

**FINAL REPORT of the POLICE CHIEF SCREENING COMMITTEE
to the BOARD of SELECTMEN
February 24, 2015**

The ad hoc Police Chief Screening Committee's first meeting was held on January 8, 2015 at 7:00 pm after the nine people were appointed by the Board of Selectmen on December 2, 2014. The appointees included five individuals based on their government functions: Selectpersons, Murphy and Sheedy, School Superintendent Rob Liebow, Town Administrator Linda Sanders, and Personnel Board Representative Elwin Richter. The four citizen appointees included: Steve Sheehan because his professional life indicated he was more than qualified to participate in this process being a VP of Human Resources, Armand Aparo, a former Selectman and longtime local businessman and contractor, Bruce Reed who grew up in Rockport, and Alan Thompson, a 40 year veteran of the Massachusetts State police and a longtime resident of Rockport.

The Board of Selectmen declared that the charge for the Committee was to screen the applicants and identify 3 to 5 finalists to put before the Board.

At its first meeting, the members introduced themselves and elected Linda Sanders to be the Chairperson and Steve Sheehan to be the Meeting Minutes Keeper.

The Chair then took charge of the meeting and described the very aggressive timeline the Committee was on to complete its thorough screening process and present finalists to the Board for interviewing in order to hire a permanent Police Chief before the Interim Chief's term expired. (See attached.) She also informed the members that a professional law enforcement recruitment and placement firm, BadgeQuest, had been engaged to work with the Committee and help with the technical aspects of the recruiting process.

The Committee members each signed nondisclosure agreements, studied the Rockport Police Chief job description, agreed upon objective screening criteria prior to reviewing any applications, and reviewed the results of the Citizens' survey.

Because the applicants' information was confidential, the Committee went into Executive Session to study the 71 applications, cover letters, and résumés. All of the identifying information in these documents were redacted and assigned numbers by the Assistant Town Administrator prior to giving them to the Committee. The Committee did not learn the names of the applicants until its January 30, 2015 meeting just prior to attending the daylong Assessment Center on February 21, 2015.

The action for the first meeting was to review and pre-screen résumés, discuss candidate qualifications, experiences and education, and then recommend either “ Yes” or” No” to continue consideration for each candidate. Each résumés was numbered 1 through 71 and names/addresses blocked from viewing.

Each committee member was randomly assigned 8 résumés and that they read and presented information on their specific candidates to discuss candidate qualifications, experiences and education, and other findings in the cover letter and résumés being reviewed.

Résumé screening results were as follows:

YES (continue process)— 38, 39, 45, 64, 17, 47, 12, 8, 61, 51, 65, 22, 59, 28, 40, 2, 21, 7, 37, 4, 60, 55, 58, 27, 53, 52 = 26 total

NO- (discontinue process)—68, 67, 63, 31, 48, 15, 23, 16, 11, 10, 50, 41, 18, 9, 46, 5, 35, 33, 20, 6, 29, 49, 70, 30, 3, 69, 54, 57, 32, 1, 34, 26, 25, 62, 42, 36, 14, 66, 43, 13, 44, 24, 71, 56, 19 = 45 total

The next step in the process was to direct BadgeQuest to send Narrative questions to selected candidates to respond in writing to the following questions:

1. In your opinion, what can a police chief do to ensure that his/her officers maintain the highest ethical standards both on and off duty?
2. What is the most difficult personnel decision that you have had to make?
3. Identify your specific skills, abilities and experience that will aid you in becoming a successful chief of police in our town.
4. Your application will be held in confidence at this time. However, if you are selected as a semi-finalist, your police chief and/or your supervisor will be contacted. What do you anticipate that he/she will say about your character, ability and work ethic?
5. What steps would you take, if selected as our next chief to ensure that appropriate communication exists within the department? Within the community?
6. Please provide your thoughts on how to motivate, inspire and promote performance excellence within a small department environment where promotion opportunities may be limited.
7. Have you applied for other Chief of Police positions within the past 2 years? If yes, and you did not receive an offer, please provide your thoughts as to the reason(s). If yes, and you declined the offer, please provide your reason(s).

