



Command Performance: A Career Guide for Police Executives

SECOND EDITION



Charlotte Lansinger



POLICE EXECUTIVE
RESEARCH FORUM

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Foreword

IT'S HARD TO BELIEVE IT'S BEEN 16 YEARS SINCE THE ORIGINAL *Command Performance* was published. Lately I feel like I'm on a Japanese bullet train, and the world of policing is whizzing by at a record pace. So when Charlotte Lansinger came up with the idea of updating *Command Performance* to reflect the changes in policing since 1999, I was enthusiastically supportive.

The original *Command Performance* was written by Charlotte, Jim Burack, and Bill Kirchhoff. It was based on a book that Bill wrote, *How Bright Is Your Badge?* Back then, there were very few resources to help aspiring police chiefs understand the process of becoming a chief. In the original *Command Performance*, Bill, Charlotte, and Jim wrote about the unique nature of the job; the considerations for deciding whether you really want to be a chief, and if so, what kind of department is best for you; and strategies for demonstrating to an appointing authority that you are the right person for a job as police chief. *Command Performance* quickly became the definitive book for aspiring police chiefs and current chiefs.

However, a great deal has changed since 1999. For example, in 1999 the Internet was just becoming mainstream. By contrast, in today's environment, when a candidate's name is mentioned for a police chief's position, anyone can find information about the candidate online in a matter of seconds. Of course, some of the "information" on the Internet is incorrect; but for good or bad, candidates for a job as police chief must be prepared to handle questions about everything in their online history.

On a more fundamental level, the job of police chief, always a difficult one, has become more complex. Today's chiefs, like their predecessors, must reduce crime, protect civil rights, balance competing political interests, and provide a vision for the department that goes beyond day-to-day management. Today's chiefs also must perform in a new era of accountability and transparency. They must understand the practical issues and Constitutional questions raised by new technologies. They must find new ways to prevent unnecessary uses of force. They must understand the upheavals in the news business, and take advantage of social media and other ways to reach their community members.

(From my own standpoint, another indicator of how policing has changed is that PERF had about 400 members when the original *Command Performance* was published. Today, we have 2,100 members dedicated to identifying best practices and policies on emerging issues.)

Because so much has changed, Charlotte decided that it was time to publish a new edition of *Command Performance*, and you are holding the result of her work. A few words about Charlotte. I met Charlotte some 25

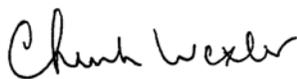
years ago, hired her immediately, and we have worked together ever since. We have been through some great moments, and it has been exciting to watch the careers of candidates who have emerged as national leaders. Charlotte and I also have made some mistakes, as we have learned that it can be difficult to predict human behavior. But we have learned from these cases, and we have encountered just about everything you could think of in terms of the ins and outs of the process.

Charlotte has taken the lead role at PERF in the executive search business. She has helped more than 80 cities to conduct national searches for the best candidates for their police chief positions. Charlotte has assisted cities like Baltimore, Chicago, Houston, Seattle, Denver, Dallas, Corpus Christi, Pittsburgh, Kansas City, and Minneapolis, as well as scores of medium-size and smaller cities.

I don't know anyone who wouldn't agree that Charlotte is one of the most well-respected and well-liked people in our business. Her knowledge of policing, the candidates and potential candidates, and the Machiavelian nature of some of these processes make her the single most experienced search consultant in policing. There are other consultants, but Charlotte's active role in PERF all these years has provided her with a front-row seat as the smartest chiefs come together, again and again, to address the latest emerging issues in policing. Charlotte understands the challenges facing cities, and she genuinely cares about helping them find just the right chief who is best positioned to help them. Charlotte has a passion for quality and getting things right, and this book is testament to her professional approach to everything she does.

I am grateful to Charlotte Lansinger for providing this excellent resource to the policing profession.

I also wish to acknowledge once again the roles of Bill Kirchhoff and Jim Burack, whose good ideas and thoughtful analysis in the original *Command Performance* carry over into this new edition. I also want to recognize Bruce Kubu, Sean Goodison, and Nate Ballard of PERF's Research Division for developing the survey used in this book and interpreting the findings. And finally, gratitude goes to Craig Fischer, our resident Editor Extraordinaire, for his significant contributions in editing this book. Craig makes everything he touches appreciably better and this book was no exception. His input was instrumental in helping to make this a first class publication.



Chuck Wexler
Executive Director
Police Executive Research Forum
Washington, D.C.

Becoming a Police Chief in a Competitive Market

MOST PEOPLE WHO ASPIRE TO BE A POLICE CHIEF ARE NOT WELL prepared to compete for the job.

This lack of solid preparation is no reflection on those who seek the job, but rather is a reflection of some hard realities: The job of police chief is idiosyncratic, not directly comparable to any other position, and it is not always clear what types of experience and education are most important in the job. Literature on the subject is thin, because there are relatively few people who know much about it. Sound advice for the law enforcement professional who wants to become a police chief, or a chief who wants to advance to a better position, is hard to come by.

Command Performance: A Career Guide for Police Executives (Second Edition) is intended to help remedy this situation. It is an attempt to bring potential police chiefs and practicing police chiefs up to date on the law enforcement executive job market and provide information that will help them compete for the job they want. This book covers issues such as career planning, resume writing, interview preparation, compensation package negotiation, employment agreements, use of executive search consultants, the importance of “image,” and other elements related to a successful police chief job search.

The author is a recognized expert in the field of police chief placement. She has been an executive search consultant with the Police Executive Research Forum (PERF) since 1993 and has been a specialist in the field of police chief selection since 1987. She has assisted local governments and other organizations with the placement of more than 100 police chiefs in cities, counties, states, universities and transportation facilities across the country. She is active in law enforcement career counseling and has given numerous presentations on the topic. She is a co-author of the

original edition of this book, and a contributor to *Selecting a Police Chief: A Handbook for Local Government*, published by the International City/County Management Association (ICMA) and PERF. The updates in this version of *Command Performance* reflect her years of experience managing search processes and the many observations she has made through these and other processes that provide valuable insights to aspiring police chiefs.

This book focuses on the three most basic questions a chief candidate should ask himself or herself:

- How do I best prepare to be a police chief?
- How do I best compete in the chief selection process?
- What conditions of employment will help ensure my success on the job, both professionally and personally?

The book offers insights on the job-hunting aspect of career advancement. It suggests ways you can increase your chances of success in attaining the job of your choice. And it identifies the necessary tools of the trade that should be negotiated in advance to help you keep the job.

A Tough Profession

Not everyone is cut out to be a police chief. Depending on the circumstances, being a police chief can be exhilarating or it can be a constant battle. Chiefs are met with daily challenges to their professional skills, their personal lives, and even their emotional well-being. Police chiefs deal in an environment where there may be little common ground among competing constituencies who exert pressure on the chief. Police chiefs are routinely pressured by advocacy groups and various elements within the community. Chiefs' decisions are critiqued by politicians who have a legitimate interest in ensuring that constituents receive good police services. And chiefs in many departments are challenged by powerful police unions.

Furthermore, much of a chief's work cannot be rehearsed or scripted, because there is no complete body of expertise that tells police chiefs what to do and how to do it.

On the other hand, there are few jobs that offer as many rewards as the job of police chief—not in terms of financial compensation, but rather in the satisfaction of doing an extremely difficult job well, and the satisfaction of providing a higher level of public safety that can directly improve the lives of thousands of residents and contribute to the overall well-being of a community. Whenever cities are ranked as “best places to live,” crime rates and citizens' perception of their safety are among the most important factors.

EDUCATION'S IMPACT ON SALARY

The 2014 PERF survey of 334 police chiefs suggests that chiefs who have advanced degrees or have completed other educational programs tend to have higher salaries. For example, law school graduates earned about 14 percent more on average, all factors considered, and chiefs who graduated from FBI's National Executive Institute had nearly 18 percent higher salaries than non-graduates.

Because the rewards are so great, there are usually quite a few people in any police department who are dreaming of becoming the chief. But what will make you stand out from the rest of the pack? How strong are your qualifications? How significant is your experience? What are your chances? What is your capacity to respond to the challenges? In short, do you have what it takes to be a chief?

Education

It is increasingly rare for chief candidates to successfully compete in a search process without a formal education. A survey of PERF's police chiefs in 2014 indicated that 82 percent of the respondents had graduate degrees. (See Appendix A.) This trend is driven by several factors, notably the ever-increasing professionalization of law enforcement. It is also influenced by the increased educational achievements throughout police departments and other municipal agencies. **Today, most jurisdictions require a police chief to possess a college degree. Many communities prefer advanced degrees. It is difficult to compete for a chief's position in today's market without at least a bachelor's degree.**

Training obtained from reputable management programs can also be helpful. Widely recognized programs include PERF's Senior Management Institute for Police (SMIP); the FBI's National Academy, Law Enforcement Executive Development Seminar (LEEDS), and National Executive Institute (NEI); Northwestern University's School of Police Staff and Command; Harvard University's Senior Executives in State and Local Government program; and the Southern Police Institute's Administrative Officers Course. Other programs are more prominent regionally, such as those offered at Johns Hopkins University in Baltimore, Pennsylvania

State University, development programs offered through the California Commission on Peace Officer Standards and Training (POST), and many others.

Experience

When cities need to hire a new police chief, typically they look for someone who has had substantial experience managing a police organization, or directing a significant portion of an organization. Thus, police chiefs, deputy chiefs and division commanders are often the most competitive candidates. Some of the best applicants for a midsize department possess experience as a chief in a smaller city, or in the highest levels (assistant chief or deputy chief) in a midsize agency. Applicants whose highest level of experience is in the middle-management ranks, even in a major city police department, may find it difficult to compete for a chief's position with today's candidate pool.

Ultimately, the successful candidate should have significant *command experience* (not simply supervisory experience) in multiple areas of the department. Command experience is considered operational responsibility for a specific area, such as patrol, investigations, or administration. It may also mean having operational responsibility for a geographic area, such as a precinct or district command. Experience as a patrol commander in a busy department can be one of the most beneficial assignments in terms of preparing you for a chief's job and giving you a competitive edge. Commanders gain experience with key issues such as crime prevention and investigations, budgeting, accountability, and working with community leaders and the news media.

However, there is no experience that completely grooms one for becoming a police chief. Ultimately, the best training to become a first-rate police chief is the experience of being a chief. It is difficult to be absolutely sure that you have the skills to take charge of a department until you are given the opportunity to do so. Taking charge means establishing mastery of the organization and influence over its people. Within a short time, new chiefs must move from "gathering information and taking small steps tentatively" to "exerting control and making the entire machine run smoothly." If the chief cannot effect this transition, life as a police chief will be less than rewarding.

All too often, police commanders who wish to become chiefs have not fully comprehended the differences between what they do as commanders and what the chief does. Generally, senior police commanders make recommendations, are task-oriented, work in the present, and are responsible for only a part of an organization. By contrast, police chiefs make

final decisions, are mission-oriented, work in the future, and deal with the entire organization. Furthermore, chiefs must face the challenge of external politics.

Thus, because only some of what senior police commanders typically do prepares them for the chief's position, it is not surprising that they sometimes fail when they become chiefs.

There is a popular misconception that a police chief runs the police department with complete autonomy. This could not be farther from the truth. The effective police chief must be able to work with different groups of people who often have competing agendas. These include elected officials; community leaders; advocacy groups; the news media; judges, prosecutors, corrections officials, and other criminal justice leaders; police labor union representatives; members of the clergy, and others.

This transition can be extremely difficult. It is not easy to move from the rigid, yet relatively comfortable, paramilitary bureaucracy of a police department into the more freewheeling, complex, "political" arena where a police chief must operate. Politics comes with the job, so if you don't like politics, you may find the position of police chief uncomfortable.

To be effective and successful, the contemporary police chief must be a tactful diplomat, an innovator, a problem solver, a team player, and a leader, and must possess an energetic, positive and enthusiastic personality. He or she must possess qualities that go beyond education and experience.

Characteristics, Skills and Abilities

If police chiefs are going to achieve the job satisfaction they want, the recognition they desire, professional success, and material advancement, they need a wide range of skills that go beyond education and experience:

LEADERSHIP: Leadership is not a question of having power over subordinates, but of having influence with them. Many people can manage, but fewer can lead. Successful police agencies are headed by leader-managers, not manager-administrators.

COMMUNICATION SKILLS: A critically important relationship for you to establish as a newly appointed police chief is with your boss—the mayor, city manager, commission members, or other person or persons who appointed you. Being able to communicate effectively with your boss can make the difference between a misunderstanding that gets resolved over lunch and one that gets you fired. More chiefs lose their jobs because of poor communication skills than any other factor. A critical element of a chief's success is having a clear understanding of the appointing authority's expectations. A positive relationship will help to ensure that these expectations are clearly communicated and understood. Effective

communication skills are equally essential to establishing positive relationships with department personnel and with the community.

ADMINISTRATIVE AND MANAGEMENT SKILLS: Balancing numerous projects, understanding budgeting, gathering input, and informing various constituencies are among the requirements for a good chief. An effective leader is measured by how well his or her strategies and programs are managed and incorporated into department operations to produce a good outcome.

INTERPERSONAL SKILLS: The ability to be professional, friendly, compassionate, and a good listener can go a long way toward ensuring solid relationships with department personnel, the administration, and the community.

OPENNESS TO INNOVATION AND PROGRESSIVE CHANGE: Policing is not a static field. It has changed dramatically for the better during the last few decades, largely because of chiefs who have had vision and were willing to experiment and remain open-minded to new developments.

TANGIBLE ACCOMPLISHMENTS: The ability to point to substantive and measurable successes is frequently a requirement to be seriously considered for a chief's position.

KNOWING HOW TO BE A TEAM PLAYER AND HOW TO DELEGATE RESPONSIBILITY: A successful police chief must understand the big picture of policing within a city government and must work with others (both peers and subordinates) to get things done. Leaders have to know their employees and play to their strengths. They must know what their subordinates are capable of handling.

BEING AN ENTHUSIASTIC AND ENERGETIC MORALE-BUILDER: An effective chief is a cheerleader, capable of rallying support and convincing officers to be productive and professional, and showing the community how to be an active partner with the police.

INTEGRITY: An executive position requires uncompromised character and honesty in dealings with department personnel, city administration, the community, and the news media.

PROFESSIONAL CONFIDENCE AND EXPERIENCE: This means that you know your business and everybody knows that you know your business. Police professionals must know the business of policing better than anyone else. There is an increasing number of constantly changing issues about which police executives are expected to have knowledge and experience. For example, in recent years, new types of technology have been revolutionizing many police strategies and operations.

INTUITION: Successful chiefs have strong intuition. You should be able to sense a change in the winds and be prepared to react.

SENSE OF FAIRNESS AND EQUITY: Chiefs are evaluated largely on their ability to make judicious and impartial decisions, and to rate and direct subordinates fairly.

SERVING AS A CATALYST FOR CHANGE: You can count two things among the uncertainties of the organization you manage: It will be different from what it was in the past, and it will be different from what you expected it to be. Thus, police chiefs must be comfortable with change. Creativity and innovation are necessary for the chief's survival.

PARTNERSHIP-BUILDING: Partnerships must be established with community leaders, elected officials, other department heads, and your peers in the police profession. The ability to develop partnerships is critical to success, and failure to do so is often the primary reason for a chief's downfall.

ABILITY TO HANDLE SENSITIVE PERSONNEL MATTERS: You cannot manage a police department without having to discipline and fire people. How to do this and how to gain the necessary support for your decisions are critical elements of successful personnel management.

A HEALTHY EGO AND SELF-CONFIDENCE: The news media, your officers, the mayor and city council, labor organizations, and the public will critically judge your actions on a daily basis. Without a healthy ego and self-confidence, a chief can be debilitated by stress and insecurity. At the same time, there is a fine line between self-confidence and arrogance.

A TENACIOUS WORK ETHIC: Little can do more for your reputation than hard work. A lack of effort can quickly prove damaging. Setting the example of working hard sends a powerful message to the entire organization.

TOUGHNESS: The toughness required to be a successful chief is not mean-spirited, but a spirit of resiliency. Experienced chiefs say it helps to be able to "compartmentalize" issues, and to understand that disagreements are sometimes "just business" and not to take them personally. This toughness is needed in order to lead in the midst of the most stressful conditions.

PHYSICAL CAPABILITY: Police chiefs generally must be capable of carrying out the physical demands required of a police officer. A candidate should be capable, in good health, and physically agile.

A GLOBAL PERSPECTIVE: Successful chiefs must keep informed of national and international events affecting society, and they must understand the relationship between these events and policing their communities. A global thinker anticipates trends and considers them in the decisions that impact departmental policy.

The Role of the Appointing Authority

Every city manager and mayor will differ somewhat on the profile they desire in a police chief, but there are some common elements that drive the selection of candidates. In one sense, mayors and city managers both want a police chief who can make controversial issues and persistent crime problems go away (or never surface in the first place). There is a tendency, however, for mayors to select a police chief on the basis of political realities, while city managers are more inclined to use efficiency and administrative competence as the selection benchmarks. And while neither is right or wrong, police chief aspirants need to recognize that there will most likely be a difference in the organizational environment of a city in which the chief executive is appointed (usually by a city manager), and one where the chief executive is elected (typically a mayor).

There are many attributes that make up a police executive's qualifications, such as education and training; rank and experience; and professional reputation. Character, personality, and "fit" are equally important. As qualified as one might be on paper, a chief must be able to cultivate a close working relationship with the city administration, particularly the appointing authority.

A candidate's experience is important to the official who appoints the police chief. While detective commanders may be highly visible and impressive in their role of helping to solve major crimes, the most competitive police chief candidates will be those who have a well-rounded background with experience in patrol command assignments, combined with administrative support command assignments, such as personnel management, budgeting, and planning.

While technical competence, leadership, and a reputation for hard work may be all that is required for promotion in your own law enforcement agency, there is nothing like a solid professional reputation to catch the eye of prospective employers in other jurisdictions. The book on each of us is made up not only of what we have accomplished, but also who we know, what we have written, and how we are regarded by those outside the agency. In the age of Google, candidates' entire lives are a matter of public record. It is important that you develop well-rounded skills by writing, teaching, and participating in programs that will give you a good reputation in professional circles and in your community.

Note: The title "appointing authority" will be used in this book when discussing the relationship between the police chief and his/her boss. In many instances, the police chief's immediate supervisor will be a city manager, a mayor, a county executive, a board of police commissioners, or another authority. The term "appointing authority" is used to simplify the text.

Beginning Your Search

Before beginning a police chief job search, ask yourself the following questions, and answer them as honestly as possible.

- Do I have the right skills, training and experience to be a chief?
- Are my credentials sufficient?
- What level of job might I compete for?
- Do I know how to write a resume?
- How well do I perform when interviewed?
- Do I know how to prepare for an interview?
- Do I have sufficient negotiating skills?
- What makes up a good compensation package?
- What are my salary requirements?
- If I am leaving a department to take a chief's job elsewhere, have I served long enough to qualify for a pension, to provide some financial security?

This book will provide guidance and information to help you hone the skills necessary for a successful job search. The rest is up to you. As you begin your search, keep the following job-hunting basics in mind.

1. Develop a realistic career plan.
2. Do not accept a police chief position unless you have the necessary survival instincts.
3. Do your homework to determine if the “fit” is right for you.
4. A well-written resume is needed to get an interview.
5. You may not be able to interview well unless you prepare and practice.
6. Search committees, the general public, and the news media may play a significant role in the process.
7. Appearance and image are a significant part in the interviewing phase.
8. Once you have been offered the job, you control the negotiations.
9. The Internet plays a significant role in the process, because anyone can easily obtain news stories or social media postings about you and your department, going back many years.
10. All major conditions of your job should be put in writing.
11. The tenure of a position as police chief tenure can be short, often less than five years. So the job hunting process can be viewed as a continual and lifelong process. Knowing when to leave one position is as important as knowing when to seek a new one.

Planning Your Career

MANY ASPIRING AND CURRENT POLICE EXECUTIVES FAIL TO PLAN their careers. Some successful chiefs have relied on good luck and good timing. But the police executive job market is a tough one. Today, with the ever-increasing pool of qualified men and women who have achieved substantial success in the profession, good credentials do little more than initially qualify an applicant. Because of the scrutiny and selectivity now used by the mayors, city managers, or others who make the final decision to hire a new police chief (the “appointing authorities”), winning the best jobs requires a combination of the right background, excellent interpersonal skills, and the ability to negotiate.

Career planning requires that you first determine your objectives. Some people aim to lead a large agency because they want to handle a complex range of issues and responsibilities. Others prefer a medium-size department, because it may offer greater possibilities for change and innovation. Others are interested less in the department’s size than in directing a certain type of department or working in a certain area of the country. Others revel in the challenge of handling a “turn-around” job or fixing a “broken” department. Some want to be “change agents,” bringing the most advanced policies and practices to an agency. In some cases, potential candidates avoid following a popular and successful chief, because it may take time to establish your own presence and authority if your predecessor was exceptionally strong.

Career planning begins with thinking about those types of questions, and identifying your objectives and the type of agency you want to lead.

Ask yourself the following questions to begin the career planning process:

1. Where would you like your career to be in 5, 10, or 15 years?
2. What type of organization would you like to lead?
3. Can you identify other police executives who have succeeded with a career plan similar to your own?
4. Do you have an up-to-date resume? (Even if you are not currently applying for a new position, the process of keeping your resume current can help focus your attention on career planning issues.)
5. Have you taken advantage of opportunities within your agency for career development?
6. Is your formal education competitive in today's job market?
7. Have you achieved substantive accomplishments within your organization?
8. Are you knowledgeable about the current issues and debates in policing?
9. Are you involved in professional activities beyond the scope of your own department?
10. Are you sensitive to the importance of appearance and demeanor?

