



Proposed Process for Police Chief Selection

1. Establish criteria for selection/preferred characteristics and qualifications¹
 - Based on input from Council, the community, Police Department staff, and other focus groups (youth stakeholders, etc.)
2. Retain firm to assist with recruitment, screening and selection.
 - Firm reps meet with City Management and Council to gain insight into the expectations and competencies sought, and design/honing of selection process.²
 - Develop, post and distribute written job advertisement.
 - Conduct initial level screening through a structured process that consistently applies selection criteria to each candidate's cover letter and resume; contracted firm narrows pool to field that can be screened more intensively.
 - Conduct second level screening through phone interviews and identify finalists for in-person interviews/assessment center.³
 - Design and implement selection exercises:
 - Design process that effectively assesses the critical competencies sought for the position (may include certain exercises to assess strengths and weaknesses of each candidate and to determine which candidates have the right skill set for the positions, including written exercise, role playing exercise, presentation exercise, etc.)⁴
 - Recruit diverse set of assessors to evaluate candidates based on established criteria (may include Council members, community/committee members, City staff, SMEs from other governmental organizations, etc.)⁵
 - Firm debriefs with assessors; recommends finalists (top three?) based on scores and feedback from assessors.
3. Final selection of candidate⁶
 - Panel interview consisting of City Manager, Deputy City Manager, and representatives from Council
 - Panel debrief
 - City Manager selection of candidate
 - Ideally, all final interviewees will be acceptable candidates for the Police Chief position. That way, if negotiations with the top candidate do not work out, an offer can be made to the second choice candidate.

¹ Council helps establish characteristics and qualifications that will be used to develop job ad and selection criteria

² Council shares perspectives with firm reps, which will be used to develop screening criteria and process

³ Council helps develop questions for phone interviews

⁴ Council helps determine methods for second level screening; helps develop content of exercises

⁵ Representatives of Council participate on interview panel(s) and provide feedback on candidates

⁶ Representatives of Council participate on interview panel for final candidates and provide feedback/preferences