



IACP Executive Search Services

A Proposal for the City of Fort Pierce, Florida

The International Association of Chiefs of Police (IACP) offers the most comprehensive and thorough police executive search process available. We take pride in working closely with the client agency and its stakeholders during all stages of the transition process. A nationwide IACP executive search process typically follows the work plan outlined below. However, the IACP is always able to tailor its services to meet the needs and requirements of the client agency.

I. JOB AND CANDIDATE PROFILING

At the very outset, specific criteria will be established in cooperation with hiring officials to define qualifications of the ideal candidate. Criteria typically include management style; policing philosophy; minimum education; minimum level of law enforcement command experience; demonstrated ability to work with the community and social agencies in pursuit of common goals; unquestionable record of integrity; and demonstrated leadership, management, team building, and crime-control program implementation skills.

Job Analysis. An on-site job analysis will be conducted. The analysis will produce a comprehensive list of tasks, duties, and responsibilities for the next chief. The analysis will specify additional critical knowledge, skills, and abilities required to perform effectively as a police leader and manager.

The contemporary police chief is properly expected to lead. He or she is expected to

- promote professional ethics and values.
- foster public support for the agency.
- ensure that the public is satisfied with police services.
- establish objectives.
- achieve those objectives successfully.
- create and maintain an effective and motivated police force.
- manage resources productively.
- observe professional police principles.
- function productively with external agencies.
- remain accountable to the governing body.

The leadership role must be fulfilled in a way that satisfies not only the many constituencies both inside and outside of the police agency. Failure to do so usually results in conflict, acrimony, and frustration. The IACP job analysis will concentrate on all of the foregoing dimensions and

requirements in the police, government, and community settings. The result of the job analysis is a comprehensive position profile that will guide recruitment and initial screening efforts.

Profiling Methodology. Our profiling methodology includes interviews with a cross section of individuals from various constituencies. In a municipal environment, these normally include elected and appointed leaders, heads of other departments, police union officials, members of the police agency, civic and religious leaders, business leaders, and members of the community.

Our methodology also entails an examination of factors and trends that condition the client's policing environment. Factors and trends of significance are policing style, serious and less serious crime, citizen attitudes and complaints, police resources, staff characteristics, urgent problems, and significant accomplishments and department assets. Prime candidates will insist on such information when seriously considering applying for the job. The information also enables us to appraise candidate qualifications.

The IACP concentrates heavily on discovering and, if necessary, formulating, specific goals and objectives the new chief will be expected to achieve, problems to be solved, and innovations sought. Our view is that the thoroughness of job profiling dictates the effectiveness of the entire search process. Accordingly, the IACP focuses substantial attention at this initial phase of the process.

II. RECRUITMENT MARKETING & ADVERTISING

The IACP offers unparalleled reach into the law enforcement community and will leverage our considerable avenues of information transfer to support the client's recruitment effort. Specific examples include:

Police Chief Magazine. A full page advertisement for the position will be designed and published in *Police Chief*, IACP's monthly magazine with a circulation of more than 20,000. Advertising will be complimentary and is contingent upon the production schedule of the magazine. The IACP will develop ad copy describing the position, the hiring agency, and the jurisdiction designed to elicit responses from the best possible applicants.

The IACP Network. Using our nationwide network of governmental and police executives, the IACP will proactively search for (cold source) ideal candidates. The IACP will discuss this position with individuals across the country whose professional judgment is respected and solicit their recommendations. The IACP is uniquely qualified through its position in the law enforcement community to identify and recruit the most dynamic and highly qualified law enforcement executives.

Internet and Email. An ad will be prominently posted on www.DiscoverPolicing.org, the official career center of the IACP and an award-winning police recruitment website. In addition, awareness of the job will be promoted through a series of email notices sent directly to

IACP members, including prominent placement in the *IACP News* biweekly e-newsletter with a distribution of 31,500. Finally, the announcement will be shared through the IACP's social media outlets, including Facebook and Twitter.

Diversity Recruitment. We will provide notices to and solicit candidate recommendations from diversity-oriented groups like the National Organization of Black Law Enforcement Executives, the Hispanic American Command Officers Association, the National Center for Women and Policing, and the National Association of Women Law Enforcement Executives. The IACP understands the importance of diversity and works hard to ensure an inclusive recruitment process. Many successful finalists in past IACP searches for police chief and other command positions have been minority candidates.