It should be noted that career planning is not synonymous with actively entering the job market. Rather, career planning is a continual process of thinking about possible career advancement strategies, and determining your career objectives, so that you are prepared to make choices that will lead to the best career for you.

Hindrances to Career Planning

Despite the benefits of career planning, police executives, like anyone else, often neglect it. One reason for the lack of planning is the understandable complacency we feel when we are content with the status quo. What is the point of investing time and energy in planning for contingencies like a job change if we have no intention of making a change anytime soon?

Another reason is that mayors, city managers, and other officials responsible for appointing a new police chief generally do not encourage their chiefs to engage in long-term career development. If a chief is meeting expectations, the chief's "bosses" would generally prefer that the chief remain in office and not be thinking about moving to a more challenging or interesting job.

TODAY'S CHIEFS ARE OLDER THAN THE CHIEFS OF PAST DECADES

PERF's surveys of police chiefs seem to indicate that on average, today's chiefs are older than the chiefs of past decades. In the 1997 survey, the highest frequency among the age brackets was in the 46-to-50 category; in the 2009 survey the highest frequency was found in the 51-to-55 bracket; in the 2014 survey, the highest frequency was in the 56-to-60 category.

Likewise, many chiefs who are content with their existing command staffs don't promote career development opportunities within their organizations. While some managers support deserving police executives in their quest for advancement, long-term formal support is almost nonexistent. It is simply not the custom of managers to encourage dependable employees to seek new positions outside their organization. Appointing authorities take a proprietary interest in their police chiefs because of the investment they have made in the professional growth of all their department heads. **With some exceptions, few police chiefs measure their own success by the number of people they have groomed to become police chiefs in other departments.**

Another clear impediment to career planning is the fear that if colleagues learn that you are contemplating career options, it might jeopardize your professional standing. There is an unfortunate tendency in police organizations to view any interest in changing jobs as disloyalty to the organization.

A desire for job security may also stifle career planning. The police profession is turbulent by any standard, particularly at the top level of the organization. Events that are beyond a chief's control can affect job tenure. Chiefs usually serve at the pleasure of the appointing authority, and it may not take much for a chief to end up unemployed. Thus, there is an understandable hesitancy to abandon a secure police executive post for the unknown. To some, the potential price of reaching for a new position is considered too risky.

There are other reasons why police professionals may hesitate to leave the security of their current position. The working relationships in a new city—with a new mayor or city manager, new employees, and a new community—are unknown and may prove to be problematic. The cost of living may be higher. A move may disrupt a chief's family, especially if the

chief has school-age children. The energy required to make a job change is significant.

Career atrophy also can result from the strong commitment that most police professionals make to the agency they serve. There always seems to be a pending crisis or major project demanding the attention of a police executive, which can cause them to put off consideration of their career plans. And police executives tend to have a desire to finish the job once they start it. However, one mark of the truly successful leader is the ability to delegate and groom subordinates to continue key projects even if the leader moves on.

In the end, all of the obstacles to career advancement may be balanced by the potential for rewarding opportunities to improve a new community and police department, while having a positive impact on the profession as a whole.

The Benefits of Career Planning

A job search may be stressful and disillusioning for candidates who do not engage in deliberate planning while they are happily employed. **The time to plan and prepare is when things are going well and there is time to think about your career objectives, not when the pressure of unemployment or an unsatisfactory working life is upon you.**

At the executive level of police management, it is important to continually build upon your professional accomplishments. You must develop a career plan, work at its implementation, and be willing to take some chances if you want to advance professionally.

For the most part, the people who have the best jobs in policing have operated with a career plan. The plan may not have worked exactly as they originally intended, but it provided a basic blueprint to follow. These police executives have made a series of strategic professional moves resulting in career advancement. These chiefs have energy and drive. Their prowess

LENGTH OF TENURE

Based on information provided from PERF's 2014 police chief survey, the average tenure for responding chiefs in their current positions was 4.3 years. On average, the responding chiefs reported that length of service of their predecessor was 5 to 6 years.

as managers does not dissipate over the years; rather, it is invigorated by their career advancement. They are looking for new challenges to satisfy their energies and talents, rather than waiting for opportunities to appear. If your objective is to climb the career ladder and achieve professional satisfaction, career planning is essential.

Factors of the Job to Consider in Career Planning

TROUBLED DEPARTMENTS VS. WELL-RUN DEPARTMENTS

While there are many well-regarded police departments, you may find greater opportunities with lesser known agencies or troubled departments. The opportunity to reform and revitalize an agency in distress can be very satisfying and can add great depth to your resume. Some aspiring chiefs intentionally seek out agencies that need help, because their talents will be used and appreciated more than they would be in a department that is already operating smoothly in most areas.

Some police chiefs also advise their colleagues to think carefully before stepping into a chief's job on the heels of a highly respected chief. Expectations will be very high, and it may take longer to effect changes or make your own mark if you are following a legend.

IS IT WISE TO SEEK A CHIEF'S JOB EARLY IN A CAREER?

The most beneficial credential for police chief applicants is previous experience *as a police chief*. (And current experience as a chief is better than having been out of the business for a few years.) Part of your career plan may be to become a chief as early in your career as possible. This first chief's position might be considered a "hard duty" assignment for one reason or another. But by becoming a chief early in your career, you obtain experience serving as a chief executive, setting the tone for an agency, developing and managing a budget, and ideally, gaining stature and earning a reputation as a capable and competent police chief. You will gain valuable experience and visibility when other opportunities arise that are more desirable than the first "hard duty" job as chief.

GEOGRAPHY AS A FACTOR

The location of a jurisdiction is important to keep in mind when considering the competitiveness of the applicant pool for a chief's position. Generally, cities in warmer climates will attract larger numbers of candidates than those in colder climates. This is an important factor to consider when you think about how your credentials will compare against a highly

competitive pool of applicants. You are likely to find fewer applicants and less competition for a chief's job in a Northern city than in the South.

PLANNING FOR YOUR FINAL JOB IN POLICING

When pursuing your first chief's job, keep in mind your overall career plan with regard to the kind of agency where you would like to *end* your career. It is not premature to be envisioning your final job as chief when you are applying for your first job as chief. The appointing authority interviewing you for that final chief's job will put great weight on the experience accumulated during your previous jobs. So that experience needs to be as relevant as possible. Because you are accumulating a collection of experiences that improve your competitiveness, be selective about what opportunities you pursue.

For example, if your goal is to become a chief in a large organization, accepting a chief's job in a very small department may not help you to achieve this goal without several steps in between. If you want to be competitive in municipal policing, think carefully before taking a job in university or transit policing.

Career moves that are slightly off the path to your ultimate goal are not necessarily disqualifiers; diversity in your career may even enhance your resume. But you need to think carefully beyond your immediate career move. And remember that communities often expect their chiefs to make a long-term commitment and not use a chief's position simply as a stepping stone to something better. While personal and professional growth is necessary, the aspiring chief needs to be respectful and understanding of community expectations.

Different Career Paths Toward a Chief's Position

There are approximately 50 police agencies in the country serving populations over 400,000. There are about 230 agencies serving populations between 100,000 and 400,000. There are about 325 serving populations between 50,000 and 100,000. With approximately 18,000 law enforcement agencies in the United States, most aspiring chiefs will work at one time or another in a city of fewer than 50,000 residents.

Fortunately, the size of the city is not the measure of success. In fact, the best jobs are not necessarily found in the biggest cities. Rather, your ability to confront new challenges, cultivate organizational excellence, obtain personal and professional growth, and achieve established goals are the real measures of success. The desire to be a police chief in a mid-sized college town may require as much career planning as the hope to become a chief in one of the nation's largest cities.

MOST CHIEFS HAVE VESTED IN A PENSION

Almost 86 percent of respondents to PERF's 2014 survey indicated that they were vested in a pension when they became a chief.

There are several common career patterns for police chief aspirants, and they are determined for the most part by your rank when seeking a chief's job and the size of your department. Keep in mind that when a mayor, city manager, or other appointing authority assesses you as a police chief candidate, the most significant factor in that assessment will be your present position. Second, your overall career progression will be a stronger factor than any one position or assignment that you held prior to your current one.

As a police chief candidate, you are largely defined by your current position. For that reason, it is wise to think carefully before taking a break from the profession to teach, do consulting, work in the private sector, or simply look for another job. Regardless of whether you previously held a job or assignment with a high degree of responsibility, the focus of attention on your credentials is almost always on what you are *currently* doing. So retiring from one department prematurely without having another job arranged is not advisable if you want to become a chief.

COMMANDERS IN SMALL AGENCIES

Supervisors or commanders in departments of fewer than about 100 employees may be competitive applicants for chief positions in smaller agencies. Typically, as a supervisor or commander, you would be most competitive for a chief's position in a department somewhat smaller than your current one, where the total number of employees is close to the total number in your largest command.

Generally, you need command-level experience before pursuing a chief's job. However, supervisors in small agencies may also be candidates as smaller agency heads. Small departments have fewer personnel to carry out agency functions, so supervisors and commanders may assume a greater range of responsibilities. A sergeant may have effectively served as a commander at times, and as a responding patrol officer at others. The down side of experience in a small agency is the limited number of officers you have an opportunity to supervise.

CHIEFS OF SMALLER AGENCIES

It is common for police chiefs to advance from smaller agencies up to larger ones. The key is to determine how much larger an agency you should try for to be considered competitive. A police chief often competes well for a department slightly more than twice the size of his or her current one. A small-city police chief frequently has an edge when in competition with commanders from larger agencies. Having chief's experience, even in a small agency, will frequently give a candidate a better base of experience with which to compete.

COMMANDERS IN LARGER AGENCIES

Two basic patterns of career advancement exist for commanders in well-regarded police departments with more than about 100 employees. Pension systems and the rules for vesting largely dictate these patterns.

Commanders with the necessary experience and the rank of captain, major, or deputy chief can realistically compete for the police chief position in a department about half the size (or slightly smaller, the lower the rank) of the department in which they currently work. In general, you will be more competitive if the new department's total number of employees is similar to the largest number you have managed. Frequently, these officers are at mid-career in their initial department, but are competitive for chief's jobs in smaller agencies.

If a commander's current agency has a "portable" pension plan in which the commander is fully or partially vested, this can be a reasonable career option. In agencies without entitlement to vesting rights, a commander may still choose to resign and take a chief's job. However, it is generally wise to maximize your retirement benefit prior to stepping into a chief's job. If possible, it is advisable to establish a certain level of financial security that is independent of your income as chief.

More commonly, departments do not provide a "portable" pension, so commanders may remain in their initial agency until their right to pension benefits has been established, and then look for a chief's position. The principal disadvantage is that by staying in a command position for many years, you may miss promising opportunities to apply for a chief's position with another agency. The primary advantage of waiting is that you retain the security of retirement benefits, and gain extensive technical, supervisory, and administrative experience as a commander.

CHIEFS OF LARGER AGENCIES

Chiefs' positions in larger jurisdictions are limited in number. To be competitive as an outside applicant for one of these top jobs requires having

TREND TOWARD HIRING FROM OUTSIDE

60 percent of respondents to PERF's 2014 survey reported being hired from outside of the department. However, when asked how their predecessors were hired, fewer than half (46 percent) indicated they were hired from the outside. This seems to indicate a trend toward outside hires.

experience as chief in a somewhat smaller jurisdiction, or having substantial second-in-command experience in a larger agency. It is worth noting that as the size of the jurisdiction increases, the pool of qualified police chief candidates for that agency diminishes. Conversely, the smaller the agency, the larger the pool of qualified applicants.

PROMOTING TO CHIEF FROM WITHIN YOUR ORGANIZATION

Another career path to a chief's job is to be promoted from within your own organization. Most often, internal candidates are given serious consideration if they are at a number two or three position within the department. A strong record of accomplishments in various departmental divisions and a stellar reputation (not only within the department, but within the city) are often the top criteria considered.

Advancing as a Chief to the Next Job as Chief

If you are a police chief with at least a few years of experience and a strong record of accomplishment, you should be able to compete for positions as chief in other departments that are larger than your present department. However, departments more than three times the size of your current department are often too big a jump to realistically expect in one move. Do not set unrealistic expectations by repeatedly trying to compete for too large an organization when the odds are against you. Your career plan should be based on realistic goals in a competitive job market.

There are, of course, exceptions to every rule and special circumstances where these patterns will not apply. In other words, with strong credentials that include remarkable accomplishments, there are times when one will be competitive in spite of these general practices.

Developing Professional Experience and Knowledge

Developing a career plan involves determining the level of experience, education, training and knowledge that is necessary to achieve your career goals. Successful police chief applicants must take advantage of opportunities for professional development and growth that are available to them within their departments as they progress through the ranks. Some of these opportunities are detailed below.

Education

To be competitive in today's job market, you need educational credentials as well as a track record of solid work experience. The level of formal education among police administrators has dramatically increased over the years.

- A 1975 survey conducted by the International Association of Chiefs of Police found that slightly more than 14 percent of police chiefs had bachelor's degrees, and fewer than 5 percent possessed advanced degrees.
- By 1983, a survey conducted by the FBI and published by PERF revealed that approximately 50 percent of larger-city chiefs had bachelor's degrees, and 20 percent held advanced degrees.
- PERF's 1997 survey of 358 police chiefs in jurisdictions of more than 50,000 indicated that more than 87 percent had bachelor's degrees and 51 percent held advanced degrees.
- By 2008, nearly 100 percent of the chiefs responding to a PERF survey reported having a bachelor's degree, and 72 percent had a graduate degree.
- PERF's 2014 survey of chiefs (See Appendix A) indicated that 82 percent of respondents had graduate degrees.

It becomes even more important to have a strong academic record for candidates who want to be competitive for a chief's job outside of their own organizations. City managers, mayors and other appointing authorities often expect an outside chief to have attained at least the same level of education as their command staff. A city may be willing to overlook the lack of academic achievements for an internal candidate whose track record is known. They are unlikely to do the same for an external candidate and often have higher standards for candidates from outside the organization.

The most common route to obtaining academic credentials while employed in a police department is to attend a college or university part-time in or near your community. These programs, whether granting a bachelor's, master's or doctoral degree, will typically require several years of study.

Degree programs also are available through distance learning or computer-based curricula. However, be certain that the institution you choose is reputable, respected and appropriately accredited, especially if it is a nonresident program. Avoid institutions that advertise online degrees or award an excessive amount of credit for "life experience." If you are unsure about a school, obtain recommendations or references from alumni or faculty, your colleagues or your city's human resources department.

When selecting an undergraduate major, a degree in the criminal justice field, such as police science or administration of justice, may be advantageous. However, a bachelor's degree in other majors is fine, including communications, public relations, English, history, education, mathematics or the natural sciences. On the other hand, graduate studies should focus on fields that will enhance your professional knowledge. Common choices are public administration, criminal justice, criminology, sociology, law, management or business administration. An MBA is perhaps the most "marketable" degree for a police chief candidate.

Executive-Level Training

Although not a substitute for formal education, attendance at executive-level training programs is another way to enhance your knowledge and credentials. The 2014 PERF survey showed that 95 percent of the responding chiefs had attended one or more executive development programs, such as PERF's Senior Management Institute for Police; the FBI's National Academy, Law Enforcement Executive Development Seminar (LEEDS), or National Executive Institute (NEI); the Southern Police Institute's Administrative Officers Course; Northwestern University's School of Police Staff and Command; the Harvard Kennedy School's Senior Executives in State and Local Government; or similar programs. It is common for police chief position announcements to request that candidates have attended an executive development course.

KEY STEPS TO PREPARE YOU TO BECOME A POLICE CHIEF

In PERF's 2014 survey of 334 police chief (See Appendix A), the question was asked, "What were the most significant experiences/achievements that prepared you for your present position?" Many of the chiefs' responses fell into the following categories:

Gain a Breadth of Experience – Become well-rounded with command-level experience in all major areas of the department—operations, investigations, support services, and administration.

Further Your Education and Leadership Training – Both formal education (including a master's degree) and executive development programs will prove beneficial to your success.

Seek Out Special Assignments – Look for opportunities that expand your management and problem-solving skills. These positions may include internal affairs commander, public information officer, chief of staff, planning officer, accreditation manager, task force commander, budget officer, and liaison officer to the city administration. Be the "go to" person in your department.

Work With the Community – Become engaged with your community by participating in community meetings, managing community outreach programs, and initiating partnerships with community organizations. Look for opportunities in every assignment to connect with the community, understand diverse community issues, and establish yourself as a police leader who is responsive to community concerns.

Be Accomplishment-Oriented – Look for opportunities to initiate innovative programs and strategies. Try new approaches to solve problems, such as new methods of addressing crime problems or developing partnerships with the community.

Distinguish Yourself as a Leader – Within your department, become known by your staff and peers as hardworking, innovative, trustworthy, dependable and fair.

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Get Involved in Regional and National Activities – Your involvement in professional organizations, committees and task forces helps to expand your knowledge of the profession beyond the scope of your own organization.

Teach and Do Public Speaking – Look for teaching and public speaking opportunities in your training academy or local college and in community and professional meetings.

Develop a Professional Network – The more people you know, both in the field of policing and in your community, the better. Find colleagues who “think outside the box” and align yourself with them. Develop relationships through your participation in professional policing activities, through your interactions with other departments in your region, and through involvement with community organizations.

Learn About the Political Environment – Attend public meetings of your city council and police boards; read the local media’s editorials. Familiarize yourself with city government operations and politics. Develop an understanding of how the police department fits into the overall government operation and the political influences that affect it.

Gain Experience with the News Media – Request opportunities to represent your department with the media to learn more about the public information aspects of policing.

Keep Current on National Issues Facing the Profession – Stay informed about high-profile police-related incidents, national issues and developments in policing, and social and economic factors affecting crime and policing. Learn about what other police departments are doing to address crime, safety and social problems.

Find a Mentor – Look for someone who takes an interest in your career and can help you develop your leadership skills. You should also be a mentor to aspiring police leaders.

Observe the Actions of Others – Watch the management style of your colleagues and other police leaders as they deal with various issues inside and outside their departments. As they make decisions, consider what influences them and the impact that their decisions have on both the department and the community. Learn from their successes and their mistakes.

Develop a Broad Perspective – Develop an understanding of how all of the different parts of your organization work together to make up the whole.

Give Credit to Others – Acknowledge the achievements of those who work for you, and nurture a team approach in your management style.

Maintain a Reputation for Integrity – Police chiefs are expected to be of high moral character and are held to the highest standards. Everything in your personal and professional life may be scrutinized as you pursue a career as a police chief.

Read about Policing – Develop an understanding of the foundation of policing principles, both from a historic perspective and in terms of current issues and how they relate to your own organization and community.

Get Published – Write about your department's experiences and achievements for professional journals. National and state-level policing organizations often are happy to publish well-written articles submitted by police professionals.

Keep Written Records – Keep track of all of your special assignments and accomplishments.

Be Cognizant of Your Professional Image – Body language, how you communicate, and your appearance play a role in how you are perceived and how your messages are interpreted.

Other Professional Activities

Take advantage of opportunities to get involved in professional police activities that are beyond the scope of your current job. These can include membership in regional or national professional associations that provide opportunities for committee work, publishing police-related articles, teaching, or consulting. Becoming active on regional task forces can provide such opportunities. It is important to gain broad, first-hand experience in contemporary police issues beyond your own police agency.

Professional Reading

Building a career requires a commitment to understanding the business of policing. A prospective police chief must understand issues such as community and problem-oriented policing; effective crime reduction strategies; the sociology of crime, victimization and offending; youth violence and its associated gang- and drug-related crime; the impact of national issues such as immigration, terrorism, and gun laws; crime prevention through environmental design; police management and leadership; and current developments in constitutional and criminal law. Chiefs should be knowledgeable about the evolution of contemporary police practices and thinking.

Competitive applicants for a police chief position will have read the leading texts in the field. Aspiring chiefs should have a personal library of the classics of police scholarship. A reading list of recent PERF reports on critical issues in policing is included in Appendix G. Make the effort to read what the best academics and police practitioners have written about current issues.

Knowledgeable chiefs should also keep track of publications distributed by the U.S. Department of Justice, including the National Institute of Justice, Bureau of Justice Assistance, Bureau of Justice Statistics, and Office of Community Oriented Policing Services. The National Criminal Justice Reference Service (NCJRS) has a listing of its publications online. Understanding the criminal justice field requires awareness of the current literature in probation and parole, corrections and prosecution as well as policing. Publications from relevant organizations, such as the National Criminal Justice Association, the National District Attorneys Association, the American Correctional Association, the Academy of Criminal Justice Sciences (ACJS), the American Society of Criminology (ASC) and the Center for Court Innovation are a few of the countless sources of information.

It is easy to remain isolated in the policing and criminal justice world and neglect other disciplines that relate to policing. Education, health

care, civil law, urban planning, religion, economics, business, technology, and community development are some of the areas that can have a direct relationship to public safety and crime. A typical community's search committee for prospective chiefs will be composed of non-law enforcement people, such as educators, clergy, business people, lawyers, and government officials. Your ability to make connections between your experience in policing and their experience can be very compelling, and it is only possible if you make a consistent effort to look beyond the police profession for ideas and knowledge.

It is also important to stay informed about the latest news in policing. Many communities expect the chief to be aware of police-related events and trends occurring elsewhere in the country. Search committee members will often ask candidates about high-profile incidents involving other police departments. For example, a question could be whether the local police are prepared to deal with a similar set of circumstances. So read the *New York Times*, the *Wall Street Journal*, and other leading newspapers. Read the PERF "Daily Clips" to obtain the most important news stories about policing every day.

