How to Hire a Police or Fire Chief

Important enough to do it right…

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Meet your presenters

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Introduction: Leonard Matarese

ICMA Center for
Public Safety Management

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Are you currently or in the next year looking for a new police or fire chief?

Yes
no

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Essence of the Issue

- *"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*

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Avoid Mistakes in Decision Making

System 1 and System 2 Cognitive Functioning

- System 1 refers to our intuitive system, which is typically fast, automatic, effortless, implicit, and emotional.

- System 2 refers to reasoning that is slower, conscious, effortful, explicit, and logical.

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Status Quo – System 1 Error

- "We'll use the same process we used the last time we filled the position."

- Relies on the thinking of others, "Do you think she would be a good Chief?"

- "The headhunter recommended him!"

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Break the Status Quo

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The Right Research

- …understanding the organization,
- …analyzing the job,
- …focusing the assessment tools,
- …effectively implementing the process

RESULT - increase the ability to predict success and ensure validity of the process.

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Understanding the Organization

- What is the authority level of the chief?
- What are the cultural/value implications?
- Is the department where it needs to be?
- What are the current concerns/issues?
- How does the department interact with other agencies?
- How does the department interact with the community?

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What is Unique about our Job?

- Organizational structure
- Union/non-union
- Joint services with other agencies/other jurisdictions
- Current morale issues
- Level of interaction with Mayor/Council/ City Manager
- Profile level in the community

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Analyzing the Job

- What are the critical functions of the job?
- What are the critical competencies for the job now and in the future?
- How do these competencies get demonstrated in the job?

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Focusing the Assessment Tools

- **What are the current hot button issues?**
  - **For the department**
  - **For the community**

- **What are the best methods for a candidate to demonstrate an appreciation for these issues?**

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What are the Critical Issues?

- Crime level
- Community involvement
- Morale
- Media interaction
- Union dissatisfaction
- Cultural/ethnic clashes
- Change management
- Crisis management

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Which of the following are your critical issues?

- Crime level
- Community involvement
- Morale/union issues
- Media interaction
- Cultural/ethnic clashes
- Change management
- Other

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Effective Implementation

- What type of planning is needed?
- Who should manage the process?
- What is the realistic timeline?
- What resources are needed?
- What events should be planned?
- How should the process be concluded?

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Who Should be Involved?

- **Within the department**
- **Other agencies within the locale**
- **Human resources**
- **Other police and fire chiefs**
- **Community**
  - **Neighborhood associations**
  - **Religious groups**
  - **Business groups**

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Level of Community Involvement?

- Input into analyzing the job
- Resume screening
- Phone screening
- Assessors for assessment center
- Meet and greet

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Making the Right Decision

- More than a resume
- More than a recommendation
- Too important to leave to others
- Too important to short cut the process

Moving to a System 2 decision-making model

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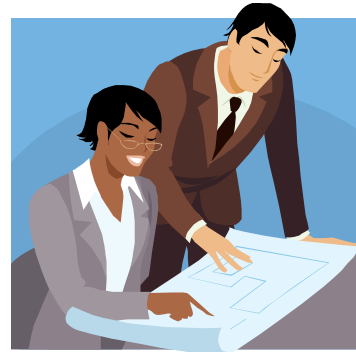# How do I get started?

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When you have hired a police or fire chief did you use outside assistance?

- Yes
- no

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Plan

- **Conduct Organizational Analysis**
- **Conduct Job Analysis**
- **Identify Assessment Tools**
- **Implementation Plan**
  - **Recruitment**
  - **Assessment**
  - **Decision Making**

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Conduct Organizational Analysis

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Conduct Organizational Analysis

- Stakeholder Interviews
  - Department personnel
  - Community
  - Other affected parties
- Identify key success factors
- Identify key concerns/issues
- Develop potential opportunities/ needs

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Conduct Job Analysis

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Conduct Job Analysis

- **Stakeholder Interviews**
  - Department personnel
  - Community
  - Other affected parties
- **Identify key functions**
- **Identify key competencies**
- **Develop job needs/job profile**

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Identify Assessment Tools

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Which one of the following have you used to assist in the hiring of a police or fire chief?

- Recruiting firm
- Internal HR
- Resume screening
- Phone screening
- Interview
- Assessment center
- More than one of the above

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Identify Assessment Tools

- **Link to key functions/competencies**
  - How does this competency present itself?
- **Focus on critical concerns/issues**
  - What are the change makers for success in this job?
- **Determine best method of capturing performance data on candidate**

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Recruitment/Advertisement

- Link to job functions/competencies
- Clearly identify realistic minimum requirements
- Clearly identify realistic preferred requirements
- Provide sufficient narrative to reflect the key aspects of the job and the environment

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Resume/Phone Screen – What is it?

