in" for the process and the incoming chief.

This involves both individual interviews as well as focus groups. All interviews are conducted in a closed-door environment and while notes are taken, there is no attribution of comments. Our team is comprised of experienced interviewers with solid law enforcement experience. Upon completion of the stakeholder's interview process, a written report is presented to the hiring authorities and is used to help shape the recruitment profile.

C. Profile Creation: This Job Analysis Information and Stakeholders Interviews can be used by the local government to create a Recruitment Profile which will be used by the City to advertise and recruit for the position and to screen candidate resumes. The job analysis will also identify critical and important tasks to be performed by the position and critical and important Knowledge, Skills and Abilities and Other characteristics (KSAOs) to be used in the development of assessment exercises used in the assessment center and structured interview questions. We will provide the city with a list of potential sites to advertise the position.

D. Resume: The City will request that candidates submit a resume that they believe reflects their skills and competencies as they relate to the position of Police Chief in the City. Candidates should consider the environment and the community for the City when submitting their resume.

E. Structured Resume Screen: Using the job analysis results and input from the City, we will develop a resume screen to be used by the City to review and evaluate resumes of all candidates and determine who should be considered further. We will provide training in the use of the screen via web chat.

F. Structured Phone Interview Screen: The City will contact by phone those candidates deemed qualified for further consideration to discuss their skills and competencies as they

relate to this job. We will develop the instrument for the use of the City to conduct this interview process. We will provide training in the use of the instrument via web chat.

- G. Assessment Center:** Using the job analysis results and input from the City, we will develop assessment center exercises focused on the needs of the City and designed to assess those critical competencies enabling excellent performance in the position of Police Chief. The assessment center will be used as part of the evaluation of up to four candidates. While assessment centers are considered best practice for selection assessment, assessment centers customized to the specific needs of not only the position but to the unique requirements of the jurisdiction within which the position must operate, perform even better.

Candidates will be asked to respond to a series of scenarios reflective of performing as the Police Chief. For example, candidates may be asked to make a presentation on a relevant city issue to a specific "community" group or to the "city council", and review a written packet of information related to a problem facing the city and respond with an analysis and a set of specific recommendations. In addition, candidates can be presented an emergency management / command scenario that is representative of those scenarios that the Police Chief might face. We will provide specific training on site for the exercises to the identified individuals who will assess the assessment center performance.

- H. Results Matrix:** We will produce a results matrix which will compare the final candidates by each assessment center exercise.
- I. Final Selection:** For those candidates considered through all phases of the process, city officials will consider all information and make a final selection. Candidates may be invited to a final interview with city officials before a final decision is made.

PROJECT STAFFING

Project Manager

LEONARD A. MATARESE, MPA, ICMA-CM, IPMA-SCP

Director of Research and Project Development, Center for Public Safety Management, LLC

Mr. Matarese is a specialist in public sector administration with particular expertise in public safety human resources issues. He has 47 years' experience as a law enforcement officer, police chief, public safety director, city manager and major city Human Resources Commissioner. He was one of the original advisory board members and trainer for the first NIJ/ICMA Community Oriented Policing Project which has subsequently trained thousands of municipal practitioners on the techniques of the community policing philosophy over the past 18 years. He has conducted numerous studies of emergency services agencies with attention to matching staffing issues with calls for service workload. As a public safety director, he has managed fire departments with ALS transport capabilities.

Recognized as an innovator by his law enforcement colleagues he served as the Chairman of the SE Quadrant, Florida, Blue Lighting Strike Force, a 71-agency, U.S. Customs Service anti-terrorist and narcotics task force and as president of the Miami-Dade County Police Chief's Association – one of America's largest regional police associations. He represents ICMA on national projects involving the United States Department of Homeland Security, The Department of Justice, Office of Community Policing and the Department of Justice, Office Bureau of Justice Assistance. He has also served as a project reviewer for National Institute of Justice. He was the subject matter expert on several ICMA / USAID police projects in Central America.

He has a Master's degree in Public Administration and a Bachelor's degree in Political Science. He is a member of two national honor societies and has served as an adjunct faculty member for several universities. He holds the ICMA Credentialed Manager designation, as well as Senior Certified Professional designation from the International Public Management Association-Human Resources. He also has extensive experience in labor management issues, particularly in police and fire departments.

Principal

SHANE PITTMAN, PH.D.

President of The Pittman McLenagan Group, L.C.

Dr. Pittman serves as project director and/or advisor for all projects. Dr. Pittman has extensive experience in human resource development and assessment to include expertise in job analysis, selection processes, organizational analysis, program evaluation and survey research. She has developed and conducted training programs in such areas as performance appraisal, quality management, and customer service. Dr. Pittman is an accomplished process consultant and facilitator. She has been consulting for the past thirty years during which time she developed and refined our client-centered approach, the hallmark of The Pittman McLenagan Group, L.C. Dr. Pittman received her Ph.D. in Industrial/Organizational Psychology from George Mason University.

Principal

MIKE MCLENAGAN, MBA

Vice-President of The Pittman McLenagan Group, L.C.

Mr. McLenagan has extensive experience in the human resource function, both as a consultant and within a public-sector organization, which gives him a unique perspective on organizational needs. Previously, Mr. McLenagan held the position of head of the personnel division of a Washington metropolitan area public sector organization. He NCs also chairperson of the Public Safety Training Committee for the Washington area Council of Governments. He has extensive experience in human resource areas such as quality management, organizational analysis, video-based assessments, and personnel assessment. He also has extensive experience in training design and delivery and has researched, designed, and implemented many work-based adult education programs. Further, his experience includes survey design and analysis, salary studies, customer service studies and position classification planning. Mr. McLenagan has been providing services in this field for twenty-five years. Mr. McLenagan has an MBA from George Mason University.

Senior Advisor

ROD GOULD, ED.M., M.P.A, B.A.

Rod Gould has successfully managed five cities over 29 years in both northern and southern California. He has also held leadership roles in the city management profession, including serving as a Vice President of the International City and County Management Association (ICMA), on the Board of Directors of the League of California Cities and as President of the City Managers Department and currently serves on the boards of the Institute for Local Government, Davenport Institute for Public Engagement and Civic Leadership at Pepperdine University, and SAGE Publication's "State and Local Government Review." He was recently awarded the ICMA Distinguished Service Award. The award recognizes a manager whose service has been judged by peers as strong or exceptional, and who has made major contributions beyond direct service to local government.

Rod Gould has taught at USC's Price School of Public Policy, San Francisco State University, and California State University Long Beach in the MPA programs and the Stanford Local Government Institute and has served as city manager in residence at Stanford, Pepperdine, USC, Cornell, and Berkeley.

He authors articles for professional publications, lectures at graduate schools, speaks at conferences, provides professional training and consultation, mentors young professionals and has been honored by his peers and various organizations over the years.

Prior to city management, Rod worked as a management consultant for a Big Eight firm and the Boston Housing Authority, served as a VISTA volunteer in the Mission District in San Francisco and worked several summers in Washington, D.C. in the Secretary's Office of HHS and HEW.

Rod Gould studied public management and finance in graduate school at Harvard University and political science and economics in college at Yale.

PROPOSED FEES

CPSM will conduct the Chief Selection Advantage process for \$23,500 exclusive of travel. The project would be billed in three installments: 30% upon signing the contract; 30% with delivery of the completed profile and resume and interview screening instruments 40% upon completion of the assessment center.

Travel expenses will be billed as incurred, with no administrative fee or overhead charges.