Social media, such as Twitter, can provide you with a time-saving, customized news feed of stories written by the news outlets and the individual reporters and columnists whom you consider reputable. (When reporters file a story, they often post a "tweet" containing a brief summary and a link to the full story.) By choosing which news organizations and journalists you wish to "follow" online, as well as the community leaders and others whose activities you wish to know about, you can obtain a personalized, up-to-the-minute news feed from the reporters and the people in your community you trust the most. (If you wish, you can also "follow" people who have different views or whom you find less professional, in order to stay apprised of what others in the community are saying.)

Searching for a Job

National membership organizations that represent police executives often post job announcements on their websites. The Police Executive Research Forum (PERF), the International Association of Chiefs of Police (IACP), the National Organization of Black Law Enforcement Executives (NOBLE), the Hispanic American Police Command Officers Association (HAPCOA), the National Association of Woman Law Enforcement Executives (NAWLEE), and state and regional police chief associations are some of these organizations.

While many police chief openings are advertised to a national audience on the Internet, some cities are more parochial with respect to the state or region where they prefer to recruit candidates. If you are interested in

job opportunities in a certain state or region, you might contact the state League of Cities, municipal league, or state and regional association of police chiefs to find out about opportunities in that area.

To find out about jobs that are not widely advertised, it is beneficial to maintain contacts with colleagues from other parts of the country. These informal networks are often the best sources of information regarding potential job opportunities in a specific region. Active membership in organizations—national, regional or statewide—increases those contacts and your chance of becoming aware of certain opportunities. Professional associations sometimes become aware of opportunities before they are officially advertised.

Major city or regional newspapers can also be an important resource. If you are interested in a particular metropolitan area or location, read that area's newspaper online for information that can lead to upcoming vacancies. News coverage of a chief's pending departure may provide an early indicator of a position that might soon be available.

Before You Apply – Other Factors to Consider

ARE YOU A GOOD “FIT” FOR A CERTAIN DEPARTMENT AND CITY?

Another aspect of career planning involves a realistic view of whether you are a good “fit” for the police department and city you are applying to—both personally and professionally. While there are certain aspects of the “fit” that can only be determined by applying for the job and going through the process (such as if the environment feels comfortable to you and whether you feel you could work well with the appointing authority), there are many other factors that can be assessed in advance. The following is a list of other factors to consider before sending a resume.

FAMILY CONSIDERATIONS: Always discuss a possible career move with your family before you apply. It can hurt your chances with future job opportunities if you go through a process, get offered a job, and ultimately turn it down because your family doesn't support the move. Factors to consider include moving children into new schools and away from established friendships, a spouse or partner's employment opportunities, moving away from parents who may need your attention in future years, and the differences in the costs of housing from your current location. “Extreme commutes” have become common in order to offer one spouse a career advancement opportunity while the other spouse pursues their own career and/or keeps the family home intact in a different location. While this may work for some families, it is not right for all.

If you have school-age children, you should do research to determine if the city you are applying to has schools that will be adequate. If you have to take your children out of public schools in your current location and enroll them in private schools in the new location, you need to factor this cost into the overall cost of the move.

RESIDENCY REQUIREMENTS AND SALARY: Consider if there is a residency requirement mandating that you and your family live within a jurisdiction that has a high cost of housing. While a salary increase might offset some costs, a higher mortgage, the cost of private schools, and an inability of your spouse or partner to find comparable employment can have a big impact on your standard of living.

It should go without saying that you should be willing to accept the job within the advertised salary range before you apply. If the salary range isn't indicated in the advertisement, do some research to determine how much the last chief was paid as an indication of approximate salary. Never apply for a job with a posted salary range that is not acceptable to you, thinking you will be able to negotiate a higher salary once you are offered the job. At the same time, remember that salary is only one part of the total benefits package.

CHANGES IN THE WORK ENVIRONMENT: Look at the work environment compared to your current work environment to determine if you are willing to transition into a dramatically different management landscape. A new position may come with limitations on the latitude of the chief's decision-making, which can be difficult if your previous position provided greater authority. Civil service rules, union contracts, city charters and culturally established departmental practices can all play a significant role in how much influence you will have as a manager. It is wise to look at departmental resources and how they compare to your own organization. Budget limitations in a resource-strapped organization can be a major factor that influences your ability to transition and be successful in the targeted job.

You should also consider your ability to manage in a political climate of a city that is dramatically different from what you are accustomed to. The level of tolerance for political interference and the degree to which public attitudes lean conservative or liberal can have a profound effect on the delivery of police services and the type of environment in which you will manage. Make sure that the community has values and attitudes toward law enforcement that you can live with.

Some cities and states have statutory protections regarding police chief tenure. Others offer employment contracts. Many don't provide either safeguard. If it is a deal-breaker for you to work without the protection of an employment contract, find out in advance if the city will offer

one and what conditions it may include. Likewise, determine what state or local statutory conditions could affect the tenure of your employment.

State certification requirements vary from state to state. In some states it can be difficult to become certified with out-of-state experience. If you are unsure about the state's reciprocity regarding your ability to achieve state certification, contact that state's POST or certifying board in advance to find out.

KNOW THE HISTORY OF A JOB BEFORE APPLYING FOR IT: Use Google News searches and other online ways to research the history and culture of the organization that you are applying for. Determine why the last chief left and what factors impacted the chief's departure, such as labor issues, community/media relations and recent controversies. See Appendix B for a list of questions to consider in assessing your "fit" for a job.

You should do your research well in advance of applying for a job to determine if the fit is right for you. Internet research can provide much of the necessary information to determine if a job has the right elements for you to be successful or is one you should walk away from. If you can't find the answers you need to your questions regarding "fit," contact people who would know. Use your network of professional colleagues, state organizations, and executive search consultants, or contact the city directly to find out what you need to know.

CHAPTER 3

Political Influences

FEW JOBS COMPARE TO THE JOB OF POLICE CHIEF WHEN IT COMES to the level of public scrutiny in the hiring process. Search committees, city council members, the news media, labor unions and special interest groups can create a political climate that will influence the final selection.

The Politics of Choosing a Police Chief

In recent years, there has been an increase in the public profile of police chief selection processes, with extensive community input. Although most hiring officials (both city managers and mayors) have the authority to appoint a police chief at their own discretion and through their choice of processes, many are opting to involve input from a multitude of community perspectives.

PUBLIC PROCESSES: In some cities, the *process* of selecting a chief is often the subject of more public scrutiny than the actual choice of the chief. A process that is clearly articulated to the community and allows an opportunity for public input helps to promote a sense of transparency in local government. At the same time, public processes can be challenging for the local officials who are trying to recruit the best candidates. Various advocacy groups may use a public process to steer it in favor of candidates who exemplify their perspective of “the perfect chief,” and perspectives often differ from one constituency to another. For example, advocacy groups that often criticize police policies or practices usually have a different perspective than labor unions representing officers. These conflicts can make the process difficult for the appointing authority, if the final decision is seen as siding with one group over another.

RELEASING THE NAMES OF APPLICANTS: To complicate matters, another trend in the police chief selection process has been to release the names of the candidate pool prior to a final selection. Some cities are required to identify candidates because of “open records” laws. In other cities, the appointing authorities release names as a result of significant public pressure.

Thus, any police official considering whether to apply for a job in another department must consider whether it will cause problems if their application becomes public knowledge. Candidates often alert their mayor or city manager that they are applying for another position, to ensure that their “bosses” will not be blindsided if the information is made public. Furthermore, if you apply for a job but do not get it, you may find that people back home resent you for not being “loyal” to your existing job. Police chiefs have spoken of the unfairness of being ostracized in this way, while people in most other fields can seek to advance their careers without having to defend themselves for it.

“INVESTIGATIONS” BY ANYONE WITH AN AGENDA: Furthermore, once it is known publicly that a person has applied for a police chief position, almost anyone can review information about the candidate and weigh in on the process.

Public interest and input into important public decisions, such as the choice of a new police chief, are to be commended and encouraged. A spirited public debate certainly is preferable to a backroom decision made by a few people with no public input.

At the same time, it must be understood that the police chief selection process, like almost everything else, has been changed by the Internet. An “investigation” of a police chief candidate by an individual or an advocacy group may consist of little more than online searches of past newspaper articles, blogs, and other items, each of which may or may not be accurate.

Thus, an “investigation” of a police chief candidate may be conducted intelligently and with integrity, or it may be a hatchet job designed to smear a candidate unfairly, or it may be a “puff piece” designed to promote a certain candidate.

All of these kinds of input, regardless of the level of quality, can easily be spread to a wide audience online, through blogs, websites, Facebook and Twitter posts, and other online media. Fairly or unfairly, accurately or inaccurately, anyone with an agenda can attempt to sway the police chief selection process through these means.

As a result of the increase in public input into police chief selection processes, the appointing authority may get backed into a corner with regard to a choice because of a single constituency’s influence or a less than favorable characterization of a candidate on an online blog.

It is becoming less common for an appointing authority to retain complete control of the selection process and to resist unfair pressure that may come from various constituencies.

BALANCING PUBLIC INPUT WITH OTHER INTERESTS: A savvy mayor, city manager, or other appointing authority will recognize the need to find a balance between public input, candidate confidentiality, and the need to control the final decision. One way to achieve this balance is to allow for public input in the early phases of the process, prior to the development of a short list of candidates. A mayor or city manager who makes a genuine effort to gather public input early and who uses that input as a guide for narrowing the candidate pool may be able to achieve public satisfaction with the process while retaining final authority over the decision.

Search Committees

As a means of seeking community input, search committees are increasingly common in police chief selection. Search committee members are generally chosen by the appointing authority and can range in number from a few to more than 20. Generally speaking, a search committee should have no more than about eight members in order to be manageable.

A close look at who is chosen to serve on these committees can highlight the various political constituencies with influence in a community. Search committee members are sometimes chosen to reflect certain political power bases. Others are chosen because the appointing authority has a relationship of trust with them and values their advice.

Although committee members sometimes come to the table with preconceived attitudes concerning their constituencies' interests, often the committee develops common attitudes about the selection. As they begin to work together, the members' individual perspectives can sometimes merge into a more cooperative approach to the process. Nevertheless, it is wise to look closely at the committee's composition and understand what each individual's unique interests are.

SEARCH COMMITTEE'S ROLE AS GATEKEEPER: Because search committees typically do the initial screening of candidates, they wield tremendous influence in the early stages of the process. An appointing authority may have little input regarding who is ultimately given the most serious consideration. If the committee rejects a candidate early, it is unlikely that the candidate will be reconsidered later.

THE LOCAL CULTURE IS IMPORTANT: Search committees bring the history, culture and values of the community to bear in the selection process. Committee members often compare their own perceptions of their community and police department to those of the candidate. Officials in different parts of the country have different attitudes toward policing, based on the region's unique history and culture.

As committee members work together, these values and attitudes play a role in determining how well a candidate is accepted by the group. Some candidates are favored because they are from the same region and there is a comfort level with their understanding of local culture. Others may be rejected because they are from a community or police department that is perceived as having a less favorable reputation than their own.

The perception of the region and/or department in which you have gained experience can be a factor in a job search. Generally speaking, if you are from a part of the country and/or a department that has a favorable image, you are at an advantage. If your department has been involved in a high-profile incident that reflected poorly on the agency, you will be at a disadvantage.

Furthermore, the perceptions of one community's search committee can differ dramatically from another's. While a reputation for a certain style of policing may be negative in one community, it may be positive in another.

Cities can be characterized based on their liberal or conservative political tendencies. Search committees will look at the political leanings of the community where you are from and consider your suitability for the job based on this characterization. The stance your community takes on issues such as gun control, immigration, incarceration and social justice issues, and the fundamental mission of the police will be compared to that of the search committee's community. The impact this has on your candidacy can be positive if the cities are similar in their attitudes, and negative if it is perceived that your city leans politically in a different direction.

Perhaps unfairly, search committees tend to view your abilities and attitudes as a police manager to be reflective of the type of city and department you have served. As a candidate, it is in your best interest to learn as much as you can about the local culture, history and attitudes in the community where you are applying. Try to assess the general reputation of the area where you are from, and the department in which you work. To some extent, you may be able to address the differences between your current jurisdiction and the jurisdiction where you are applying—if you are aware of the differences and their importance to the process of choosing a new police chief.

SEARCH COMMITTEES AND THE INTERNET: In addition to researching the type of city and police department where you have worked, search committee members will do Internet searches on you as an individual. **Keep in mind that anything found on the Internet (including news media accounts, social network sites, blog sites and published reports) all become a part of the “portfolio” that makes up your candidate profile.** If an Internet search links you to positive contributions within your organization, this can be one of the strongest

criteria that will move you forward in the process. If you are linked unfavorably to a controversy in your organization, your ability to continue in the process could be compromised.

It is difficult to control how you are portrayed on the Internet, but it is important to understand how this information impacts your standing as a candidate. It should go without saying that all job candidates should make sure there is nothing on their own public profiles on social network sites that they wouldn't want a potential employer to see.

SEARCH COMMITTEE MEMBERS AS A RESOURCE: One last note on search committees: Once a candidate is selected through a process involving a search committee, each committee member has a vested interest in the chief's success. If you are selected as a chief through this type of process, consider committee members a valuable resource for opening lines of communication once you start the job. They will likely go to great lengths to assist you in setting up meetings and creating opportunities for you to develop relationships with different segments of the community.

Research the Role of the City Council

The search for a new police chief can create a tug of war between the mayor or city manager and the city council. It is wise for an appointing authority to find a way to involve council members, while retaining ultimate authority to make the final selection.

Some police chiefs are selected by the appointing authority only with the approval of the city council. In this situation, it makes good sense for the appointing authority to get the council's input before risking the selection in a vote. The last thing an appointing authority wants is to have his or her choice for police chief turned down by a public vote of the city council. And it can be devastating for a prospective chief to suffer this form of public rejection.

So if you are invited for an interview, find out what input the council will have in the process and whether the appointing authority's choice is subject to council approval. If the city council does play a significant role, you need to do research about the council members and gauge the level of support you will be likely to receive from them.

News Media and the Release of Job Applicants' Names

The news media generally pays close attention to the selection of a new police chief. State and city public records laws vary with regard to requirements for public disclosure concerning the hiring of city officials. In some

states, the names of all candidates are a matter of public record at the time of application. Know the laws and practices of the community before applying for a job.

Even if the laws and practices do not require public disclosure, never expect your name to stay confidential in a police chief search because it may be leaked. (See the discussion of “Confidentiality of the Process” later in this chapter.) The media will ask search committee members for updates on the process. Some committee members may be tempted to divulge confidential information, including the identity of candidates. One or more city officials may intentionally leak names to the media as a trial balloon to gauge community reaction. The media also will uncover information by talking to candidates’ coworkers, community members and union leaders. This can be risky for both the hiring city and the candidates, because advocacy groups can use the information to their advantage in ways that may not serve the larger interests. But unfortunately, it is often a part of the process.

When names are released in a search for police chief, candidates may suffer. A current chief risks a loss of credibility in his/her community, and also risks the loyalty of subordinates. A chief who is known to have applied unsuccessfully for a new job may be regarded as a lame duck, especially if the chief’s name has been in the news repeatedly for looking for a new job in different cities. For candidates who are commanders rather than chiefs, the issue of command succession arises, and internal posturing can result. Some departments view their commanders as disloyal if they attempt to compete for a job in another department. In many cases, however, the public generally accepts that police commanders in their city will move on to become chiefs elsewhere.

A candidate who has had limited news media attention can sometimes have an advantage over a higher-profile candidate with a lengthy record of achievement. The more media coverage you have, the more likely there will be something negative. And it’s the “something negative” about police chief candidates that reporters generally look for. A candidate who is a commander with less media coverage can benefit from this situation. Commanders are rarely a media target concerning controversial police department issues. But police chiefs always are in the spotlight. Reporters typically will find more items in an Internet search for a chief’s name than for a commander’s name.

The news media can be an unofficial but extremely significant stakeholder in a chief selection. In fact, if the local media have focused a lot of attention on the police department, they may play a role in attempting to influence the selection. For example, a strong editorial calling for an outside chief who will turn the department around—or calling for an insider to continue the direction of the previous chief—can play a pivotal role in the selection process.

Labor Unions

Police unions and associations have a vested interest in the selection of their chief. If the police department has one or more unions, candidates are wise to learn about the history of the union, its general attitudes toward city government, the issues it is most concerned about, and the relationship that union officials had with the previous chief.

While it is not common for a city to give union officials a formal say in the final selection, many cities recognize the need to have union involvement at some stage of the selection process. Search committees, executive search firms, and other officials managing the selection process will consult with union members to get their opinions on the current state of the department and other labor issues.

Candidates should also be aware that once a union knows the identity of the candidates, it will usually contact any unions in the candidates' current departments for information about the candidates and their relationships with their unions.

Evaluate the Role of Interest Groups

A wide variety of interest groups, such as the local Chamber of Commerce, neighborhood organizations, and civil rights groups, can have either a formal or informal role in the process. They can wield significant influence. Learn who these groups are, who their representatives are, what their relationship has been with the police department in the past, and what is important to them.

Know the Current Issues Being Discussed in a Community

Recent issues facing the community and police department, and even important local issues from decades ago, can come into play when a community develops a profile of its next police leader. Incidents regarding excessive use of force, increases in gang and juvenile violence, or increases in a particular type of crime are likely to affect the kind of qualifications sought for a new chief. Interviews of prospective chiefs may include questions about any number of local issues. For example, are curfews effective at reducing crime by juveniles? What are your views about off-duty employment of officers? What do you think is the best approach to reducing shootings? Should officers be allowed to take patrol cars home? What is your approach to undocumented immigrants in the community? Do

you think gun regulations are effective? Is community policing important to you? What are your views regarding police encounters with persons with mental illness? How much do you think police departments should invest in new technologies?

There are hundreds of questions that a mayor, city manager, or members of a search committee could reasonably ask you. Be prepared to offer well thought out positions on local and national issues based on the best available research.

Confidentiality of the Process

Maintaining the confidentiality of candidates' names in a search process has become more difficult in recent years, because the selection of a police chief is a higher-profile issue, and because the Internet has made it extremely easy to search for and disseminate information about candidates. Anyone can find dozens of newspaper articles and other information about most candidates within seconds, so more people feel empowered to gather information and try to affect the outcome.

On one level, the result is often commendable: a higher level of grassroots democracy in action. On the other hand, police executives have noted that they often face an unfair and difficult situation. In most professions, nothing is considered wrong about being ambitious and striving for new and more challenging positions over the course of a career. But in policing, the mere act of applying for a new job in a different department is often seen as somehow "disloyal" to the candidate's current department and jurisdiction. This is doubly unfair when one considers that for many experienced police leaders, the main attraction about a new job is not a larger salary or other personal benefits, but rather the opportunity to bring their talents and experience to a troubled community. In fact, some police chiefs take pride in being "agents of change" who are always looking to improve a police department and then move on to the next challenge.

But members of the public do not often see it that way. Rather, if a police chief has been successful in reducing crime and achieving other goals, some members of the community resent the chief for not staying in the same job until retirement. So police executives must think carefully about whether the potential reward of a new position is worth the risk of damaging their current standing if they are not chosen.

Public records laws may require the release of applicants' names, and names of candidates may be leaked, either intentionally or unintentionally, especially when a search committee is involved. A committee member who favors an internal candidate may decide to leak names of external candidates in an attempt to sway public opinion against hiring

an outsider. Sometimes a person serving as a reference for a candidate will release a candidate's name with good intentions but without realizing that candidates' names are intended to be kept confidential. There are a multitude of political agendas that can cause names to leak. As more individuals are involved in a selection process, it becomes nearly impossible to guarantee anonymity.

Candidates need to assume that knowledge of their interest in a position will become public at some point during the process. Appointing authorities may be pressured into it. Someone with either good or bad intentions may leak it. Often it is simply a matter of too many people knowing about something to expect it to be kept confidential.

Therefore, it is a good policy to notify your superiors when you apply, so they will not be blindsided by a story in the local newspaper.

The Rumor Mill

A police department's rumor mill is generally an active network, and it is usually working overtime during a chief selection process. Many agendas and motives come into play during this time. It is often difficult to sort out fact from fiction. Nonetheless, be sensitive to both the informal and formal lines of communication. Some candidates will have personal contacts within the department where they are an applicant. It is wise to use discretion in interpreting information you may receive from these internal sources. A rumor that suggests a process is a "done deal" for someone may be in circulation only to discourage others from applying. Likewise, a false list of candidates may unofficially surface in an effort to scare away other candidates or to motivate political constituencies to get involved in steering the process.

HIRING FROM OUTSIDE MORE COMMON IN SMALL AGENCIES

Overall, 60 percent of respondents to PERF's 2014 survey were hired from outside of the departments they served. When broken down by size of department, 72 percent of chiefs in departments with fewer than 100 sworn officers were hired from the outside. In departments with over 500 sworn officers, only 25 percent came from the outside.

Insider vs. Outsider Candidates

A candidate who comes from within the organization may have the advantage in a department that has not experienced any recent controversy. But if organizational change is the focus of the search, an outsider may have the advantage. Most jurisdictions, even those conducting a national search, will also consider internal candidates. But some will consider only insiders, and some will focus only on outsiders. A close look at recent community events, as well as whether recent chiefs were from inside or outside, can give clues about which way a jurisdiction may focus the search.

Whether you are an insider or an outsider, it is tough to follow a legend. Comparisons will always be made. As an aspiring chief, you may do more for your career by going to a “distressed” department, where basic changes may be easier to implement and will be favorably noticed.

It is also difficult to be the “first” when selected as chief, such as the first outsider, the first woman, the first member of a minority group, and so forth. There may be unreasonable expectations, and the public scrutiny may be more intense, especially in the first few months. This is not a reason to avoid being a “first,” but a caution to be aware of the potential problems.