III. APPLICANT SCREENING, EVALUATION & SELECTION

Resume Receipt and Review. The IACP will acknowledge receipt of application materials from candidates and conduct an initial review of all resumes and cover letters. Applicants are categorized based on their basic qualifications relative to the needs of the department as identified through the job analysis. Common evaluation factors include:

- Experience as a chief or at a command level, including consideration of breadth and depth of experience.
- Patterns of employment, including frequency of job changes and gaps in employment.
- Experience in an agency or environment similar to the client agency.
- Demonstrated record of accomplishments in areas of specific relevance to the client.
- Evidence of formal education and specialized leadership training such as the FBI National Academy.
- Written communication skill and the extent to which the candidate expresses an understanding of the department and is able to present and correlate his or her qualification to the needs of the agency.

This initial review process will identify the best candidates (approximately 15) for initial screening.

Initial Screening. Initial screening typically involves internet checks and structured telephone interviews tailored to the agency's job. We have found that at this stage, thorough questioning of the candidate and an internet search provide adequate information to form an accurate picture of the candidate's history. Based on the results of the initial screening, the IACP will recommend a group (approximately six) of the most highly qualified candidates for further on-site evaluation. Brief dossiers on each recommended finalist are provided summarizing the candidate's resume and the results of the preliminary background checks and telephone interviews.

Finalist Evaluation. The IACP will assist with evaluation of the finalists, including development of an interview process, scheduling, coordination of finalist travel arrangements,

and on-site administration. The IACP typically recommends an independent structured interview process with IACP-provided interviewers, augmented by one or more client interview panels. For the IACP panel, we will develop interview questions designed to reveal comparative strengths and weaknesses of the finalists and the best match among candidates and the job. Questions are based on the job analysis as well as knowledge of the department and its policing environment. The IACP will schedule, coordinate, and facilitate the interview process, including arrangement of candidate travel. Results can present candidates in rank order or as groupings in terms of suitability.

Assessment Center Option. At your option, an assessment center will be conducted to evaluate the managerial and administrative capabilities of the final group of five or six candidates. In an assessment center, candidates participate in a series of individual and group exercises that simulate critical aspects of the target job. Trained assessors observe each candidate's performance and evaluate their behavior on predefined dimensions that relate to success in the specific job in question

Selection. The IACP search team will rank order or group candidates in terms of suitability and can offer hiring recommendations. Candidate strengths and weaknesses, as revealed by all efforts undertaken, will be documented and discussed with agency officials. Consultation with selecting officials is particularly intense at this juncture in the process.

On-site Background Investigation. Our experienced investigators will conduct a thorough on-site background investigation of the selected candidate. A candidate's current supervisor and subordinates, leaders in the community, union representatives, and others who know the candidate will be contacted and interviewed at length. Records concerning civil suits, financial status, driving history, etc., will be obtained. The entire career of the candidate is considered and controversies in previous jobs are investigated as necessary.

Offer Negotiation. The IACP is able to assist in extending and negotiating an offer to the top candidate as needed.

IV. TIMELINE

The typical executive search can be completed within four to six months. While this time frame was designed to produce work that meets IACP quality standards, we are happy to work to accommodate individual agency needs. The following table outlines the major activities of an IACP search and the estimated timeframe to complete each.

Activity	Estimated Timeframe
Contract Execution	-
Onsite Visit - Job/Candidate Profile	2 weeks of contract execution
Open Job; Begin Recruitment Marketing and Advertising	Immediately following on-site; continue for 30 – 60 days
Review resumes, make first cut	2 weeks after job closes
Conduct initial screening / phone interviews; select finalists; Deliver finalist dossiers	2 weeks after making first cut
Develop interview questions or assessment exercises; Schedule and conduct on-site evaluation for finalists.	2.5 weeks after phone interviews
Conduct background on candidate; Negotiate offer	2 weeks after on-site interviews

V. QUALIFICATIONS

The IACP is a non-profit 501c(3) corporation, chartered in the District of Columbia and headquartered in Alexandria, Virginia. The IACP is the world’s leading association of law enforcement executives with over 20,000 members in over 100 countries. Headquarters staff comprises approximately 100 professionals engaged in a variety of activities, from grant management and research to training and technical assistance. The association’s mission is simple: to serve the police leaders of today and develop the leaders of tomorrow. Assisting agencies with the identification and placement of that leadership helps us attain that goal. The IACP differs from private firms who are in the business of offering executive search services. We are motivated by our commitment to improving law enforcement leadership and professionalism across the country. Further, we concentrate our efforts exclusively on police and law enforcement matters. We do not diffuse our interests and capacities.