8. What are some ways you have used in the past to communicate with the public and, based upon your experience, what have been the most effective tools you have used?
9. If offered the position, where would you plan to reside and how much notice would you be required to give to your current employer?
10. Does your police chief, or if you are a police chief, your supervisor know that you are applying for this position?
11. Please give us a brief description of your police department and community (population, demographics, etc.)

At the second meeting of the PCSC on January 22, 2015 the members reviewed their screened applicants with BadgeQuest's independent analysis process and modified some of their 26 selections. There were 13 applicants that were recommended to move forward for additional consideration by PCSC that were not recommended by BadgeQuest and there were 3 applicants that were recommended by BadgeQuest that were not included in the Committee's decision to continue to the written Narratives process. After a lengthy discussion the Committee decided to proceed forward to ask 3 additional candidates of the 13 (numbers 2, 60, and 70) to respond to the Narratives of which one (number 70) had not responded and was deemed to have withdrawn from consideration. The Committee decided to invite the remaining 2 candidates (numbers 46 and 49) to respond to the Narratives resulting in the number of applicants selected at 15.

The Committee agreed to take home and study the 13 candidate Narrative Responses and be prepared to discuss their findings at the next meeting on Friday, January 30th. At that meeting the Committee screened out 3 more applicants based on their narrative responses and invited 10 candidates to participate in the rigorous daylong Assessment Center scheduled for Saturday, February 21, 2015 from 7:30 am to 6:30 pm at the Rockport High School. They were numbers 8, 37, 39, 49, 52, 55, 58, 59, 60, and 70. Subsequently, numbers 37 and 59 withdrew leaving eight candidates to go through the Assessment Center process.

The Assessment Center is a process to test and evaluate the leadership, administrative, and management skills of executives and managers in law enforcement agencies. There would be 6 Assessors from BadgeQuest to conduct the tests, all current or retired police chiefs. The Assessment Center protocols are:

- Orientation: Orientation information explaining the process was provided to each candidate just over two weeks prior to the assessment center. A take-home written exercise was provided at the same time.

- Anonymity: Each candidate was identified throughout the process by a randomly assigned number. Additionally, both written exercises were blind graded. The Assessors were not told of the candidates' actual identities or histories until after the completion of all exercises.
- Equity: A specific amount of time was scheduled for each exercise. All exercises were timed and terminated at the end of the allocated time. Each candidate was given the exact same instructions prior to the beginning of each exercise. The role-players and their instructions were also the same for each specific exercise. Prior to the assessment center, the specific contents of the exercises were known only to BadgeQuest.
- Assessor Teams: Two teams of three Assessors each comprised of subject matter experts.

The Assessment Center was designed to evaluate the following knowledge, skills, abilities, and personal characteristics:

- ✓ Leadership: Using appropriate interpersonal styles and methods in guiding individuals toward goal achievement; modifying behavior according to tasks and individuals involved; taking action that indicates a consideration for the feelings and needs of others; being aware of one's own behavior and its influence on others. It also includes command presence by word, deed, physical presence and bearing, command respect and attention.
- ✓ Communications: Ability to verbally communicate accurately and clearly information, ideas, tasks, directives, conditions, and needs to groups or individuals with or without time for preparation. This includes nonverbal gestures and use of aids where appropriate. When written, it includes the use of proper grammar and syntax in an organized, accurate, and concise manner.
- ✓ Management Control: Controlling both personnel and material to ensure safety and preserve resources. Providing guidance and instilling a sense of responsibility. Monitoring and/or establishing procedures to monitor or regulate activities of subordinates including the development of policies, procedures, rules, regulations, periodical reports, and budgets.
- ✓ Interpersonal Relations: The ability to perceive and react to the needs of others; paying attention to others' feelings and ideas; accepting what others have to say and perceiving the impact of self on others.
- ✓ Judgment: Weighing alternative actions and making decisions that reflect the facts of a situation; making logical assumptions that take into consideration the organization's resources and mission.