Advice to Internal Candidates

Inside candidates are often in the awkward position of presenting their qualifications to people who have known them for years. It can be a challenge to convey that although you have been a loyal follower under the previous chief, you are also a good leader capable of running the department. You will more successfully convey your ability to lead if you can back it up with examples. Therefore, throughout your career, take advantage of opportunities to engage in public speaking. Be involved in new projects. Get additional management training. Work with the public and other city management officials. Doing so will develop your reputation as an emerging leader in the department. You must also understand the political influences that have been mentioned previously in this chapter. Do not fall into the trap of concerning yourself only with issues that relate solely to your area of command.

It is impossible to develop a reputation as a leader in the department overnight. Do not wait until the chief announces his or her retirement before you start to take advantage of leadership opportunities.

On the favorable side, internal candidates are in the position of understanding the relationships and history that affect the appointing authority, the search committee members, and others who will have a direct

influence in the chief's selection. Not only do internal candidates have the advantage of understanding the nuances of these relationships, they sometimes have direct contact with these people and can promote themselves as candidates.

“Politicking” for the job should be approached with caution. In some cities, it may be acceptable within the culture of the government to solicit support for your candidacy. However, in others, it can be perceived negatively as lobbying or campaigning. Understanding the acceptability of such a practice can be crucial to successfully navigating through the maze of a city's unique governing environment. While it may be appropriate to let people who have influence with the appointing authority know of your interest in the position, it is generally wise not to specifically ask for their endorsement unless it is clearly understood to be an acceptable practice and that the appointing authority values the viewpoint of your advocate. Sometimes a good compromise is to ask a trusted intermediary to convey your interest to the appointing authority. Whatever the established protocol is in your community, you must skillfully navigate through this territory and think through the various ways your actions can be interpreted (or misinterpreted) before moving forward.

Understanding Politics

To work effectively within large or small paramilitary bureaucracies, senior police commanders must be adept at dealing with internal politics. However, only on occasion are they exposed to the larger world of politics outside the department.

Nothing can fully prepare you for the political arena in which a police chief operates. The chief may be protected somewhat from politics by a strong city manager or mayor. But to be successful, a chief has to understand local politics and how they work. At the same time, a chief must be sensitive to perceptions and not get caught up as a player aligned with any one special interest group.

Before seeking a chief's position, ask yourself if you have the patience or tolerance to work in the political arena. Some of the very best police professionals have concluded that it is an adjustment that they cannot make or do not wish to make, and they have self-selected themselves out of further consideration. These officers have determined that they can better serve the profession in other capacities. Because the political dimension of being a police chief is integral to the job, not everyone is cut out to be a police chief.

Before applying for any police chief position, it is absolutely imperative that you get a handle on the political environment. If the department is under the influence of external partisan politics, with a history

of providing political advantage to the local power brokers, or if there is any indication of patronage within the police department, subtle or otherwise, then you may want to avoid the job. On the other hand, politics is a component of a democratic society, and elected leaders and appointed managers must accept the inevitable give-and-take that is part of public decision making.

In any case, the prospective chief must understand the ground rules before accepting the job offer. For example, does the appointing authority expect to be involved in the appointment of commanders? Is there an expectation that certain neighborhoods must receive a higher priority than others because of high crime or other factors? It is best to discover such expectations before you accept the job.

Race and Gender

A community's demographics as well as current and historic issues regarding race relations can affect how candidates are perceived in the selection process. Communities generally seek racial and gender diversity in the candidate pool. All candidates need to be sensitive to difficult issues such as police/community relations, diversity within the department, and promoting open communication in the workforce. Be prepared to respond to questions about how you would deal with sensitive race or gender issues in the community and the department.

Learn about the current and historic issues in a community that affect its race relations. This can help determine what abilities and qualifications are important to the appointing authority. Recent events affecting the department that are related to race or gender, public concern about lack of diversity, and the race and gender breakdown of other appointed managers are factors that can influence the race or gender of top candidates for a police chief position. Regardless of a candidate's race or gender, it is important to demonstrate experience and the importance of understanding diversity-related issues, both within a police department and within the community.

"Wired" Searches

Although the extent of this practice is unknown, some appointing authorities conduct a police chief search process even though the outcome has been predetermined. These appointing authorities may feel political pressure to conduct what appears to be an "open" search, rather than simply appointing the person of their choice. Unfortunately, appointing

authorities who engage in this practice can unfairly damage the professional reputations of candidates who apply for the position in good faith.

To avoid being compromised in such a process, a candidate may recognize certain clues that indicate a wired process. One thing to consider is how much “capital” the city is expending on the process. “Capital” can be defined both in terms of “political capital,” such as the involvement of search committee members or holding public forums, and “financial capital,” in terms of the monetary cost of the process, such as hiring an executive search consultant. Generally, the more capital that is expended on the search, the less likely the search is “wired,” and the more likely it will be that all candidates who apply will be given due consideration. If a search process seems perfunctory, it may in fact be perfunctory.

Another factor to consider is the length of time the city allows for candidates to submit their application or resume. The shorter the timeframe between posting the job announcement and the closing date, the less likely the city is serious about considering a host of outside candidates.

Looking closely at the political environment and reading between the lines of what is said during the process may also indicate the appointing authority’s true intentions. For example, a statement by a mayor indicating an interest in “staying the course” or “changing direction” can be revealing.

Ask For Feedback

Once a process is over, if you are not chosen, try to find out why and what influenced the final decision. It can help you the next time. Avoid adopting a “sour grapes” attitude, even if you feel you were treated unfairly. Give the search committee and appointing authority credit for doing what they felt was the right thing, and try to improve your own chances of coming out on top the next time. If you are lucky enough to get honest feedback on your competitiveness in a process, it can pay dividends by helping you the next time you apply for a chief’s job.

Politics Affecting the Appointing Authority

Hiring a police chief places appointing authorities at great risk. They cannot afford to make a mistake in filling this position. A mayor or city manager can usually recover from hiring an ineffective parks director, but one rarely crawls out from under the fallout of a mistake in judgment regarding police chief selection. Going into the selection process, everybody will have a different opinion. The rank and file may want an insider, each top

commander may believe he or she is the clear choice, the business community may want a “law and order” chief, and so on. The match is more than between the police chief and appointing authority. It is between the city council and the chief, the community and the chief, various interest groups and the chief, and the police department and the chief.

Recognizing the importance of their decision, veteran mayors and managers go to great lengths not only to select the right person, but also to protect their flanks. As a potential candidate, you can assume that the search process will be expansive, the background investigation thorough, and the interview process exhaustive. If you become a finalist or the person hired, you can also count on being the subject of media attention, the rumor mill and personal criticism. The professional cost of becoming involved in the selection process can in itself be career-elevating or career-ending.

To be successful, the police chief will have to be acceptable to the various communities and neighborhood organizations in a jurisdiction, to politicians, to business leaders, to religious leaders, to the members of the police department, and to a wide array of criminal justice system and social service agency officials. Quite often these groups will be in conflict with one another, and the chief will liken his or her role to a juggling act. Invariably, trade-offs will occur as limited resources are allocated to one interest rather than another.

There is no place to hide an ineffective police chief. The position is in the constant glare of public scrutiny. If the chief cannot handle the job, the appointing authority cannot afford to keep the chief afloat.

Regardless of whether you work for a city manager or mayor, the experience will be substantially different from your experience of working for a police chief. City managers or mayors, good, bad, or neutral, will be radically different for two reasons. First, they have a political view of the world, and, second, they are accountable to the entire community, not just the police department. The comfort level you experienced as a senior commander, working for the chief and devoted to the single task of providing police services, evaporates when you become a police chief. Successfully adapting to the dictates, demands and requirements of a non-police professional or a politician can be exasperating and difficult.

It is incontestable that the appointing authority is boss and he or she, not just the police chief, is expected by the community to deliver a certain level of policing. Nevertheless, you should not accept a police chief position without the non-negotiable independence of controlling the police department personnel system, (discipline, promotions, assignments) and operational deployment, and having sufficient resources to accomplish the stated mission. Without these, no chief, no matter how adaptable or personable, can succeed. You should have a realistic expectation that a

mayor or city manager will want input on command decisions, but the final decisions on these matters must be made by the chief.

Your relationship with your boss can be the single most important professional relationship influencing your success as a chief. Consider that relationship carefully before accepting the job. Know as much as you can to be reasonably assured that you will find harmony with that person's management style, attitudes toward police management issues, agenda for the community and department, and expectations of a police chief. It is imperative to have a clear understanding of the political influences that impact how your boss governs. It is inevitable that these political influences will affect the appointing authority's management of the chief as well as the selection of a chief. How the appointing authority perceives the right "fit" between him/herself and the new chief will, to a certain extent, be determined by the political influences that affect the appointing authority in general. There is an intangible factor that you must weigh: do you feel that you have good "chemistry" with your prospective boss? Try to find out what kind of relationships your boss had with previous chiefs. Also ask about the mayor or city manager's career ambitions and the length of time they may hold their current position. Learn what political influences are likely to determine who succeeds the appointing authority. (See Chapter 9 for a list of questions to ask the appointing authority once a job offer is made.)

When to Leave

The same political influences that affect the selection process and the chief's daily activities can also dictate the time to call it quits. If you wait too long, politics can make it difficult for you to find another job. The best time to leave a job as a police chief is when everything is going as well as can possibly be expected, when you have a record of significant achievements, and when you and the department have a good reputation in the community. Some communities have the good fortune to have long-tenured police chiefs who, through a record of achievement, garner sustained public support and who happily retire on their own terms. However, given the political climate that chiefs work within, this situation is rare and is generally a testament to a chief's ability to skillfully navigate in a complex environment. Continually monitoring the various political realities mentioned in this chapter can help a chief ensure a long and successful tenure.

CHAPTER 4

Managing the Process: Search Consultants

GOVERNMENT ORGANIZATIONS ENTERING INTO A SEARCH PROCESS to hire a police chief have two basic options: they can manage the process themselves, or seek assistance from executive search consultants, also called executive recruiters or head hunters. Whether the search is spearheaded by city administrators or by a professional search firm, many of the same steps must be covered. Decisions must be made regarding who will play a role in the process; what types of experience and professional qualifications the chief should have; how candidates will be solicited and evaluated; and once an offer is made, how negotiations are facilitated.

Why Do Cities Hire Outside Consultants?

Larger cities with a reputation for progressive administration, and increasingly, medium-size cities as well, have hired professional consultants to recruit qualified municipal managers, including police chiefs. Appointing authorities take several factors into account when they decide to retain outside help.

First, and perhaps most importantly, they feel that consultants may know the applicant pool better, and will recruit more successfully. Cities do not hire police chiefs every day, so they do not know all the available talent or where to go to find the best candidates. In fact, executive search firms sometimes attract candidates who would not normally apply, because they are happy in their current positions. A consultant may know that a certain person would be an excellent match for a job opening, based on the candidate's approach to policing, philosophy, management style, career goals, and how these factors mesh with the available job.

Second, selecting a police chief is a high-profile event for a city. Successfully navigating through a process can be a challenge. Many cities prefer to hire a consultant who has experience in managing the many components of a professionally run process.

Third, some cities may have a history of problems or events affecting their police department that may adversely impact their reputation and limit the number of potential candidates. They may need an advocate to reach out nationally to the top pool of talent.

Fourth, by tasking a search firm with the recruiting and management of the process, the city may avoid the appearance of bias in the selection process.

PERF's 2014 survey of 334 police chiefs indicated that almost one-third were selected in a process that utilized an executive search firm. (See Appendix A).

As a prospective job candidate, you may encounter executive search consultants, so it is to your advantage to understand why the consultants are used and how they operate. (Full disclosure: As noted in Chapter 1, the author of this book is an executive search consultant with the Police Executive Research Forum.)

Executive Search Consultants

Because executive search consultants are specialists who work full-time in connecting employers with job candidates, a good consultant will be familiar with the pool of candidates and their respective strengths and weaknesses.

There are relatively few search firms that regularly deal with police chief searches. Many firms handle a range of municipal government searches, such as city managers, finance directors, and public works directors, as well as police chiefs. Professional policing associations, such as PERF and IACP, have staff dedicated solely to police executive searches.

In some cases, executive search firms are hired by the city and generally receive a fixed fee to assist with a search process, or they devise some other fee arrangement with the employing jurisdiction. They are referred to as “retained executive search firms.” These firms exclusively represent the city in the hiring process.

(Another type of firm is a “contingency executive search firm.” With this type of firm, candidates submit their credentials to the search firm, which attempts to place the candidates in a suitable position. The firm is only paid by the organization if it successfully presents a candidate who is hired. Although prevalent in other industries, this type of firm rarely works in the police executive arena.)

Executive search consultants who are retained by appointing authorities are charged with bringing to the interview process a number of qualified candidates. The firm's performance is generally measured by how the client evaluates all of the final candidates. Appointing authorities expect all of the finalists to be highly skilled and experienced professionals who are fully capable of running the department. Ultimately, search consultants must produce high-quality candidates for their client cities, and may take considerable time to carefully screen resumes, check references, talk to key leaders in the field, and otherwise search for the right fit between the city and the available applicant pool. Additionally, the consultant will strive to ensure that the applicant pool is reflective of the community and diverse.

The Executive Search Process: Step by Step

Most executive search consultants generally follow a similar process, but there can be some variation based on the wishes of the client municipality or the consultant's preferences.

DEFINING THE DESIRED QUALIFICATIONS: Initially, the executive search consultant meets with the appointing authority to define each phase of the process and to determine the specific expectations for the next police chief. In this initial meeting, a timeline is established and a plan is devised that identifies who will be involved in each step. If the search firm is to work with a search committee, the roles and tasks will be defined. The consultant will attempt to identify departmental issues and the department's major goals, in order to develop a "profile" of the ideal chief. It is common at this stage for consultants to meet with community representatives, elected officials, union representatives, police department and city employees, local criminal justice professionals and others to obtain additional information and various perspectives on the position. The profile is a reflection of what the municipality wants in terms of academic credentials, professional qualifications and job experience. It is the benchmark against which all applicants are measured.

The executive search consultant may also review the proposed compensation package and advise the appointing authority whether it is sufficient to attract and retain the type of chief the city desires. If the compensation package is inadequate, the executive search consultant will encourage the client to make it competitive.

IDENTIFYING AND CONTACTING POTENTIAL CANDIDATES: Once the appointing authority has approved the profile, the consultant begins the search phase. Advertisements for the position are placed on appropriate websites. The search may also include contacting professional associations

that can assist in spreading the word. National advertising helps ensure that a broad range of candidates are aware of the position and have the opportunity to compete. These advertisements typically consist of notice that the position is open, the salary range, a brief description of the desired qualifications, the minimum requirements for submission of an application, and a closing date. Resumes can be received and acknowledged by either the city or the search consultants, depending on the arrangements made between the city and the firm.

Individuals known to the search consultant who meet the position qualifications and who are deemed to potentially be a good fit (known as “prospects”) are contacted directly. The consultant’s network of knowledgeable municipal officials, professional organizations, and police executives (known as “sources”) are solicited for their recommendations, and candidates are recruited based on this information. In many instances, these individuals would not otherwise apply for the position. To a great extent, this is the distinct advantage of hiring search consultants—they actively seek out top prospects whom they know personally or by reputation or who are recommended by trusted sources. In many cases, the best candidates for a job are not looking for work; they are content and successfully serving other cities. It is the executive search consultant’s task, as the city’s advocate, to reach out to potential candidates and solicit their interest in the position.

PROVIDING INFORMATION TO CANDIDATES: The consultant, having visited the city and spoken with many of the stakeholders, should be prepared to provide information to the candidates. Serious potential applicants will want to know about the city; its characteristics and problems; the socioeconomic characteristics and demographics; the city’s financial condition; the police department’s strengths and weaknesses; the city council and the community’s expectations; and the background of top staff members of the police department. In addition, applicants will want to know about aspects of the city that will personally affect the chief and his or her family, such as housing costs and the quality of the public schools.

Candidates who apply for a job where an executive search firm is handling the search should take advantage of the opportunity to talk with the consultant directly. From that one source, candidates can obtain much of the information they need to make an informed decision about whether to pursue the job. The executive search consultant will have information that will be difficult to obtain from other sources, such as the appointing authority’s background and management style. (See Appendix B for “Questions to Consider When Assessing Your Fit for the Job”).

RECOMMENDING CANDIDATES: After screening resumes and conducting background checks, search consultants will typically recommend to the appointing authority approximately 10 to 12 candidates who most

closely meet the qualifications. Some candidates may be left off this list not because they are unqualified, but because there are better qualified applicants, or because they do not fit the particular set of desired qualifications defined by the hiring authority.

Usually the appointing authority will select five to seven candidates from this list for interviews. The search consultant may also provide the client with a backup list of other qualified candidates, and will provide the client with a list of all applicants who applied for the position.

In advance of the interviews, the consultant usually provides the appointing authority with a summary of each finalist. This summary often includes a biographical overview, along with reference checks and results of an online periodical search for the candidate's name. This profile gives the appointing authority a substantial amount of information about each candidate's managerial style, accomplishments and track record.

INTERVIEWS AND OTHER ASSESSMENTS: Once the finalists have been selected, the search consultant may be responsible for the substantive aspects of the interviews and any other screening mechanisms used, such as written questionnaires or an "assessment center." (An assessment center is a series of exercises, conducted over one or two days, in which candidates' skills are evaluated in a mock work environment. For example, in one exercise, a candidate might be asked to hold a mock press conference about a certain fictional incident. For additional information, see Chapter 7.)

Both the applicant and the client benefit from this process. The applicants usually have an opportunity to obtain information about the community, take a tour of the community, and participate in a professionally conducted interview and evaluation process. The consultant wants to ensure that the candidates are well informed about the position requirements, the community's conditions and issues, and the mechanics of the interview process. Typically the city pays candidates' travel costs to the interview; and arrangements for lodging, travel and scheduling are coordinated jointly by the city staff and the consultant.

NEGOTIATING THE FINAL DETAILS OF AN OFFER: Once the interviews have been completed and the appointing authority selects the top candidate, the executive search consultant often plays an important role in facilitating the negotiations regarding conditions of employment, and helping the parties agree to a fair and equitable compensation package. In addition, before the final offer and acceptance, the consultant often arranges for a full background investigation of the candidate. The investigation report ensures that the appointing authority is fully briefed on all aspects of the candidate's background.

The negotiation step of the process can be complex. The consultant is often able to suggest creative ways to resolve challenging issues, such as

housing and relocation expenses, employment agreements, house hunting trips, and alternative pension options. The consultant may advise the appointing authority on different ways that other municipalities handle these issues. The consultant may tell the applicant what the compensation parameters are and whether there is any room for negotiating. In short, the consultant is there to help find consensus.

How Candidates Can Benefit By Working with Consultants

When a city uses an executive search consultant, candidates generally benefit for a number of reasons. In short, the consultant has a responsibility to assist all applicants and potential applicants during all stages of the recruitment process.

- First, because the search consultant has visited and researched the city and its police department, applicants receive consolidated, relevant information about the position. Often, the consultant can get answers to questions that would otherwise be difficult for a candidate to find, such as the relationship that the hiring authority had with the previous chief and how that relationship will affect the selection.
- Second, the applicant learns what the compensation parameters are and whether there is any room for negotiation.
- Third, the search process is accelerated and handled in an objective and systematic manner because the consultant takes responsibility for keeping the process on track.
- Fourth, there is greater communication with the applicants and they are generally kept better informed. The search consultant becomes a conduit for the exchange of information between the parties and helps to manage expectations. By getting to know both their clients and the applicants, consultants can be a valuable resource by understanding the specific concerns on both sides and working as a facilitator and intermediary in resolving them.

USE CONSULTANTS AS A CAREER RESOURCE: Police chief candidates, particularly those who are inexperienced, often fail to use the executive search consultant as a career resource. Consultants are judged by their ability to identify well qualified and broadly experienced police executives, and finding qualified, talented police executives who are willing to relocate for the right opportunity is not an easy task. So consultants are always on the lookout for talent, and many are happy to be contacted by aspiring police chiefs. You are encouraged to send them your resume, and give them a call to let them know about your career goals.

Being “visible” in the profession also makes you more likely to come to the attention of a recruiter or one of the “sources” in a recruiter’s network. Being recommended by a trusted source is one of the best ways to gain the attention necessary to be recruited for a job that is being managed by the search firm. By speaking at professional meetings and becoming active with professional organizations, you will make yourself visible to recruiters and their sources.

If a recruiter contacts you about a job that you are not interested in, you may be able to recommend other people you know who may be interested. If you want to be considered for future opportunities, describe to the recruiter the type of job that would interest you.

BE HONEST WITH CONSULTANTS: It is imperative to be honest with consultants about issues such as your seriousness about your interest in a job or controversies in your background. A consultant can be your strongest advocate in a process where you might not otherwise be considered, if the consultant believes in your ability to be the right fit for the job. However, consultants’ willingness to advocate on your behalf is based on their belief in your integrity and your honesty regarding the information you share with them.

You should always make the consultant aware if you are being considered for more than one job. And if a search consultant is handling a process on behalf of a city, all contact should be made through the consultant. It is generally not advisable to “end-run” the process if you have contacts in the recruiting city.

REMEMBER THAT SEARCHES ARE VERY COMPETITIVE: If it appears to you that an executive search consultant did not recommend you for a job you desired, understand that there may be reasons outside your view. For example, you may have had competitive credentials, but your application was not perceived as having the right “fit” with a particular police department. National selection processes are exceedingly competitive and the chances of obtaining a given job are relatively slim. To compete several times and not be offered any of the jobs is common. Consider asking the search consultant for advice on improving your chances in future searches.