Since the association began its program of field consulting in 1935, it has conducted hundreds of management surveys, technical assistance projects, staff studies, planning projects, and has provided contract training and testing services for jurisdictions of all sizes and types. The IACP's Executive Search Service was established in 1986 in response to urgings of local government officials, chiefs, and potential chiefs. Since that time, the same veteran team of resident professional staff and associate consultants has assisted scores of police organizations with the important task of identifying future leadership. Client lists, references and resumes are available upon request.

VI. PRICING

We have estimated the cost to provide these services to your agency:

PROCEDURE	COST
Comprehensive Executive Search <i>(includes Assessment Center)</i>	\$35,000 plus travel expenses
Comprehensive Executive Search <i>(includes Structured Interview)</i>	\$30,000 plus travel expenses

These prices include all developmental and administrative costs except travel expenses for IACP staff, candidates, and assessors, assessor honoraria (if any), and facility costs. IACP is always ready to tailor its services to your agency's needs and financial abilities. The proposed price can be adjusted, therefore, to accommodate variations in scope of services, either greater or lesser.

VII. CLIENT LIST

The IACP has assisted scores of agencies in their search and assessment of new chief executives. Below is a sampling of our recent clients.

AGENCY	CONTACT PERSON	NATURE OF SERVICE COMPLETION DATE
<i>Sykesville, MD</i> Population: 4,500	Dawn Ashbacher Town Manager Town of Sykesville 7547 Main Street Sykesville, MD 21784 (410) 795-6390 dashbacher@sykesville.net	Comprehensive executive search for police chief December 2013
<i>East Carolina University, NC</i>	Bill Koch Associate Vice Chancellor East Carolina University EH&S Building 210 E. 4 th Street Greenville, NC 27858 (252) 328-6166 kochw@ecu.edu	Comprehensive executive search for police chief October 2013 Previous process completed February 2008

AGENCY	CONTACT PERSON	NATURE OF SERVICE COMPLETION DATE
<i>New Smyrna Beach FL Population: 25,000</i>	Carol Hargy Human Resources Director City of New Smyrna Beach 210 Sams Avenue New Smyrna Beach, FL 32168 (386) 424-2111 chargy@cityofnsb.com	Comprehensive executive search for police chief April 2013
<i>Washington Metropolitan Transit Authority</i>	Rod Dones Talent Acquisitions Manager WMATA 600 Fifth St, NW, 7 th floor Washington, D.C. 20001 (202) 962-9819 ext 29819 rdones@wmata.com	Comprehensive executive search for police chief March 2013
<i>Greenville, NC Population: 90,000</i>	Barbara Lipscomb City Manager City of Greenville 200 W. Fifth St Greenville, NC 27834 (252) 329-4642 blipscomb@greenvillenc.gov	Comprehensive executive search for police chief November 2012 April 2006
<i>National Railroad Passenger Corporation (Amtrak)</i>	Barry Melnkovic Chief Human Capital Officer Human Resources, Diversity Initiatives Labor Administration National Railroad Passenger Corporation 60 Massachusetts Avenue, NE Washington, DC 20002 (202) 906-2216 barry.melnkovic@amtrak.com	Comprehensive executive search for police chief October 2012
<i>Delaware River & Bay Authority Transit system</i>	Charlotte L. Crowell Chief HR Officer Delaware River & Bay Authority New Castle, DE 19720 (302) 571-6397	Comprehensive executive search for police chief August 2012 - Deputy Police Administrator July 2010 - Police Chief

AGENCY	CONTACT PERSON	NATURE OF SERVICE COMPLETION DATE
<i>University of Massachusetts Amherst</i>	Ruth Yanka Executive Director A&F Operations Administration and Finance University of Massachusetts Amherst 181 Presidents Drive 340 Whitmore, UMASS Amherst MA 01003 (413) 545-1581 ryanka@admin.umass.edu	Comprehensive executive search for police chief July 2012
<i>Rutland, VT</i> Population: 16,500	Larry Jensen Chair, Police Commission City of Rutland 7 Tuttle Meadow Drive Rutland, VT 05701 (802) 755-6526 lgjensen@aol.com	Comprehensive executive search for police chief July 2012
<i>West Palm Beach, FL</i> Population: 101,000	Patrick J. Cooney Director of Human Resources City of West Palm Beach 401 Clematis Street West Palm Beach, FL 33407 (561) 494-1006 pcooney@wpb.org	Comprehensive executive search for police chief May 2012

VIII. CONTACT

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