- ✓ Initiative/Decisiveness: Initiative is the desire to actively influence events rather than passively accepting them; self-starting; the courage to take charge and control when appropriate. Decisiveness as in the readiness to make decisions; render judgments; take action or commit to a course of action.
- ✓ Service Orientation: Demonstrating a welcoming relationship; listening to and understanding the “customer”; anticipating and taking appropriate and reasonable steps to satisfy citizen needs; acting effectively to resolve complaints; demonstrating high priority to customer satisfaction; maintaining composure and dealing courteously with difficult individuals; engaging in proactive problem solving.
- ✓ Integrity: Maintaining social, ethical and organizational norms in the performance of job related activities; honest in action, behavior and decisions; presenting information accurately to others. Includes recommending appropriate sanctions for violations.

Each of the knowledge and skill areas being evaluated within a specific exercise was scored on a scale of 1 to 100. At the conclusion of each exercise, the candidate’s performance was discussed by the Assessors and a consensus was reached regarding the candidate’s score.

On February 21, 2015 the PCSC meeting opened at 7:37 am joined by Chief Robert Pomeroy, esquire and president of BadgeQuest. He described how the process would work and provided an overview of the days assessment activities. He asked that the Committee members not introduce themselves to any of the candidates. The PCSC members would be divided into two teams (A&B) and would observe in their assigned team throughout the day. All PCSC members would observe all 8 candidates. Concurrently, BadgeQuest assessors would be rating each candidate on four attributes for each exercise, and then tabulating an overall score. Writing exercises were also planned to be part of the assessment activities.

Chief Pomeroy communicated that there were four assessment segments:

1. Employee Counseling- Team A
2. Citizen Complaint- Team A
3. Situational Scenarios-Rapid Fire - Team B
4. Initial Chief Address to Police Force- Team B

At the conclusion of the formal BadgeQuest assessments, the PCSC reassembled with Bob Pomeroy who stated that, traditionally, Police Chief Screening Committees recommend to the BOS only those candidates who they are truly confident in supporting to be further considered to become the next full-time Chief of Police.

Following a lengthy and difficult discussion of the eight candidates’ performances during the daylong assessment process, 5 candidates were eliminated from further consideration by the

Committee leaving 3 candidates as potential finalists to send to the Board of Selectmen to be interviewed. They are Armand Boudreau, Mark Doyle, and John Horvath, pending the Committee's receipt, review and analysis of the final score rankings from BadgeQuest and the candidates' agreement to be a finalists which would mean that their names and backgrounds would become public. The PCSC did receive BadgeQuest's final score rankings and found that they were completely in line with the Committee's position.

On March 3, 2015 we present you with these finalists for the next Rockport Chief of Police (see attached) and request your discharge of the Police Chief Screening Committee. Thank you.

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Process & Estimated Timeline for Permanent Police Chief Screening Committee

November	Board of Selectmen establishes Police Chief Screening Committee, Charge, & Membership. Contract with professional Consultant. Local & national ads placed by Town and Consultant.
December	Board of Selectmen appoints Police Chief Screening Committee members on 12/2. Police Department & Citizen surveys conducted (2-4 weeks). Town receives all applications by 12/31.
Early January	Screening Committee reviews all résumés /submissions and pares down applicants to approximately <u>15 to 20</u> .
by Mid-January	Selected applicants' résumés go to Consultant who develops narratives and sends them to selected applicants for written responses (approx. 2 weeks). Consultant conducts phone interviews with applicants that passed narrative stage.
Late-January	Narrative responses are reviewed by both Screening Committee and Consultant. Screening Committee and Consultant selects approximately <u>5</u> candidates for Assessment Center. Notify eliminated applicants.
Early February	Consultant conducts Assessment Center while Screening Committee observes. Screening Committee selects candidates for interviews.
Mid-February	Approximately 1-2 weeks after Assessment Center, Consultant sends assessment reports and comments to the Screening Committee.
Late-February	Screening Committee interviews chosen candidates and selects approximately <u>3</u> of the best candidates as finalists to send to the Board of Selectmen.
Early March	Board of Selectmen interviews finalists and, may at that time or at a later meeting, make a conditional offer of employment subject to thorough background check, physical and psychological tests, etc.
Mid-March	Consultant conducts thorough background on Selectmen's conditional appointment.

The process from start to finish would take approximately 5 months.