It is important to remember that a retained executive search consultant is hired by the city to help them to select a chief, not by the candidate to help them find a job. And as a final note, as an advisor to the process, the consultant has influence in shaping the pool of candidates for consideration. However, it is the city that makes the final selection.

CHAPTER 5

The Resume, Cover Letter, and References

WHEN APPLYING FOR A JOB OPPORTUNITY, REMEMBER THAT YOU are engaged in a competition. To be successful, you must package and present your work experience and professional achievements in a way that is impressive and compelling.

Resume submission is typically the first critical step in the selection process. Your resume may be the only factor that determines if you move on to the next stage in the hiring process.

A resume serves an important purpose for the candidate. It forces candidates to closely examine their career goals and determine which of their experiences and accomplishments are the most relevant to achieving those goals. A resume is much more than a list of former positions and schools attended. It is a summation of achievements that identify the value that you bring to an organization.

There is obviously more than one way to prepare and present an effective resume. The following suggestions are designed to highlight your strengths and maximize the chances that your resume will be noticed and put on top of the pile.

Importance of the Resume

For those reviewing applications, the resume provides an opportunity to compare one applicant with others. There may be specific evaluation criteria or an established system for screening or ranking resumes, or the review process may be less structured.

It is important to realize that in job searches that do not involve a consulting firm that specializes in police executive

searches, the people who will conduct the initial review of your resume may have only a general understanding of the responsibilities of the position. They may have little experience reviewing resumes in the field of policing, and they may have no role in the ultimate hiring decision.

Thus, this first impression of your resume may be more influenced by the *appearance* and *organization* of the resume than by the details of your *experience*.

So in addition to providing the important information you want to convey about your qualifications, your resume must be impressive in terms of style and clarity.

Key Elements of a Resume

A resume should do two things: it should create a favorable first impression, and it should convey specific information about your background and experience.

The resume's appearance is very important. At a glance, it will suggest whether you are organized and conduct your affairs in a businesslike fashion. And the content is important as it can send messages about your leadership abilities, and whether you are knowledgeable about current police practices and are innovative in your thinking. It will suggest whether your experience has been broad or limited, and whether you have accumulated significant achievements. It provides clues about your management and supervisory capabilities, and insights into your personality. It can signal your level of interest in the particular position under consideration, and whether you have the appropriate background and record of accomplishment to succeed in it.

The resume should convey specific information about your work history and educational background. The resume must present a clear outline of the responsibilities you have routinely shouldered. It must highlight the level of the tasks you are capable of handling, and any outstanding or unusual strengths. While there are obviously limitations on length, the resume must provide the person reviewing it reasons for giving you further consideration as opposed to other candidates.

A good track record will speak for itself, but the resume must be effective in communicating it. If it fails to do so, it will eliminate you from further consideration.

Highlight Key Experience

It may not be necessary to prepare a new resume every time you apply for a position. However, in combination with the cover or transmittal letter, the resume package must be customized to reflect the skills and experience sought by the employing agency. Once you have written a draft of your resume, it is relatively easy to make adjustments to customize it for a particular vacancy. **Make every attempt to highlight the aspects of your experience that relate to the key job requirements identified in the job announcement.** List your most important qualifications and experiences first, above those that are less noteworthy.

Recruiters and human resources professionals may use talent management technology or applicant tracking systems to manage their candidate pools. This technology focuses on keywords and phrases that indicate a candidate's qualifications for the job. Whether or not this technology is being utilized, it is a good idea to look for keywords and incorporate terminology from the job announcement when identifying your capabilities and accomplishments. Also use your research concerning the position for cues about the experience and qualifications the employing agency is looking for. Address these issues by referencing these keywords and phrases in your resume and cover letter.

Details about the cover letter will be discussed later in this chapter. It is important to note here that the resume should work with the cover letter to create a favorable first impression, and to make obvious your interest in the position. If you convey some specific knowledge of the community and what it desires from its next police chief, you will have separated yourself from other applicants.

Preparing the Resume

It is advisable to keep an ongoing list of your various activities and accomplishments as your career progresses. Keep track of the specific functions in which you are involved and the results from these activities. For each specialized assignment, make note of all of your achievements. This will become a blueprint for your resume and will make the task of preparing a resume easier.

Once you have drafted a resume, update it frequently with ongoing achievements in your career. There may be times when you will need to provide your resume without much advance notice. By keeping an ongoing log of the various activities that make up your work experience, you will be prepared to produce a complete, up-to-date resume without much effort.

There is no rigid rule governing how long or short a resume should be, but it must be long enough to be reasonably complete—and *short enough to maintain the reader's interest*. A one-page resume is generally too short, and a 10-page resume is too long. Aim for about three pages, and depending on the details of your career, up to five pages is acceptable. This length also forces you to identify and select career experiences that are most relevant. A resume demonstrates how you prioritize information, so candidates who list every speech they ever made, or every course they ever completed, may be *less likely* to be considered seriously.

Some applicants prepare a summary-type resume and a second expanded resume with career details. Unless there are extenuating circumstances, a single resume should be forwarded in response to a job advertisement.

As you organize your resume, anticipate questions that a prospective employer is likely to pose, and answer those questions in your resume.

There are three basic types of resumes: chronological, functional, and a combination of both. A chronological resume is an explanation of your work history in reverse chronological order, with the current or most recent position listed first. A functional resume is organized around themes of skills and abilities (and should be used by people who have limited work experience). The combination style lists work history, but also combines information regarding accomplishments and capabilities without attributing them to specific assignments.

Police executives should follow a chronological format that indicates responsibilities and accomplishments for each position held. Because police organizations are paramilitary structures, presenting your experience in terms of rank progression is important. A chronological summary of your career is the most effective way to compare your experience with your competitors’.

It can be beneficial to write a functional resume or a biography as an exercise. We tend to define ourselves linearly and chronologically, and fail to reflect on the sum of our experiences. Preparing a functional resume may force you to summarize the key skills and abilities that qualify you for the job, and will help prepare you for an interview or oral board.

Resume Format

The heading of your resume should contain your name, home address, and contact information including a cell phone number and email address. If using a personal email account, make sure the address sounds professional and uses your name in the text of the address. Likewise, recorded messages on any phone number you provide should sound businesslike and should identify you by name. Every contact a potential employer has

with you will leave an impression that affects their attitude about your compatibility for the job.

The Critical Areas

The following are the four most important areas to highlight on your resume:

- 1. Your current position** – Include the name of your agency, your rank, your current assignment and your major accomplishments in this position.
- 2. Length of time in your current position**
- 3. Career progression** – Your previous assignments, ranks and agencies.
- 4. Your highest level of education** – Include type of degree, name of institution, date degree was received, and any academic honors.

When you design the format of your resume, these four areas should be easy for the reader to distinguish. Use spacing, headings, margins, font size, and bold type to clearly communicate these points. Whether the initial impression is positive and leads to a more in-depth review of your resume depends on how well you communicate these four critical points.

Education

Information about your undergraduate and graduate education is an essential component of any resume. Include the name of the school from which you received your degree, its location, the major or principal course of study, the type of degree earned, and the month and year of graduation or anticipated graduation. Be sure to list formal schooling even if no degree was received by indicating the time period you attended. Your education should be listed in reverse chronological order, with your highest degree listed first.

If you have a master's, doctorate, or other advanced degree, list your education before your work experience. If you do not have a graduate degree, list your work experience before education.

Information about your grade point average is not essential, but academic honors or significant scholarships or fellowships should be indicated. Course work after college should be selectively noted. It is helpful to show some commitment to continuing education. Do not list routine police training courses or certifications. For example, in-service training

in defensive tactics, firearms, or DUI/DWI enforcement is not suitable for inclusion in the resume.

Include your participation in nationally or regionally recognized management-level training. The Police Executive Research Forum's Senior Management Institute for Police (SMIP); the FBI's National Academy, Law Enforcement Executive Development Seminar (LEEDS) and National Executive Institute (NEI); the Southern Police Institute's Administrative Officers Course; Northwestern University's School of Police Staff and Command; Harvard University's Senior Executives in State and Local Government program are a few leading examples.

Although it is not usually advisable to list where you attended high school, there may be reason to include it. For example, you may want to show your connection to and familiarity with a certain geographic area.

Work Experience

Because past experience is the best indicator of future success, this is the most important part of the resume. Ensure that your work history is described in sufficient detail so that your experience, responsibilities and accomplishments are clear. Your work experience should be in reverse chronological order. Be selective in listing jobs held prior to your law enforcement career, or jobs that are completely unrelated to criminal justice, especially positions held during high school or college, or part-time jobs. If they truly strengthen the resume, you might consider including them. However, leave out jobs that occurred early in your career and do not contribute to your professional qualifications. Internships, fellowships, or similar experiences that have a relationship to your career should be noted briefly.

It is important for the reader to identify with the environment where you have worked and to establish context for your work experience. For each employer you have had, give a brief overview of the organization. Briefly describe the community that you served, listing city and state, population, demographics, type of community, etc. Descriptions should include defining characteristics, such as if your community is a capital city, has a university, is part of a major metropolitan area, has had rapid growth, has a diverse population, or is a tourism community. Then briefly describe the police department, indicating the size of the staff, the budget, the type of policing strategies utilized, departmental accomplishments such as accreditation, whether the department has collective bargaining, etc. It is important for reviewers to have a clear understanding of the environment in which you obtained your work experience, so they can put that information into the context of its applicability to the target job. If possible, mention factors that are

similar to the organization where you are applying, or areas in which the organization might want to be similar to yours.

The description of your assignments should focus on your principal responsibilities and accomplishments. Highlight the variety of experiences you have had. Do not include a narrative from a job description. Do not write in abstract terms about your career experiences. Be specific, and relate what you have accomplished in each command-level position. Include the following information for all command level assignments:

- 1. Employer:** Include a brief description of the community and agency, as discussed above.
- 2. Title of position and dates held:** Indicate your rank, assignment and the timeframe of each with the beginning and ending month and year.
- 3. Scope of responsibility:** Keep this brief. Identify the area of the organization for which you were responsible. Indicate the number of people you supervised, the services provided under your leadership, and your budget, if applicable. If your responsibilities included dealing with labor-management issues, indicate that here. Emphasize areas of responsibility that are similar to those of the position for which you are applying. Avoid stating commonly understood aspects of your job or rank.
- 4. Accomplishments:** *How well you describe your accomplishments may be the single factor that puts you ahead of other candidates.* Using bullets, list major achievements for each command-level position that you have held. Include special projects or assignments, changes that you made in the delivery of services or the operation of your given unit, community outreach activities, crime reduction efforts, and any other special activities where your involvement contributed to improving the overall operation of your organization and public safety in general. In particular, make very clear your involvement in community outreach and crime reduction strategies as well as any measurable achievements that resulted from your efforts. Where applicable, quantify your achievements, such as “reduced crime by 10 percent,” or “increased case closures by 15 percent.” Your resume should clearly demonstrate your competency in the areas in which the employing city has indicated specific needs. Make sure you prioritize your accomplishments under each job, listing the most important ones first as they relate to the job you are applying for. Your accomplishments should indicate that you take the initiative, beyond what is expected in your job description, to excel and improve the efficiency of your organization. Attempt to list at least three to five accomplishments for each command level assignment you have held.

Information about current and past work experience has to be complete without being burdensome. The descriptions of your most recent positions and accomplishments should be the most detailed, because typically they are most relevant to the position for which you are applying. You should generally write less about each position as you go backward in your chronology of work assignments. It is not necessary to describe in detail your supervisory and non-supervisory assignments prior to command-level experience; however, it is important to indicate your entire career progression from the beginning of your law enforcement career. A brief summary of these assignments is sufficient. For each command-level position, or positions with a high degree of latitude or authority, describe what you accomplished.

Remember to quantify information where relevant. The population you serve, the number of employees in your department and under your command, the size of the budget, a percentage drop in crime, percentage of cases closed, reduction in overtime, and the amount of cost savings are all examples of quantifiable information that should be indicated as a part of your experience and achievements.

Professional Activities

This portion of the resume allows readers to judge your leadership and contributions to the policing profession, outside the parameters of your job description and beyond your specific agency. **Express your commitment to policing by indicating your involvement in professional activities that go beyond the scope of your specific job.**

Include active participation in professional organizations, articles and publications you have authored, programs you have taught, committee work and notable awards. Do not list every speech you have given, every conference you have attended, every course you have taught, every award you have earned and every certificate you have received. Rather, be selective and provide an overview of all achievements. List only the most important activities, and be specific by indicating the nature of the activities, offices held, and the honors received.

This section should show that you have a commitment to the profession. A listing of many memberships will not distinguish you from others, and is not as helpful as indicating active participation in a few select organizations.

Consulting experience may also be listed here. However, it should not appear that your consulting experience has interfered with your primary employment. Involvement in community service and charitable organizations may also be included, but be wary of indicating involvement with social, political or religious organizations.

Military Experience

List your dates and branch of service. Include any duties or awards directly relevant to your professional development or leadership experience, especially any time spent in command positions.

Personal Information

Employers are not legally able to ask certain personal questions of job applicants, nor can they base any employment decisions on these factors. But that does not mean prospective employers are not interested in these aspects of your life; some like to know personal characteristics such as your marital status, number of children, and ages of your children. Although it is not necessary, you may choose to include this information. However, do not list hobbies, your date of birth, your social security number, or your health status on your resume. You may include your involvement with philanthropic causes, community/civic organizations and volunteerism. Always mention if you are fluent or conversant in a language other than English.

General Resume Guidelines

Be careful never to exaggerate or make misleading statements on your resume. Keep in mind that whenever you send out a resume, there is a chance it will become a public document, and journalists or others will attempt to find discrepancies or inaccuracies. Be sure that all facts can be confirmed. **Never exaggerate or make misleading statements about any facts of your career.**

Use proper grammar and punctuation, and spell all words correctly. Pay attention to red flags generated by spell-check and grammar-checking software, but do not rely on these computerized corrections systems, because they are not infallible. Carefully review your resume and other materials, and if you are not confident about your writing skills, ask someone whose skills you do trust to review your documents. Avoid acronyms and abbreviations. The reader should not have to look things up for clarification. Resumes should not be written in the first person; delete the words “I, me, my” from your resume. And don’t use the third person; do not refer to yourself by your name, as if your resume were written by someone other than yourself. Instead, use partial sentences and a “telegraphic” style, such as “Oversaw taskforce that reduced burglaries by 20 percent.” Edit each sentence down to the fewest words possible without sacrificing

content or meaning. Provide specific information, and focus on accomplishments. Although the cover letter should include a date, do not put a date on your resume. Do not send the resume in a folder or with a cover. Use “action words” and phrases to describe accomplishments.

YOU NEED NOT STATE YOUR CAREER OBJECTIVE: It is unnecessary to list a job or career objective at the beginning of your resume. It should be clear in your cover letter that your objective is to get the job for which you have applied. Writing an objective or summary on your resume can be a waste of space and is often irrelevant to the reader.

For emphasis, use bold type rather than underlining or italics, except when using italics for book titles and names of magazines or journals. Article titles should be in quotes. A general rule is to use serif fonts (e.g., Times New Roman, Palatino, Garamond) for text, and sans serif fonts (e.g., Helvetica, Arial, Calibri) for headings. Use no more than two fonts on your resume. Use bold and/or enlarged font size for headings. Font sizes should generally be between 10 and 14 points. Twelve-point type is easiest to read. Never update your resume with handwritten additions or in a different typeface.

Attempt to keep the length of your resume between three and five pages. The text of your resume should span from margin to margin and not be pushed all to the right side of the page with your headings on the left. Make sure to leave enough open space between sections of text to distinguish different subjects and make it easy to read. Appropriate headings on your resume may include the following: Education; Work Experience; Related Professional Achievements; Professional Affiliations; Teaching Experience; Publications; and Military Experience.

Printing and Delivery

Most resumes are sent electronically rather than mailing an actual document. When you send your resume as an email attachment, make sure it is written in a format such as Word or sent as a PDF document so that it can be easily opened and read by the receiver. By sending your application materials as PDF documents, you are more likely to protect their integrity and will have less of a chance of having them altered than if you use Word documents. Make sure you follow the employer’s instructions on how to forward your materials for application and put the title of the job in the email subject line.

Although electronic transmittals are the norm, there will be occasions that require a printed version of your resume. Your resume does not need to be professionally printed, but it must be neat and businesslike. Never send a photocopy of your resume. Resumes and cover letters should be

printed on plain good-quality resume paper (available in office supply stores).

A candidate should never use police agency letterhead for a cover letter inquiring about a job. The practice of using your employer's official stationery raises serious ethical questions and may lead some appointing authorities and consultants to question your standards. This also applies to the envelope. Purchase plain envelopes that can be printed with both a forwarding address and your return address. Never use envelopes with your employer's pre-printed return address, and do not use metered postage.

It is not advisable to go to a professional resume-writing service to prepare your resume. These services tend to over-inflate qualifications and use subjective and contrived descriptors to project an image of superior leadership traits and management skills. If you are applying for a police chief position, you should possess the skills to write your own resume, because only you understand the scope of your experience and your accomplishments. Authenticity can be very evident in the style of your resume. By following the guidelines set forth in this chapter, you can create your own professionally prepared document.

References

Managing your references is a critical, yet often overlooked, part of the job search process. Never put the line, “References available upon request” on your resume. Send a list of references when you apply for a job even if it is not requested. The identities of references are one of the most important elements of your resume, because if consultants do not already know you, they will look for individuals they do know who are listed as your references.

Your resume should include an attachment of at least three and no more than eight current work-related references. Work-related means that the people you choose have some ability to comment on your skills as a leader and manager. Ideally, they should include your current and most immediate supervisor (i.e., the mayor or city manager if you are already a police chief), as well as other recent supervisors with whom you have worked. Put your name at the top of the page of references in case it is separated from your resume.

CHOOSE PEOPLE WHO KNOW YOU WELL AND SUPPORT YOU: In some cases, a desire to keep a job application confidential may prohibit inclusion of certain people, particularly a current supervisor. But it is important to choose references who are knowledgeable and supportive of your job search. Your list may include colleagues and associates. Those who

have direct knowledge of your professional experiences and abilities are the most effective references. For example, include elected or appointed government officials, union representatives, community leaders, business owners, neighboring police chiefs, city attorneys, and personnel directors with whom you have had a direct working relationship.

Avoid listing subordinates and those with whom you primarily have a personal relationship. Avoid listing a reference solely because he or she holds a prestigious position, such as a member of Congress or a judge. Choose people who are enthusiastic, sincere and persuasive and who will return a phone call from a potential employer expeditiously. Ask their permission in advance, and make sure you provide current contact information for your references, preferably cell phone numbers. If you ask a person to serve as a reference and he or she sounds unenthusiastic, you may want to reconsider using that person.

You may want to tailor your list of references, depending on the position for which you are applying. For example, if you know someone who would qualify as a reference, and who is connected to the city in which you are applying or is known by the person reviewing your resume, use that individual. It is likely that the person assessing your resume will pick up the phone and call a reference if they see a familiar name. The endorsement of a trusted colleague can be the most powerful tool in getting you from the resume stage to the interview stage.

STRIVE FOR DIVERSITY IN CHOOSING REFERENCES: Your list should be diverse and include people who have knowledge of your qualifications as a police manager. Include law enforcement professionals as well as members of the community. Your references should all be able to speak to your *current* qualifications; do not limit your list to supervisors from five or 10 years ago. If you have worked in a department for a long time and do not list a reference from that agency, that is a problem. It can be helpful to include individuals who have significant police management experience. Be sure to include their full name, title and the organization they represent. Ask each reference how they would prefer to be contacted, such as a work phone, cell phone, or email. It can be beneficial to add a statement for each reference describing your professional relationship and how long you have known them. For example, you may indicate that the reference was your supervisor for a specific period of time, or that you worked with the person on a committee or task force, and give the time period.

Provide a copy of your resume to the people whom you choose as your references, so they have a complete understanding of your overall qualifications, and explain to them how they can best help you. It may be appropriate to ask them what they would say about you. References should be prepared to describe the context in which they know you, the type of

person you are to work with, what your major accomplishments are, and what they perceive as your strengths and weaknesses.

KEEPING YOUR JOB SEARCH CONFIDENTIAL: It is appropriate to ask your references to keep your interest in other employment confidential. If references are not specifically asked to keep information confidential, they may think they are benefitting you by mentioning your pursuit of a job to others. This may not only be problematic for you in your current job, but could also cause problems for the city where you are applying. It is wise to ask your references to let you know if they are contacted by a potential employer. The more people who know about your job search, the better the chance that this information will leak, and knowledge of your interest in a position may become public prematurely. For that reason, you may request that a potential employer notify you prior to contacting your references. State this request both in your cover letter and directly on your reference list.

ADDRESS ANY CONTROVERSIES: If, in the course of your work experience, you have been associated with a controversial issue that may give a potential employer cause for concern, choose references who are knowledgeable about the issue and can speak directly about it from the perspective of having first-hand knowledge. Ask your references to discuss the matter openly and candidly if contacted by a potential employer. Choose references who support you and who will be good at clarifying the issues of concern and explaining them in a way that indicates they have a thorough understanding of the situation. They should be able to put a perspective on the issue that casts a favorable light on you.

Attachments

Attachments to the resume are generally not recommended, other than a list of references. However, there may be occasions when you may want to attach a recent favorable news media editorial or a feature story highlighting your accomplishments or those of your department. This could be especially beneficial if the story identifies key accomplishments that the city is seeking. Be careful, however, that you do not cross the line and appear to over-promote yourself. Submitting your photograph is not recommended, although if it appears in the context of a newspaper article, this is acceptable.

Unless requested, do not send letters of reference, college transcripts, training certificates, performance evaluations, or military discharge papers with your resume.