- **Resume Screening**
  - Structured process for determining if a candidate has the minimum requirements for further consideration
- **Phone Screening**
  - Structured process for sorting out the most qualified candidates for further consideration

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Resume/Phone Screen Key Features

- Linked to job analysis
- Focuses on behaviors/experiences that are easily observed
  - Written resume
  - Phone interview
- Structured scoring
  - Multiple raters
- Allows for involvement of others

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Resume/Phone Screening Example

COMMUNITY RELATIONS – Experience demonstrating skill building trust across various community groups and demographics, understanding that their needs may differ and responding appropriately. Experience actively soliciting feedback from citizens. Experience evaluating community policing initiatives and determining the best approach to take.

<u>Questions</u>:
- *Describe examples of your interactions with the community including both business and residential groups. Under what circumstances were you interacting? Who initiated the interactions and for what purpose?*
- *Describe how you have addressed diversity and inclusion in your efforts within the community.*
- *Describe any community programs that you developed and/or implemented.*

<u>*Scoring:*</u>
- *Required.* Extensive experience demonstrating the ability to actively interact within a community on a range of issues and within various contexts. This experience can be demonstrated by multiple years of experience and/or through service to multiple diverse communities.
- Demonstrated ability to balance the needs of different constituencies. Able to show an appreciation for diversity and inclusion in words and actions – based on efforts identified.

- *Desired.* Experience implementing innovative community-oriented programs.

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Assessment Center – What is it?

- **A series of simulations and/or other assessment tools**
- **Designed to capture critical competency based information**
- **Grounded in extensive research**
- **Can easily be focused on local concerns/issues**

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Assessment Center Key Features

- Structured exercises designed to elicit certain behaviors from the candidates
- All candidates receive the same treatment
- Assessors are trained to evaluate each exercise
- Allows for involvement of others

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Assessment Center Research

- **Research dates back to 1950s**
- **Shows a high correlation between success in the center with success on the job**
- **Looks like the job – face validity**
- **High levels of candidate acceptance**
- **Rich, extensive data for use in selection decision process**

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Proportion of Performance

Structured Process 31%

Unstructured Traditional 4%

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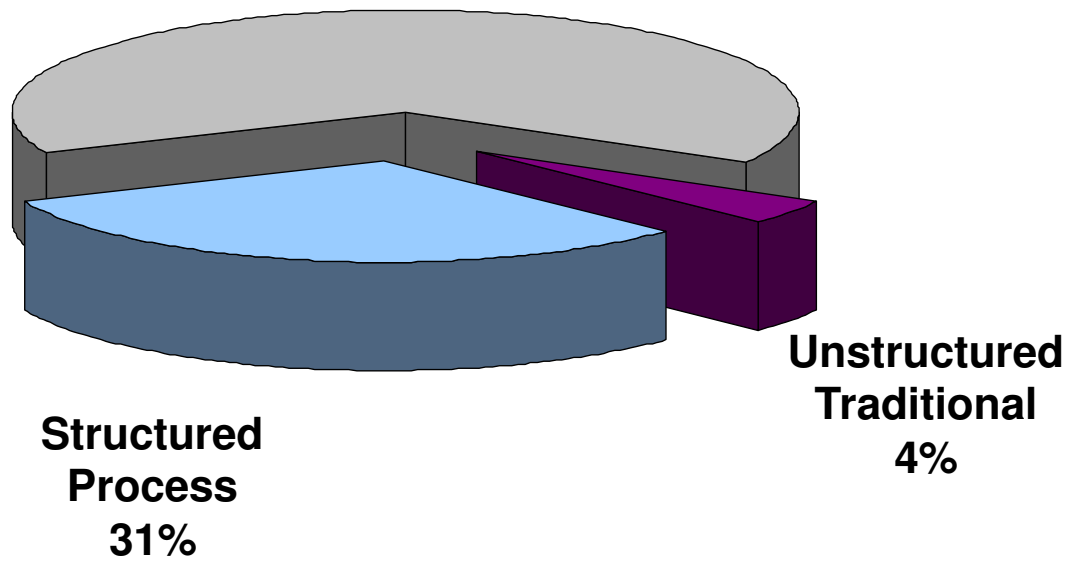
Assessment Center Exercise Types

- **Problem Analysis/Strategic Planning**
- **Community Presentations/Briefings**
- **Press Conference**
- **Emergency Management**
- **Command Staff Mentoring/Counseling**
- **Integration**
- **Structured Interview**

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Exercise Example

Video will begin momentarily

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Implementation Plan

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Implementation Plan

- **Recruitment**
  - **Where and how long**
  - **Advertisement language**
- **Assessment Process**
  - **Training and care of assessors**
  - **Location**
- **Decision Making**
  - **Who/when/how**
- **Professionalism**

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Values, Benefits and Results

- **Research driven**
  - **System 2**
  - **Reliable**
- **Based on local needs/issues**
- **Community buy-in**
- **Jurisdiction leadership directly involved in decision making**

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Questions and Answers

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