Preparing the Cover or Transmittal Letter

Always send a cover letter with a resume. Even though most resumes are transmitted electronically in response to a job announcement, a formal cover letter (which is *not* merely the text of the email by which you transmit your resume) should be a part of the package that is forwarded. The formal cover letter should be sent as an email attachment when sending the resume. The text of the e-mail should be brief and refer to the attached cover letter, resume and reference list. Remember to spell check and proofread the text of your email message for errors, as it is as much a reflection on your writing skills as your cover letter and resume. Address the cover letter to the person who is soliciting for the position. This may be a search consultant, human resources manager, search committee chair, or the appointing authority. Remember that if the appointing authority is a city manager or police commission, don't address your letter to the mayor.

Many applicants overlook the importance of a cover letter. Some view this exercise as pro forma, and miss a valuable opportunity to distinguish themselves from other applicants.

Cover letters should be specific to the city that the applicant is applying to, and should incorporate information that will capture the reader's attention. While your resume summarizes your career and credentials, the cover letter should focus on expressing interest in the position and the city to which you are applying. Using the job announcement as a guide, determine what experience and characteristics are important for the job and tailor your cover letter to address these items. The letter's purpose is to express interest in the position and briefly relate your past work experience and accomplishments. The cover letter should make you and your previous experience stand out, and indicate why you believe your background and accomplishments would be a good fit for the city.

The cover letter also serves as a sample of your writing abilities. Unlike your resume, a cover letter is written in complete sentences, not in a telegraphic style. Make sure that you check for typos and spelling errors and demonstrate proper sentence structure, grammar and tone. Don't use glowing, self-proclaimed personal assessments to describe your abilities and attributes. Stay away from subjective descriptions of your experience and capabilities. Stick with an objective, quantitative description of your key accomplishments.

If there are gaps in your work history, briefly explain them in the cover letter. Do not compare your education and experience with the education and experience listed in the job announcement. This gives your letter a challenging tone. The overall tone of your cover letter should be one that shows you take pride in your professional achievements and have qualifications that are of value to the employer, without sounding arrogant.

You should take credit for your accomplishments and describe what you have to offer while maintaining a balance between humility and boastfulness. Don't attempt to relay your personality traits in your cover letter. Let the description of your responsibilities and accomplishments provide the reader with a sense of your personal characteristics. Employers will infer certain qualities about you based upon the tone of your letter, your description of what you have achieved, and what tasks you have managed.

If being sent in hard copy, cover letters should be original, not photocopied. Like resumes, they should never be handwritten or on agency letterhead. Print your cover letter, like your resume, on good-quality plain white resume paper. The letter should be concise and should not exceed one-and-a-half pages.

If you are responding to an advertised vacancy that requests salary information, it should be presented at the end of your cover letter. If salary information is not requested, do not include it in your letter.

The following is a sample outline for a cover letter:

Opening paragraph: Make a direct statement about why you are writing, why you are interested in the position, and how you heard about the vacancy.

Second paragraph: Tell the reader what you currently do. Explain why your background is particularly appropriate for this position. Highlight your key accomplishments and qualifications.

Third paragraph: Give a summary of your formal education. Emphasize how your education fits the position you are seeking.

Fourth paragraph: Use this paragraph to sell yourself. Describe what makes you a well qualified applicant for this position.

Closing paragraph: Show an interest in being interviewed at the reader's convenience. Provide salary history, if it was requested in the job announcement. Mention the inclusion of a list of references along with your resume and either encourage the reader to contact your references or request that you be notified prior to contacting your references.

Review and Edit

Once you have drafted your resume and cover letter, always have others review it. It is vital to eliminate any spelling or grammatical errors. Search committee members and appointing authorities view spelling mistakes and grammatical errors as symptomatic of professional carelessness. Police chiefs must convey thoughts effectively in writing, and this is the first opportunity to make a solid impression on the reader.

It is also important to ask trusted friends or colleagues to consider the content and the tone of your materials. Ask specifically what impression the tone of your material generates and get feedback from a variety of sources. Get the opinions not only of your peers in policing, but of others who have the same background or perspectives as potential search committee members.

See Appendix C for sample resumes. Appendix D contains sample cover letters.

The Interview Process

SOLID EXPERIENCE AND A WELL-WRITTEN RESUME CAN INCREASE the chances that you will be offered an interview either from a recruiter, a search committee, or directly from the office of the mayor, city manager, or other appointing authority. A good interview, resulting from thorough preparation, can create positive chemistry between you and the interviewers, and perhaps move you to the next stage in the hiring process.

“MAKING A CONNECTION” IS KEY: Once the interview process begins, the interpersonal connection created in the interview can play a stronger role in determining whether you will be offered a job than your background and credentials. The interview is all about ‘making a connection’ with your audience in a way that makes them see you as being a fit for the job. A candidate with lesser qualifications who makes that connection and interviews well is likely to take the lead over a candidate with better qualifications who misses the connection and interviews poorly. It is rare that one can overcome a poor interview. Doing your homework in advance increases the odds that the chemistry generated in the interview will be positive.

AN INTERVIEW DOES NOT MEAN YOU HAVE THE JOB: Do not become overconfident if you are invited for an interview. An invitation to be interviewed suggests that you have the basic credentials that are required. However, you are now in head-to-head competition with other professionals with comparable experience and track records. No matter how candidates’ credentials compare, those who are invited for the interview are essentially on a level playing field. How each candidate performs in the interview—not the credentials they carry—will determine if they move on in the process.

If you are invited to be interviewed, your chances of being offered the job are now perhaps 20 percent or less. To improve your odds, prepare for the interview.

PREPARE AND PRACTICE: The time you spend in a job interview is one of the most important events in your professional life. Where you live, how much you earn, and where your children are raised and educated can be determined by how well you perform in an interview. Despite its importance, many people never practice being interviewed, or think through how they are going to answer difficult questions—or even the most basic ones, such as, “Why do you want this job?” Preparing for an interview will help you decide if you truly want the job. **And your preparation will impress the interviewer if it is evident that you care enough about the job prospect to have done some homework about the city, the police agency, and key aspects of the job.**

If during your preparation you learn that this is not the job you want, then you should drop out of the process. It may hurt your chances of being seriously considered in future processes if you go through the motions just for the experience of being interviewed, and end up being offered the job only to decline it. City managers and mayors talk to each other, as do personnel directors and executive recruiters. You do not want to gain a reputation as someone who is just testing the waters.

How Do You Prepare?

There are several steps to interview preparation.

- First, review any online information you can find about the target job, the police department and the city.
- Second, make personal contacts with people who may know something about the job.
- Third, if possible, visit the community before the interview.
- Fourth, find out how the interview process will be conducted and who will participate on the interview panel.

Information Review

Before applying for the job, you should have already done some research on the position, department and city. Once you are invited for an interview, it is time to more thoroughly familiarize yourself with as much information as you can find. In most cases, it is fairly easy to gather a significant amount of material online.

NEWS AND ONLINE RESOURCES: A good place to start is the city and police department websites and social media sites, such as police Facebook pages and Twitter feeds. Do not hesitate to request information directly from the city or consultant if you don't find sufficient information online. Look at the organizational structure of the city and police department, its history and its priorities. Annual reports, strategic plans and departmental audits can provide a wealth of information. Also look for information that conveys the city's financial condition. If applicable, request a copy of the department's labor agreement(s). If asked to participate in a second interview, you may request even more detailed information, such as the department's policies and procedures, and the city's personnel rules.

The next place to gather relevant information is from news media websites that cover news in the region. Simple Google searches can reveal much about the history and political climate of the city and critical issues affecting the police department. Recent articles are almost always available (except perhaps for very small police departments in areas that have few news media outlets). And often it is easy to find stories going back many years, which can help you to understand the history and long-term context of policing issues in the jurisdiction.

LEARN ABOUT THE DEPARTMENT'S RECENT AND LONGER-TERM HISTORY: Search for information regarding recent events that have impacted the police department and community. A good place to look is in the news articles published shortly before the announcement of the job vacancy. They may explain why the job is vacant and what caused the former police chief to leave. Try to find information about the department's history, such as how many chiefs it has had in recent years, the reasons for their departures, and if the department has had any major lawsuits, court orders, labor disputes or scandals. It is also helpful to find out something about the stability of city government, such as how many city managers there have been in recent years, the turnover rate of city department heads, and the results of recent elections and the campaign issues. Read newspaper coverage during and just after recent elections to identify major issues of public concern. Find out when the next election is, and how long the mayor and council members have in their current terms. Try to determine the concerns of the appointing authority and what he or she is looking for in a chief. **Be sure to check again just prior to the interview, including on the day of the interview, to be sure you are aware of any current issues that are attracting media attention.**

UNDERSTAND THE COMMUNITY: Next, use the Internet as well as any contacts you may have in the city to learn about the community: local points of interest, recreational and cultural activities, business and development issues, city demographics, housing information, etc. It is

beneficial to learn about some of the distinctions in the various neighborhoods that make up the city. You can also look into the schools by visiting the school system's website and other sources if you have school-age children. At a minimum, you should know some basic facts about the community, including geographic features, population size and demographics, major highways, and its proximity to major cities and airports. Check real estate websites such as Zillow.com or Realtor.com to learn about the cost of housing, the types of homes available, and the various neighborhoods.

A review of current and past issues of the FBI's Uniform Crime Reports (*Crime in the United States*) helps you get a feel for crime trends in the location. *The Municipal Year Book*, published annually by the International City/County Management Association, also contains excellent information on city statistics. This type of information helps you to develop a general community profile. The U.S. Census Bureau website also provides important statistical information on every community in America.

LEARN ABOUT ANY SPECIAL REQUIREMENTS FOR THE POLICE CHIEF POSITION: It is beneficial to determine if there are statutory or certification requirements for the police chief position you are considering. Some cities have a residency requirement for the police chief; some require council approval; others may have a "term" appointment or tenure conditions; and others may require civil service appointment. There may be requirements in the state legislation, city charter, civil service rules, or union contract regarding police chief selection and conditions of employment. Some states have rigorous certification requirements, such as presenting to an oral board; taking a written test; completing training; and successfully passing psychological, fitness, or polygraph exams. Find out as much as you can about these requirements before going in for an interview.

All of the information you gather through this process should help you to anticipate the types of questions you will be asked in the interview and will guide you in preparing responses to address a city's specific concerns. During the interview, make sure to convey your general knowledge of the community. Interview committees often distinguish between the candidates who have learned something about the area, and those who have little knowledge of the community and appear to be simply job-hunting. In the end, you are well served if you can develop a sense of the community and the police department before going to the interview and are prepared to address the unique issues specific to the job.

Personal Contacts

A candidate should also talk to professional or personal contacts who may have information about a vacancy. It is possible, if one knows the right people, to gain insight into the position from those who are able to

“read between the lines.” However, continue looking at the media coverage, because that is what the public sees, and it very likely influences the hiring authority. Personal contacts may supplement your knowledge, but do not neglect the public sources. And use any information you obtain from personal sources with caution. You can do yourself or your contacts a great deal of harm if you inadvertently raise confidential issues during the interview that have not been released publicly.

A candidate may want to contact the police chiefs’ association in the state for more information on a position. However, be cautious using this resource, because local associations may support local candidates.

Community Visit

If possible, arrive at least a day before the scheduled interview. You can only obtain a limited amount of information from online research and making phone calls. The best sources of information are in the community itself. So give yourself a bit of time to rent a car and tour the community. **Evaluate the place from two perspectives: will your family enjoy living there, and do you want to work there?** You can learn a lot by driving through the residential and business districts. Look at the schools and pick up local newspapers and magazines. Follow up on what you learned from your online research and conversations. The value of homes, condition of public facilities, availability of shopping, and the location of parks and schools can help determine if you want to live in the community.

If you are married or in a personal relationship, you will want your spouse or partner to accompany you on a second interview to look at potential living arrangements. You may also want to consider bringing your spouse or partner to the initial interview (at your expense, if necessary). You will be glad you did so if the appointing authority pressures you for a response to a job offer after just one interview.

While it is wise to drive by the police facilities, look at the condition of the fleet, and observe officers on patrol, it is not advisable to introduce yourself to officers or attempt to tour the building. These actions may only serve to fuel the rumor mill and may provide you with biased and inaccurate information.

Try to get a “feel” for the community before you go into the interview. An experienced police executive should be able to pick up critical information before he or she is actually interviewed. The more you know when you get to the interview, the better off you are. Frequently the interviewer will ask you what you think about the community. The question is a lot easier to answer if you know something about the city based on your own observations and you can say something positive.

Find Out About the Process

WHO WILL BE INTERVIEWING YOU? It is important to understand how the interview/s will impact the final decision. Find out, in advance of each interview, who will interview you and how the interview is structured. If an interview panel will be conducting the interview, find out who the panel members are and what interests they represent. This helps you to understand the various perspectives of the interviewers and their primary concerns. It is wise to prepare your responses to interview questions by keeping these perspectives in mind and addressing their anticipated interests.

Verify who makes the decision on hiring a police chief and to whom the chief reports. Most often the police chief is selected by and reports to either a city manager or mayor. However, some communities vary from this structure based on their city charters. For example, there may be a police and fire commission that actually hires the chief, and the chief may report to the city manager, who has no say in the selection. In some cases, a manager or mayor can make the decision, but it must be confirmed by the city council. It is beneficial to know how the process works and what everyone's role is in it.

Keep in mind that your initial interview may be with search committee members who are community leaders, citizens, city department heads and area police chiefs. You may not meet the actual appointing authority at the first interview. The initial interview is often used to pare the candidate pool down to those who are recommended to the appointing authority for final interviews.

UNDERSTAND THE NEWS MEDIA COMPONENT OF THE INTERVIEW PROCESS: It is also important to find out if there is a public component to the process, and if names of candidates will be released to the news media. If the city plans to release your name to the news media in advance of your interview, they may ask you to provide your biography and a professional "headshot" photograph to give to the media. Have these ready in digital formats so you can email them to city officials upon request. Ask what steps will precede or follow the interview process, and what the timeframe is expected to be for each.

Be clear about when (or if) the city intends to release your name as a part of the process. Do not prematurely disclose yourself as a candidate. Ask those who have knowledge of your candidacy to keep it confidential. Let the city make the formal announcement.

Typically, the city pays the candidates' costs associated with travel for the interview, including airfare, lodging, local transportation and meals. Sometimes the city will also pay the cost for a spouse or partner to travel with you. Some cities want to handle the scheduling and planning of your

trip themselves. Others will ask you to coordinate these details and submit receipts to them for payment. Be sure you understand how these details regarding the scheduling and payment of your trip will be handled.

Public Speaking Skills

The better your public speaking skills, the better you present yourself in the interview. By gaining experience giving presentations, you enhance your ability to compete effectively in the interview. Take advantage of opportunities to teach in your police academy or local college, and to give presentations in front of your peers or community groups. The earlier in your career you begin to gain this experience, the better prepared you will be to excel in job interviews.

Your Demeanor in an Interview

CONFIDENT BUT NOT ARROGANT; SOPHISTICATED BUT ALSO GENUINE: Answering questions thoughtfully is only a part of the interview experience. Your demeanor in the interview will be one of the most memorable and significant factors in how you are evaluated. Displaying confidence without arrogance, a personable disposition without being a “pushover,” a sense of humor without seeming flippant, and body language that reinforces your verbal message are all critical elements of a successful interview.

You want to present yourself as the ideal candidate for the job. You should appear confident, enthusiastic, mature, and intelligent. You should project a sophisticated image but also a genuine persona. Your audience must be inspired by you. Good body posture, eye contact, a strong handshake and clear articulation are necessary. Exude controlled confidence and energy. Respond directly to the questions and avoid verbosity. Avoid saying “uh” and “you know” and incorrect use of the word “like.” Humor, if used well, can help reduce the inevitable tension of the interview process and can be a powerful tool in connecting to your audience. But this does not mean you should tell jokes. Rather, be yourself, show a sense of humor, and don’t take yourself extremely seriously. The best interviews are conversational in nature.

REMEMBER THAT INTERVIEWERS WANT TO LIKE YOU: Always arrive at least 15 minutes early for your interview. Before walking into the room, take some deep breaths if necessary to help you relax. As you enter the room, keep in mind that there is more positive energy than you may realize. Members of interview panels are usually aware of the stressfulness

that the job interview creates. In most cases, the people who interview you *want* to like you and want you to be right for the job. Their job is to find the right person and, if that person is you, the interview process should go well.

Approaching the job interview with a positive outlook is a key to interviewing successfully. Smile, make eye contact, maintain a confident posture and shake the hand of each person in the room when you enter. This helps you to establish rapport with your interviewers and can break the initial tension of the interview.

PROJECT AUTHORITY: Do not assume a subordinate role during the interview. While politeness and respect should govern your behavior, remember that the appointing authority on the other side of the table wants to hire a leader. They want a “take charge” person. For example, it is inadvisable to address committee members as “sir,” or “ma’am,” because first, it puts you in a subordinate position, and second, it sounds overly formal. You are being interviewed because your performance record indicates that you have the skills and talents they need; now they want to hear what you have to say. This does not mean that you should be arrogant. It means that you should feel comfortably equal with the interviewers. If you do not have experience as a chief, you must project yourself into a chief’s role in the interview. You want to be perceived as a strong police chief, not a strong second-in-command. You will not get the job if you appear unsure, passive, or lacking in confidence.

AVOID PROPS OR DISTRACTIONS: Do not pass out material or refer to written materials during your interview. Passing out annual reports, writing samples, biographical information, strategic plans and public relations materials during an interview can be distracting to the interviewer and take the focus away from you.

Likewise, taking notes or referring to notes in your interview is a distraction and should be avoided. If you have prepared for the interview by becoming knowledgeable about the target job and you effectively communicate your qualifications, you can be successful without props or handouts. Preparing an unsolicited “plan of action” that you would undertake as a new chief may appear presumptuous. Present materials in an interview only if you are requested to do so in advance.

TRY TO BE SELF-AWARE: Take a long, hard look at who you are, what you do well (and not so well), and where you have succeeded and failed. Be prepared to draw parallels between your own experiences and the hiring community’s needs. Give some thought to how others view you. For example, if you cannot tell the interviewers what your current boss thinks of you, they might assume you are not very perceptive or self-aware. You

should expect to be asked about your failings as well as strengths. Do not give meaningless or self-serving answers (such as saying that your biggest fault is that you work too hard or are a perfectionist). Consider this question in advance and be prepared to give an honest answer, such as a program that you initiated that had unintended consequences. Always indicate what you learned from a situation such as this. Sincerity and self-awareness, even in the form of recognizing one's own faults, can increase your credibility.

You will almost always be asked why you are interested in this particular job. Be prepared to answer in a concise, specific, articulate way. Do not offer platitudes. Draw on your own experience, identify specific aspects of this position and community, and explain why they are of interest to you.

During the interview, try to establish that you:

- are forthright and honest,
- are a proven and capable leader,
- can effectively communicate, and
- will be successful.

Dealing With Career Setbacks and Controversy

Serving as a police chief is an unforgiving occupation. Ethical chiefs must sometimes take risks and endure controversy on behalf of the public good. Police chiefs rarely can make significant accomplishments while avoiding all controversy. Sometimes during a selection process, a candidate must explain a previous controversial situation. The key in a selection process is being able to effectively explain the situation and being able to refer to supporting materials and information (e.g., newspaper articles or editorials, and references to people who support your position).

In many instances, prior controversies that arise during a selection process only become problematic when they are kept hidden from the search committee and appointing authority. By being forthright in dealing with previous controversy, you can avoid having the matter become a serious one. Remember to consider the appointing authority's point of view throughout the process, and realize that no appointing authority wants to be blindsided by negative information about a top candidate. Dealing directly with such issues early in the process provides the appointing authority time to review the situation and make a judgment about whether it is a factor to your candidacy.

CONTROVERSIES MAY BE ADDRESSED PRIOR TO THE INTERVIEW: Ideally, a candidate will be given an opportunity to reveal and explain any controversial issues in his/her background prior to a face-to-face interview.

If a phone interview is conducted early in the process, this is the best time to address it. You should also be prepared to discuss the situation again in the interview process. Depending on the structure of the interviews, you may or may not be asked about it. Some interviewers may not be comfortable addressing the controversy directly with you in the interview. If you feel that the issue is significant to your candidacy, you may decide to address it in the interview even if you are not asked about it specifically. By being forthright and providing your perspective on the situation, you stand a good chance of satisfying the interviewer's concerns. Given time to consider the issue when balanced with your overall qualifications, an appointing authority can sometimes devise a strategy for dealing with the controversy as the process continues.

DO NOT BE DEFENSIVE: Dealing directly with the issues also gives the appointing authority confidence in your honesty and forthrightness. Be prepared to succinctly explain the situation. Don't be defensive; if possible, try to explain the situation in a positive way. Be careful not to blame others. Express confidence, be instructive and remain unemotional. Your goal is to demonstrate the perspective you have gained from hard experience, not to show bitterness, anger or frustration. Self-deprecating humor can be helpful. Be able to state what lessons you learned from the experience. Do not dwell on it, and be prepared to move on to the next subject.

KEEP RECORDS OF MATERIALS THAT SUPPORT YOUR POSITION: As you advance in your career, controversies, votes of no confidence by labor unions, and setbacks become more likely. You must become your own reference library on these issues. Keep a list of news media articles about your career with the online links, and keep hard copies and digital copies of the articles as well (by cutting and pasting an article into a word processing file, scanning a hard copy, or other technique), because some news media organizations do not keep old articles available online indefinitely. If your position on an issue was ethical yet unpopular, this may be reflected in the newspaper coverage. Keep files of stories or editorials that validate your position. Be careful never to "whine" in print over a controversy; maintain your professionalism. Showing you can "take a hit" and not be thrown off balance can help you.

And sometimes there can be positive aspects of a negative experience. For example, being on the losing end of an issue in a community known for "bare knuckles" politics can enhance your credibility in a more progressive community.

Sometimes national and state contacts can be helpful in keeping a local controversy in perspective. Generally speaking, the broader the perspective that is applied to a local controversy, the more ethical and appropriate an unpopular stand may appear. There are many examples of police chiefs who are highly regarded by their peers for taking a strong stand on

a national issue such as immigration reform or gun violence reduction, or on a tough management issue such as labor relations or officer discipline, even if the issue played out in a bitter or ugly manner for the chief at the local level. Your district attorney, attorney general, state training director, state association of police chiefs, and contacts in Washington at PERF and other professional organizations and the Justice Department can be important references in making sure that an appointing authority is aware of how you are regarded within your profession.

Addressing Potential Bias Against Your Current City or Department

You should always expect that search committee members, and others involved in the selection, will have done their homework on you, just as you have done your homework on them. They will not only seek information about you as an individual, but on the department that you serve. Assumptions may be made about you, based on your department's reputation.

For example, if the city where you have gained your experience has a reputation as liberal or conservative, progressive or traditional, that is how an appointing authority may perceive you as a police manager. Likewise, if your department has had a scandal or well-publicized incident that reflects poorly on the organization, you will be viewed through that lens. Understanding this bias before you walk into the interview can be extremely important. You must be able to distinguish yourself as an independent thinker, without political leanings that would jeopardize your role as a police manager.

Additionally, you do not want to be viewed as someone whose capabilities and management philosophy are characterized by a misstep in your department. Anticipating a search committee's concerns and addressing these issues directly can become very important to your continuing in the process. Experienced police chiefs understand that no matter how well a chief runs a department, anything can happen, because police officers are called to respond to the most difficult situations and often they must make split-second decisions with limited information. A single bad decision by an officer, or even a justifiable decision that resulted in a tragic outcome, can spark a controversy and create a negative public impression about the entire agency. But a search committee or others involved in a search may not understand that perspective, and they may feel uncomfortable asking you about sensitive issues that arose in your current position. You should take the lead by putting issues on the table for discussion and alleviating panel members' concerns.

Avoiding Unforced Errors

Losing out to your competition is part of the job hunting game. There is no shame in losing out to a more experienced or better-qualified candidate. But there is no excuse for unforced errors. Lack of preparation is the easiest way to lose out. Sloppy dress and grooming, poor posture, a lack of confidence, and nervous habits can also hurt your chances. Bad manners and the use of offensive language are sure losers. An off-color joke may get you a laugh, but it will probably lose you the job.

AVOID ANY UNNECESSARY CRITICISM: Criticism of your current employer reflects a lack of loyalty. Similarly, expressing any negativity toward the prospective department, even if you are certain every interviewer agrees with you, is very dangerous. At this point you are a visitor and an outsider, and you must show the appropriate deference to and respect for their community and police department. If you must be critical in the course of the interview, do it in a positive and constructive way.

Lack of clarity in presenting ideas, and an inability to convince the interviewer of your technical competence, will hurt you. Be cautious about expressing personal opinions on issues that might be sensitive to others. Stay clear of expressing opinions of a political or religious nature, even if it seems that the audience might be receptive. While it might engender solid support from some, you risk alienating others.

Many desirable qualities require a certain balancing act. For example, it is important to project confidence, but not over-confidence or an inflated ego. Give credit where credit is due. Few police executives have been successful single-handedly.

AVOID JARGON AND USE LANGUAGE YOUR AUDIENCE WILL UNDERSTAND: Anticipate your audience. Interview panels are frequently made up of people who are not in the police profession. They think and speak differently from a group of police professionals, and you must think and speak differently to connect with them. Using police jargon is not appropriate in an interview setting, and being a good explainer is sometimes crucial.

One bit of jargon to avoid is using the word “retire” to refer to leaving a police agency after you have had enough time to be vested in a pension. Although you may go on to work another 20 years as a police professional, it is customary to tell colleagues that you “retired” from your first agency. However, in most other professions, to say you have retired means you have discontinued fulltime work entirely. If a search committee or interview panel hears you say you “retired,” they may think you are looking at the job you are interviewing for as a “retirement job.” This could cost you the job, especially if the search committee is looking for a go-getter or reformer who will bring a high level of energy to the job. Generally speaking, you should never use the word “retire” in a job interview.

SOCIAL SKILLS: At a lunch or dinner meeting, order moderately from the menu. If you are having a dinner meeting with one or two others and they order an alcoholic beverage, it may be acceptable for you to order one also. In most situations, it is best to avoid drinking alcohol at all during any social situations or meals during the selection process. However, you may need to make a judgment call here. You want the interviewer to feel comfortable with you, so you will have to judge each situation separately.

Remember that everything about you is scrutinized during the interview and throughout the entire selection process. Mistakes can occur leading up to the interview and after the interview has concluded. All contacts that you make with the employer or the employer's representatives are being evaluated. In a sense, the entire process is an interview.

Thus, if you don't return phone calls expeditiously from the recruiter or staff member, judgments are made about your interest in the position and your responsiveness in general. Email correspondence that contains misspelled words or incorrect grammar can be a reflection on how you communicate. If you are rude or dismissive toward a city staff member, receptionist, driver or tour guide, this information can travel to the hiring authority.

Recognize that you can fail an interview simply because the chemistry is not right. While you should do everything possible to prepare, the fact is that, no matter how good you are or how well you prepared yourself, it may not be the right match. Do not agonize over rejection. After all, it is a two-way street, and an applicant has to feel equally at ease with the appointing authority. Capitalize on the process as a learning experience.

What Questions Can I Expect During an Interview?

There are questions you should be prepared to answer during the interview. It is more difficult than you might think to succinctly respond to questions like "summarize your professional background" or "tell me what your career goals are." Most of the questions will deal with your past career and how you would deal with certain specific problems that the interviewing agency is facing. Generally speaking, there will probably be a greater emphasis on your management philosophy and style, as opposed to your technical skills.

You can count on being asked some of these questions in one form or another:

1. Summarize your professional and personal background.
2. What are your most important accomplishments?
3. Why are you interested in this position?

4. Why do you want to leave your current position?
5. What are your strengths and weaknesses?
6. Where do you want to be professionally in five years?
7. How does your experience relate to this job?
8. What makes you the best choice for this job?
9. What do you like the most and the least about your job?
10. Describe your management style.
11. What do you know about this position?
12. What would you expect to accomplish in 3, 6 or 12 months?

While the preceding questions are perhaps the most common, also be prepared to address all of the following issues:

- Specific concerns facing the police department and community,
- Strategies for engaging the community,
- Knowledge of budgeting,
- Crime reduction strategies,
- Experience with labor/management issues,
- Examples of how you handle conflict,
- Strategies for motivating and holding employees accountable,
- Achieving more with less,
- Keeping the boss informed,
- Effective ways to communicate your message,
- Your training philosophy,
- Examples of your decision making, and
- Any issues related to you or your department that can be found from online research.

Finally, three additional questions may be extremely important to the appointing authority:

- If we consider you as our choice for police chief and ask your past supervisors, subordinate employees, the news media and community leaders about you, what would they say?
- What questions do you have of us? What matters need further discussion?
- If you are offered the position, what will influence your decision to accept it? What are your salary expectations? Would we need to agree on any conditions of employment? When would you be available to start?

KNOW THE CURRENT ISSUES IN POLICING, LOCALLY AND NATIONALLY:

Most importantly, be prepared to discuss specific issues that are currently of concern to the police department and the community. This is where your preparation for the interview pays off. Know what these issues are, and if you don't have firsthand experience with similar matters, find out what other police departments around the country are doing in these areas. This also allows you to showcase your knowledge of exemplary efforts at the national level, rather than just what has been happening in your own agency.

Be prepared to respond to questions regarding current policing issues in the national or regional media. High-profile incidents regarding use of force, law enforcement policies at issue in Congress or in state legislatures, and crime trends are examples of issues that could be topics in the interview.

AVOID PREMATURE COMMITMENTS TO A COURSE OF ACTION: If questioned about your plan of action on a particular issue, be cautious about committing yourself until you have more knowledge of how this issue relates to this community. Certain topics may be the subject of political debate in a community and you should avoid being pressed to "take sides." Rather, express your knowledge of the subject in terms of various strategies other agencies have used and what has proven successful. Committing to a specific action plan without sufficiently researching all of the factors can prove fatal.

KNOW YOUR STATS: You may need to answer questions regarding overall statistics related to your current organization. These include the population that your agency serves and its demographic breakdown, current crime statistics and recent trends, clearance rates, and the number of sworn and non-sworn personnel in your organization including their demographic breakdown. Interview committees often compare your organization with their own. If you do not know some of these numbers, you may be perceived as out of touch with the big picture.

Responding to Questions

SHOW, DON'T TELL: Think about some of the best instructors you had in school or some of the best speakers you have heard. Most likely they did not use abstract terms to convey their message. They used a story or graphic description to make a point. The same applies to the interview. It is important to respond specifically to the question asked, but if you can make your point by illustrating it with examples, it has greater impact on the listener. As speech coaches and writing teachers say, "Show; don't tell." Using a story to illustrate your point not only conveys specific

experiences you have had, but keeps the interview interesting and the interviewer engaged.

Interesting stories also help the interviewer to remember you. An interview committee often has a rigorous interview schedule. They may see as many as eight candidates in one day, many of whom may give the same general responses to the questions. Make a lasting impression on them by making your interview as interesting and informative as possible. Telling a story or illustrating with an example keeps your audience alert and centered on you. As you prepare for the interview, consider the various topics that you could be asked about, and think of examples in your experience that will demonstrate your capabilities.

Another reason to give examples of your experience is that many interviewers subscribe to the philosophy that “the best predictor of success is past experience.” By illustrating your experience, the interviewer will see that you not only know how to do the job, but you have actually done it.

When preparing for the interview; you should not only anticipate certain questions; you also should think of the three to five main points about yourself that you want to convey during your interview. Be sure that you have clearly articulated why your experiences make you well qualified for the job you are seeking. If the structured questions do not give you a chance to get these points on the table, try to get these points across in a closing statement. You may only get one chance to sell yourself, so make clear the strengths and capabilities you have for the job.

LISTEN CAREFULLY BEFORE YOU ANSWER, AND DON'T INTERRUPT: As interviewers pose questions to you, listen closely to what is being asked. Listening before responding is truly an art. If necessary, take a moment to digest the question and plan your response. Often candidates assume they know the question, begin constructing a response, and miss a subtle aspect of the question. Let the questioner complete the question before starting your answer. It is off-putting to interrupt and suggest that you know what questioners will say before they say it.

If the question asks for your experience, describe your experience. If it asks for your philosophy, explain your philosophy. If it asks how you would handle a situation, describe how you would handle it. Interviewers are generally adept at catching a candidate who avoids giving a direct answer to a question. If the question is not clear to you, ask to have it clarified, but try to avoid having to do this. Part of how you are being judged is on your ability to listen and understand.

KNOW WHEN TO STOP TALKING: Be succinct, but show that you have the necessary depth of knowledge on the given subject. Again, this can be a balancing act. A good candidate will give a direct response to a question, illustrate the point, and then stop talking. An excellent response to a

question can lose its impact if the candidate begins to ramble. Police chief interviews frequently try to cover a lot of territory in a brief period of time. Not only do you have to cover a broad range of topics, but you have to retain the interviewer's interest. You may be asked what your thoughts are on 12 to 15 different subjects. Make your point in less than three minutes and don't be afraid to stop talking once you feel you have answered the question. As you prepare for the interview and identify the various topics that you may anticipate, it can be helpful to think through a succinct statement or "sound bite" in response to each issue. This can help you to stay focused on the topic and provide a complete response without rambling.

PLAN YOUR RESPONSES THOUGHTFULLY: Be careful not to use the same general theme in responding to different questions. For instance, community policing, while central to much of police work, is not the answer to every question. Avoid clichés such as "lead by example," "firm but fair," "management by walking around," "open door policy," and "situational leadership." Also avoid use of acronyms and police jargon in your response to interview questions.

In order to interview well, you must explain how your experiences are transferable to the hiring organization, in terms that make sense to them. Through your experience, you must convey that you have common values with the interviewer and that you understand the human side of law enforcement, not just the statistics and strategies. If you do not have experience as a chief, you must project yourself as a chief, not as a second-in-command. Don't be too technical and operational; rather, respond to questions from the perspective of understanding the big picture and the political implications of being chief. **Project the command presence of a leader, not the technical competence of a manager.**

Your Questions

PREPARE YOUR OWN QUESTIONS: The questions you ask during the interview are just as important as the answers you give. Never say "no" if asked at the end of the interview if you have questions. Asking questions not only shows that you are interested, but also gives you an opportunity to show what you know about the job and what type of professional you are. Prepare a short list of questions based on your pre-interview research. Questions should relate to the position, the department, the community, or the process. Do not ask about personal matters such as moving or schools; that is premature and should be handled at the follow-up interview. Concentrate on major management concerns that will affect your decision to accept or reject the job if it is offered to you. You may also ask a question related to a previously asked interview question, or you may ask about the timeframe for the next step of the process.

Use your judgment regarding the length of time that the committee has to field your questions. If they have a tight interview schedule, it may be in your best interest to keep this part of the interview brief and save additional questions for the follow-up interview. Also keep in mind the backgrounds of the people on the interview committee. Some of your questions may only be appropriate for the appointing authority, not the interview committee. Save those questions for when you are alone with the appointing authority. However, you may ask questions related to committee members' specific communities or their concerns regarding the police department. This helps you establish a rapport with the committee members. If your committee is made up of community representatives, you may ask, "What are the community's expectations of a new police chief?"

Never ask about salary or benefits in a first interview. Long before the interview, you should have determined (either with the recruiter or through your own research) that you are in the right "ballpark" as far as salary is concerned. Compensation details should be discussed only after a mutual interest has been established with the appointing authority.

Make a Closing Statement

Never leave an interview without making a closing statement. If you are not formally asked to make a closing statement and you see that the interview is about to wrap up, seize the opportunity before the interview comes to a close. It can be as short as thanking the committee members for the opportunity to meet with them and telling them you are very interested in the job. If you are able to recap several of your strengths or describe why you see yourself as a good fit, this is even better. If the format of the interview questions didn't allow you the opportunity to tell the interview panel certain aspects of your background that make you well qualified for the job, make these points in a closing statement. The impact of a closing statement is critically important.

If you sincerely want the job, the most important thing you can do in your closing statement is to let the interviewers know that. Many people have not been offered jobs they wanted because they did not state their interest strongly enough. Leave on a friendly basis, having communicated your sincere and enthusiastic interest in the job. The saying, "Last thing said, first thing remembered," often applies to job interviews.

Interview Follow-Up

It is appropriate to formally acknowledge your appreciation for the interview. A typed thank-you letter directed to the appointing authority or committee chairperson is proper etiquette following an interview. A brief (no longer than three or four paragraphs), well-written note reinforces your continued interest in the position and your attention to detail. You should use your judgment to determine if it is best to mail the letter or to send it via email. Your letter should be sent within two days of the interview.

It can also be beneficial to write down your immediate impressions after the interview. If you picked up on either negative or positive feedback from specific committee members, make a note of it. If you felt that you inadequately explained something in your interview, note that as well. You may be given an opportunity for a second interview or phone call with an interviewer, where you will have a chance to clarify aspects of the initial interview.

A sample thank-you letter is in Appendix E.

Common Interview Biases

As you go through an interview process, it can be helpful to be conscious of two common interview biases that can occur—the halo effect and the contrast effect—and how they may impact you.

The **halo effect** occurs when an interviewer perceives a certain trait which is exhibited by a candidate as either positive or negative, and then makes a global evaluation of the candidate based on that single trait. For example, a candidate displays a professional demeanor, and that effect extends to the perception of the candidate as intelligent. Or an interviewer may have a high regard for the university the candidate attended and, as a result, develops a favorable overall impression of the candidate.

The **contrast effect** occurs when an interviewer compares candidates who were interviewed back to back with each other, rather than evaluating each of them against the established job criteria. For example, if a stronger candidate is interviewed after a weaker candidate, the strength of the second candidate can be magnified.

These biases can work for you or against you, and there may be little you can do to avoid them. But if you are aware of these types of bias, you may have a chance later to compensate for them and overcome any negative bias that may have resulted.

CHAPTER 7

Other Screening and Assessment Methods

AS A PART OF THE POLICE CHIEF SELECTION PROCESS, CITIES MAY use other methods to screen and evaluate their candidate pool in addition to the face-to-face interview. These methods include telephone interviews, reference checks, Internet searches, public processes, essay questions, assessment centers, video conference interviews, psychological testing, background investigations, and site visits. In addition, a candidate's ability to meet state certification requirements may be seen as part of the assessment.

Each one of these methods will be discussed in turn in this chapter.

Telephone Interviews

Telephone interviews are often used to help narrow a large pool of candidates down to those who will be invited to in-person interviews. Phone interviews are favored by recruiters because they can provide immediate access to information about a candidate. Phone interviews are often used to clarify aspects of the applicants' resumes or application materials. **You should always expect that once you apply for a job, you may be contacted by phone to clarify information or be questioned in a standard job interview format.**

If you receive a call and it is not a good time for you to give your full attention, do not hesitate to arrange a more convenient time. Reschedule the call for later the same day, if possible, because the caller is currently focused on you as a candidate and has an immediate desire to gather additional information about you.

While you are on the call, it can help if you pretend the interviewer can see you, even if it is not a video call. Stand or sit at attention, and smile at appropriate times in your conversation. Your expression and posture may be projected in your tone of voice, helping to convey professionalism and a positive attitude. You can also “hear” a smile when you talk to others on the phone, which can promote a favorable impression. Avoid any distractions while on the call. Use a landline if your cell phone service is less than perfect.

In some ways, a phone interview can be more challenging than a face-to-face interview. Because you can't see the caller's body language and facial expressions, it is hard to take cues from them. However, there are also advantages to a phone interview. You can make a list of items to discuss in advance of the call and have reference material in front of you, such as your resume and a list of questions or points you would like to make regarding your qualifications. The caller may ask to clarify information on your resume, such as the scope of your responsibility in your past assignments.

No matter how routine or innocuous the questions may seem, never underestimate the importance of a phone interview. Through your responses, the caller is also considering aspects of your personality, your attitude, communication style, and the depth of your knowledge on multiple issues. Judgments will be made about how articulate and confident you are, your humility and ego, how you project as a leader, your sense of humor, and how knowledgeable you are about policing. These assessments are combined to determine your status in the selection process. That is the most basic reason for the call.

Be prepared to discuss these issues in a telephone interview:

- Why you are interested in the job and what you know about it.
- Your city and police department, including how they are organized and what distinguishes them from other organizations. Brush up on the statistics of your department—population served, demographics, total employees, crime rates, clearance rates, trends, departmental budget, etc.—so you can cite exact numbers.
- How your career has progressed and what your accomplishments have been in your most recent assignments.
- Your department's relationships with various community organizations and what specific roles you have had in these relationships.
- Issues that affect the management of your department, such as any civilian oversight, consent decrees, collective bargaining agreements, civil service rules, and police commissions.

- Why you are willing to leave your current position, what your plans are for your future, and how the job you are seeking fits into your plans.
- Details about your education, including degrees earned, academic honors, and specialized training.
- Professional activities that you are involved in, such as teaching, consulting, committee involvement, and volunteer work.
- Conditions that would have to be met (either personal or professional) for you to accept an offer of employment, such as housing concerns, employment prospects for your spouse or partner, the quality of schools, and pension issues.
- Whether you are under consideration for any other positions or promotions. Always tell the truth; do not try to finesse your answers or misrepresent your position.
- Details regarding your current compensation package, such as your salary, pension plan, benefits package, and whether you have an employment contract.
- Details about your references and if there are additional people who may be contacted.
- The impact a potential move would have on your family and personal life.
- Any issues in your background that are controversial in nature. Be honest and be able to describe them in detail.
- Newspapers and other media outlets that cover your police department, and whether you have had any specific media coverage of yourself.

The phone interview should be a two-way conversation. Having a prepared list of questions indicates to the caller that you are serious about the job and have done your homework. This alone can convey a very positive message. Take advantage of the opportunity to ask questions such as:

- What is the city looking for in a new chief?
- What will most influence the selection of a new chief?
- What type of selection process is anticipated and what is the timeframe?
- Who makes the final decision and who will influence that decision?
- How many people are expected to go through the interview process and how many are currently under consideration?
- Will applicants' names be released and at what point would that happen? (There is always an assumption that applicants' names might be leaked at any time.)

Depending on who is interviewing you and how much time that person has, you may be able to ask more probing questions. Use your judgment, but you might ask what the hiring authority's management style is like, what his/her long-term ambitions are, and what political influences may impact the hiring decision. This may also be the time to inquire about any aspects of the job that you consider "deal breakers." An initial phone interview is much too soon to settle questions such as the compensation package, but you may be able to get more detailed information about a salary the employer has in mind and whether they would consider an employment contract. You might also discuss any issues you may have about finding employment for your spouse or partner, the costs of housing in the target city if there is a residency requirement, and the quality of schools if you have school-age children.

The phone interview can be a turning point not only for the city to decide if you are going to move ahead in the process, but for you to decide if you want to remain in the running. Don't underestimate this opportunity to gain valuable information to help you decide if you are the right fit.

Also remember that many of the rules for in-person interviews apply to phone interviews as well. You should convey that you have done your homework on the target job. You must speak clearly and concisely, be articulate and show enthusiasm for the job. Remember to end the conversation by making clear your interest in the position (assuming you are still interested at that point) and making a strong closing statement.

Reference Checks and Other Third-Party Contacts

Reference checking is one of the most common methods used to assess a candidate's background. Chapter Five provides details on how to choose references and prepare them to offer useful and positive information.

Keep in mind that city officials or a search firm may contact their own sources to obtain information about your experience and background, in addition to anyone you offered as references. Once you apply for a job, there is little you can do to prevent people from making phone calls to others in order to check your background.

For this reason, never assume confidentiality when you apply for a position. If city officials or search firms make inquiries about you to third parties, it becomes difficult to control how far that information may spread. A third party who learns of your candidacy for another job may mention this to others, causing the information to travel, possibly to the news media.

Reference checks—whether they are references provided by you or other persons selected by the appointing authority or search firm—can be the biggest factor in determining whether you move forward in the process. Always let your references know when they may expect a call from your potential employer.

Internet Searches

Internet searches are one of the first steps in the assessment process after you apply for a job. This is initially done by a limited number of people who have knowledge of your candidacy, such as a search consultant and human resources staff members. Later, if a search committee becomes involved and your name is revealed, you and your current police department will become the subject of extensive Internet searches by a host of interested people. The news media, any police unions, and others with an interest will make every effort to find out about you on the Internet. Any online reference to your name and the organization you work for can become a part of your candidate profile. These can include newspaper articles, court documents, public records, published documents, and online blogs and social media postings.

Wide exposure of an incident on the Internet can sometimes exaggerate the incident's importance. This may affect people's impression of you and your department and impact your ability to compete as a candidate. **Before you apply for a job, do your own research to know what your Internet "profile" looks like, and try to anticipate the reaction that could result.** If you are given the opportunity of a phone interview or personal interview, be prepared to address questions that could arise from your online profile.

Public Processes

Early in the process, the appointing authority generally decides the extent to which there will be public input into the assessment of candidates for police chief. Some choose a process that limits those involved to a few trusted people such as members of the appointing authority's staff. Others allow for limited public input into the assessment of candidates by having a search committee conduct preliminary interviews.

In other cases, an appointing authority feels a need to involve a wider audience and obtain public feedback about the candidates as the list is narrowed to choose a final candidate. This type of process may include interviews that are conducted in a public forum and televised; radio and

television interviews conducted by the media; formal public presentations; and social receptions. Through these efforts, the appointing authority exposes the candidates to public evaluation as a means of obtaining input and “testing” community attitudes toward the candidates.

Once the public weighs in through this type of process, sometimes it can be very difficult for the appointing authority to make his/her own choice if it differs from public opinion.

Essay Questions

Some cities ask for responses to a set of essay questions in order to screen a group of candidates down to a shorter list. Typically applicants are asked to answer several questions and return their responses within a specified period of time (usually a week or two) for review by the appointing authority or other designated evaluators. The questions may relate to specific issues facing the department and community, or they may be broad questions regarding your thoughts and experiences in policing. Your responses are used to assess your knowledge of and attitude toward certain issues, your experience, and your writing ability. Additionally, you will be evaluated on the perspective from which you address the issue—specifically, are you responding from the global standpoint of a chief, or from the more technical standpoint of a mid-level manager? The responses are compared with the appointing authority’s profile for the ideal chief to determine whether or not each candidate stays in the process.

The same guidelines apply to responding to essay questions as to interview questions. You must do your homework, be knowledgeable on a broad range of police management issues, be conversant on trends in policing, be concise in your responses, and relate your experience to the issues in question. You may choose to demonstrate your depth of knowledge on a subject and improve your answers by referencing appropriate sources, such as research studies or articles.

Assessment Centers

For many years, police departments have used assessment centers in promotional processes at various mid-level ranks. This assessment method is also employed by some cities to evaluate police chief candidates. An assessment center is a one- or two-day series of individual and group exercises designed to evaluate candidates’ leadership, communications abilities, and interpersonal, management, and analytical skills in a mock work environment. It is typically facilitated by a consultant who uses three or four trained observers or “assessors.”

In this type of process, you will participate in a series of exercises designed to simulate actual duties and responsibilities of the target job. Examples include giving a press conference, counseling a subordinate, prioritizing and acting on items in an in-basket, writing a report to the city council on a given subject, making a presentation, or interacting with your peers (other candidates) in a leadership exercise.

The majority of chief selections are done without an assessment center, but some city managers are partial to using them to select their management team. They appreciate the opportunity to observe candidates in mock situations to see how well they might perform in the given job. Appointing authorities are also provided with information to help them determine how candidates compare with each other.

If you are a candidate for a police chief position that is utilizing an assessment center, you should prepare for it. Expect to perform in three to five different exercises. Some of these will require you to role-play in a fictitious situation. Each exercise will involve a problem that you need to resolve in a defined period of time, using defined resources. You may be in a group exercise with other candidates where you must work collectively to solve a problem. Your behavior during these exercises will be observed and evaluated by trained assessors. The assessors rate each candidate based on predetermined criteria or behavioral dimensions, and typically use benchmarks to help them in their evaluations. These assessors then meet at the conclusion of the process and come to a consensus rating on each candidate. They provide a list of the candidates, in order of their ratings, to the appointing authority.

How Do I Prepare for an Assessment Center?

- If possible, try to serve as an assessor before you are in a position of being a candidate who is being assessed. Volunteer to serve as an assessor for a promotional assessment center, either in your own organization or for a department in your region. Understanding how the process works helps eliminate some of the anxiety.
- Learn as much as you can about the assessment center before going in. How many other candidates will there be? How many exercises will be conducted, over what period of time? How many assessors will be present?
- Try to find out what behavioral dimensions are being used in your evaluation. If you know you are going to be evaluated on your judgment, leadership, decision-making, and ability to delegate authority, be sure to display these characteristics in each exercise.

- Clearly exhibit your intentions during the center. The assessors cannot read your mind to know what you are thinking in a given situation. You must articulate your thoughts or describe them in writing for the assessors to give you credit for your behaviors and actions.
- Many exercises allow you a short time to prepare before walking into the actual exercise. Use this time wisely and develop a basic approach to handling the given situation. Know in advance what you want to accomplish in the exercise and stay with it. Make the best use of your preparation time.
- Get plenty of rest and reduce unnecessary sources of anxiety. For example, arriving at the last minute because you were running late may have a negative impact on your performance.
- Pace yourself. An assessment center can last an entire day or more. The process can be very draining. You need to show stamina and enthusiasm throughout the process. Candidates often start off strong in the first one or two exercises and then begin to drag as the day goes on. Try to maintain a consistent level of energy throughout the process.
- If you feel that you performed weakly on a certain exercise, try to move past it and focus on the next one. Each exercise gives you a new opportunity to demonstrate your skills in different situations to different assessors. It is likely that you can overcome a poor performance in one exercise if you perform very well in others.
- Usually, any written notes you take during the exercises will be collected by the assessors and used as part of their evaluation of your performance. Take thorough (and legible) notes that help support or explain your actions in the exercise. It may be helpful to make an outline of your plan.
- Good communication skills are essential to performing favorably in an assessment center. You need good speaking and writing skills as well as listening and reading skills.
- The same general “rules of conduct” apply to assessment centers that apply to interviews in terms of appropriate body language, dress and communication. Eye contact is critical. Prior teaching experience is also a big help in assessment centers.
- Be yourself, and don’t role-play as someone with a different management style than your own.
- Wear a watch and be conscious of your time throughout the assessment process. If you don’t make your points in the allotted time, you lose the opportunity.

- You may be asked to use a flip chart to demonstrate aspects of your experience or a certain strategy. Know how to make an effective graphic display.
- Do a self-assessment before you are asked to participate in an assessment center. If you are weak in public speaking skills, get more experience. If you need to improve your writing skills, take a class on business writing. Practice staying focused on detailed information for a sustained period of time. These skills can be helpful to you in your entire career, as well as when competing in an assessment center.

When giving assessment center presentations, remember the following tips:

1. Define the issue or subject of the briefing.
2. Your briefings must have an introduction, a body of information, and a summary.
3. Approach the topic confidently and deliver a succinct, attention-getting opening statement.

Video Conference Interviews

In an effort to assess a larger pool of candidates and save time and money, some cities use video conferencing to conduct police chief screening interviews. This allows a city to interview more candidates in less time and with less cost, as a means of screening candidates to a smaller pool. Usually, candidates who fare well in the video conference will be asked to come for a face-to-face interview.

There are drawbacks to video conferencing for both the candidate and interview panel. A video interview can never take the place of an in-person interview in terms of making a connection between participants. The inability to communicate directly through eye contact and direct exchange in the discussion can create a stiff and artificial perception of the candidate.

The same general rules apply to a video interview as an in-person interview: Prepare, be yourself, and stay focused on the question. Know who your audience will be. Arrive early and familiarize yourself with the surroundings where the interview will be conducted. Dress as you would for a face-to-face interview. Be especially cognizant of using appropriate body language, because the camera can accentuate certain manners and movements. Remember to smile, have good posture and not fidget. Be direct and clear in your delivery, and address the camera as if it were your audience. It helps to be as relaxed as possible, despite the artificial nature of responding to a camera. Be direct and professional, but be sure to be

yourself and demonstrate your individuality. Always remember to make a closing statement that you want the job (unless information you obtained in the video interview has caused you to lose interest in the position).

Be aware that in a video interview, you may also be assessed on how you project on camera, since this is an aspect of the job of police chief. In a city where the chief is frequently interviewed on television news programs, your presentation in a video interview may be especially important.

Before the interview begins, be sure to learn when the equipment is transmitting (both audio and video) and when it is not. Be careful not to speak candidly to anyone who may be in the room before or after the interview. An incorrect assumption about whether the equipment is turned off or has been muted could cost you the job. Also pay attention to whether there is a delay of a second or so in the transmission. If there is a delay, be sure the other person is finished talking before you begin. Because you don't have the advantage of standing up and shaking hands at the end of the meeting, you need to make a clear and definitive closing statement before signing off.

Psychological Testing

Some cities contract for the services of a psychologist to administer psychological or personality testing to job candidates. This may involve written testing and/or interviews. This type of testing is designed to look at various aspects of your personality, how you interact with others, your management/communication style, and your approach to problem-solving and decision-making. Psychological testing is generally conducted toward the end of the process. While it is not possible to “study” for a psychological test, it may be helpful to plan to pace yourself through the process, which can sometimes be lengthy and rigorous.

Background Investigations

Just before or soon after a final interview, background investigations are generally conducted on candidates who are under serious consideration. Investigations should be conducted by qualified third parties and not by the hiring organization. These investigations may involve only phone interviews, or they may be conducted as a full field investigation, possibly including a review of all personnel files; internal affairs files; credit reports; tax records; criminal and civil court records; military records; college transcripts; driving records; divorce records; searches of social media, news media and online articles; interviews with neighbors,

spouses (current and former) and domestic partners, and current and past employers and supervisors; a national criminal records check; and an FBI clearance. You should anticipate this part of the process and be prepared to help facilitate it. If you expect a background investigation to reveal questionable information concerning your suitability for the job, it is best to discuss this with the appointing authority before the investigation begins.

Site Visits

Some cities send members of a selection committee and/or the appointing authority to the city where a candidate lives and works to meet people with whom the candidate has a working relationship. Generally, this is done with only a few top candidates and only after their names have become public. Expect to be asked to help facilitate these meetings in your city. The following is a list of potential contacts who may be interviewed in such a site visit:

- the candidate's immediate supervisor/s and subordinates
- elected officials
- city staff members, such as department directors, assistant city managers/mayors, or the city attorney
- community leaders and organizations, such as civil liberties groups
- school representatives and/or university administrators
- leaders of the business community
- law enforcement executives from neighboring jurisdictions and from area federal law enforcement agencies
- others from the criminal justice community, such as judges, the district attorney and assistant prosecutors, the state's attorney and U.S. Attorney
- newspaper editorial boards, and
- police union leaders.

State Certification Requirements

Although this is not necessarily a part of a city's evaluation process, there may be state certification requirements that must be satisfied before a city will consider a candidate eligible for hire. Candidates may be assessed based on their ability to meet these requirements. They may include an evaluation of your past professional training, psychological testing,

completion of a written test regarding state laws, firearms certification, completion of classroom training and related testing, interviews with officials from the certifying agency, a polygraph exam, physical agility testing, drug testing and background investigations. Most state certification requirements are posted online by the certifying agency or can be obtained by contacting them by phone.

If you are applying for a job in a state in which you are not certified, it is recommended that you inquire about these standards prior to applying for the job. Meeting the certification requirements will be vital in establishing credibility with the department's officers.

CHAPTER 8

Projecting the Proper Image

AS PROFESSIONALS, WE LIKE TO BELIEVE THAT WE WILL BE JUDGED solely by our professional qualifications and experience. But in truth, much of how we are perceived is based on subliminal messages—by factors that are sometimes called “non-verbal communication,” “body language,” or “image.” The saying, “You never get a second chance to make a first impression” strongly applies to the job interview process. Your body language can be one of the most influential aspects of a successful interview, regardless of the strength of your resume.

It is important to address the role of body language in the interview process. Body language includes facial expressions, gestures, posture, touching, movements, clothing, accessories, grooming, physical appearance, speech, vocal tone and etiquette. All of these factors contribute to how your message is interpreted.

IT WORKS BOTH WAYS—YOU CAN LEARN FROM YOUR INTERVIEWERS’ BODY LANGUAGE: Both the interviewer and the interviewee have a heightened awareness of body language in the interview. When you are being interviewed for a job, there is a natural tendency to observe those who are interviewing you for cues of what they think of you. These cues often come in the form of eye contact, facial expressions, hand gestures, and posture. The interviewers are observing you in the same way to assess your sincerity, enthusiasm, honesty, leadership skills, and professionalism.

BODY LANGUAGE MUST MATCH THE CONTENT OF WHAT YOU ARE SAYING: Body language is the amplifier to what you are saying. To convey genuineness and integrity, your body movements have to be in sync with your words. For instance, saying you are open to suggestions when you have your arms crossed is a “disconnect.” When there is a disconnect,

people tend to believe the message that the body language conveys, rather than the spoken words. We believe what we see over what we hear. In the interview, you may tell your audience about multiple experiences that characterize you as an accomplished leader. However, if your body language does not support your words, the message that your interviewers observe through non-verbal indicators will have a greater impact than the words you speak. Your eyes, head and hands all need to work together to deliver the message that you are trying to convey.

Studies have shown that the content of your presentation in an interview plays only a minor role in your total impact. While many job applicants think that their experience and qualifications should get them the position, it is generally agreed that an interviewer's impression of a candidate is based primarily on image (dress, gestures, facial expression) and on personal communication style (tone and pitch of voice, and speed and rhythm of speech). Often, only a small percentage of an interviewer's impression is based on the spoken words. The majority of the impact of your message is delivered through body language.

Consider the fact that politicians rely heavily on coaching to help them project the right image. Candidates are more likely to win elections if they can connect with voters through the image they project. In many cases it seems that a politician's image has a greater impact than experience and abilities.

Police executives, in particular, know the psychological impact and importance of a uniform. Yet they are often unaware of the image conveyed by an ill-fitting suit and a sloppy shirt or blouse. Enter a major corporation and you will likely see a dress code among managers. Leaf through a corporation's annual report and note how the executives are dressed. The corporate world has recognized that one must "dress for success," and dozens of books have espoused the advantage that a professional image gives. In the business world, professional dress is an occupational requirement. It is no different in policing.

Body Language in the Interview

As you prepare for the job interview, if you hold fast to the adage, "You can't judge a book by its cover," you are likely to lose out over the candidate who maintains, "Put your best foot forward." The interview is largely about building trust and developing rapport. The words that you speak in response to interview questions are only a fraction of the message that establishes the connection necessary to be successful in the job interview.

Self-confidence, enthusiasm and attitude are primary areas that are evaluated in the interview. Your body language is the way in which these attributes are transmitted. What you wear, how you make eye contact,

your handshake and hand gestures while speaking, your posture (such as leaning slightly forward), tone of voice, and facial expressions are key aspects of whether these important characteristics are perceived. Be aware of how your appearance, personal mannerisms and attitude affect your communication.

AIM FOR “EFFORTLESS CONFIDENCE”: Success can be found not in what you think your message is, but rather in how your message is interpreted by those who are assessing you for the job. Your body language should convey an effortless confidence and calculated energy. Any lack of preparation for a job interview will be conveyed in your body language.

Within the first minute of an interview, significant judgments are made about your intelligence, competence, leadership abilities, and overall fit for the job. This impression is based largely on how you appear and how you act. Projecting a positive image in this initial timeframe can be critical to garnering continued support throughout the interview.

The “halo effect” (as mentioned in Chapter Six) in job interviews also applies to image. An interviewer observes one trait or quality, and assumes additional traits and qualities based on this initial observation. When an interviewer observes the positive qualities of a well-dressed, articulate individual who has good eye contact, the interviewer will often make positive assumptions about that person’s intelligence and personality. Conversely, body language that is perceived negatively, such as poor posture and grooming, can create a negative impression with regard to the candidate’s overall qualifications for the job.

This is not to say that experience and credentials are unimportant to the hiring process. These factors are evaluated before you get to the interview and play a major role in whether you make it to the interview stage. They can also play a major role after the interview as your relationship with the appointing authority continues to develop. **But the interview itself allows the appointing authority to assess factors other than work experience and education, such as your personality, attitude, confidence, sense of humor, intelligence, enthusiasm, communication style, political savvy and judgment.**

In a sense, you have already been deemed to have the basic qualifications and right experience. The question now is whether there is the right “chemistry” between you and the appointing authority and if you project the image of their ideal candidate.

FAILING A JOB INTERVIEW IS OFTEN ABOUT STYLE: Candidates sometimes ask, “Is it possible to fail a job interview?” The answer is yes. But failing a job interview is rarely about giving a wrong answer to a question. It is more often about subtle messages, such as ineffective eye contact, tone of voice, or posture, or about a misinterpretation of your message.

What is remembered most from your interview will be the impression you leave through your overall communication style.

To take a critical look at your own interviewing skills, it can be helpful to set up a mock interview in front of a video camera. This can be extremely helpful in assessing body language, mannerisms and speech patterns that might detract from your message.

When entering the interview room, smile, walk deliberately, shake hands and make eye contact with every interview participant. As you shake each person's hand, apply the same pressure you receive. Repeat their names as they introduce themselves to you. A firm, one-handed handshake is the only "touching" that is appropriate in an interview. If you are being interviewed by a group and you have a close relationship with one or more members, a hug is ill-advised in the interview setting. Avoid two-handed handshakes or touching of the shoulders or elbows. Be mindful of personal boundaries. Keep a space of three to five feet as you make introductions. Smile as you exit the interview and thank the panel members.

To help project a more professional image, limit what you carry walking into the interview. Carry no more than a briefcase or portfolio. If you are wearing an overcoat, try to leave it outside of the interview room so you are neither wearing it nor carrying it.

Unless you are asked to do so, never use props in an interview. Averting your eyes to look at a portfolio or written materials distracts from your message. Maintaining eye contact throughout the interview is critical.

Eye Contact

Maintaining effective eye contact with everyone who is interviewing you—whether it is one person or 20—is one of the most important aspects of effective body language in an interview. Direct eye contact is essential to establishing a connection with your interviewers. It is natural to gaze away briefly after being asked a question in order to process the information and form a response. Attempt to limit this eye-gaze behavior, and engage in direct eye contact as quickly as possible.

Eye gestures such as squinting or lowering the eyebrows in response to a comment or question should be avoided.

Posture

Maintaining good posture by keeping your back straight and shoulders square during the interview is important and signifies energy and

attentiveness. Leaning forward indicates your interest in a subject and emphasizes engagement in the conversation. Never lean back away from those interviewing you, and avoid any shrugging of the shoulders as this indicates uncertainty. Make sure you are positioned so that you never turn your back toward someone who is interviewing you.

Ways to express confidence through posture include standing up straight, squaring your shoulders, taking confident strides and showing a genuine smile.

Hand and Arm Gestures

When you talk, you should use hand gestures to reinforce your words. People retain more of your message when hand gestures are a part of your communication. Your hands must be a visible part of delivering your message. During an interview, your hands should remain on the table in front of you and be used to gesture your audience into your discussion. Elbows should be out away from your body and rest on the arms of your chair. Adding the movement of hand gestures helps to punctuate your message and indicates confidence in your words.

Facial Expressions

Facial gestures not only help to deliver your spoken message, but also signify your ability to listen and comprehend what is told to you. Smiling, head-nodding and direct eye contact are universally accepted indicators of a positive connection between people and are all important aspects of a good interview.

Smiling is one of the most powerful facial gestures one can make and plays an important role in the job interview. Generally speaking, smiling is contagious and helps to promote a positive environment.

Speech

It should go without saying that the proper use of grammar is an essential ingredient to projecting a professional image. As people become more relaxed with each other, a more casual form of speech can be used that may not always be perfectly grammatical. But at no point in the selection process should you allow your speech to detract from your professional image.

Biases toward regional accents can impact how a person is perceived. As a job candidate, there is little one can do about this. However, you should consider the impact that your regional dialect may have in different areas of the country.

Tone of Voice

The tone of your voice should convey enthusiasm without sounding contrived. Your tone should be deliberate and sincere and should draw your audience into your message.

Speaking Protocol

Don't be afraid of silence. A hesitation before the beginning of a response to a question gives emphasis to the response. Once you have given a complete response to a question, stop talking. Don't be afraid of the silence that follows.

Slow your speech down to allow your brain to process information. This helps you to enunciate clearly and speak more deliberately.

Never start the response to an interview question with an apology.

Never interrupt someone who is interviewing you or attempt to finish someone else's sentences.

Avoid verbal tics such as "um," "ah," "you know," "like," "basically," etc.

Avoid nervous habits, such as repeated throat clearing.

Interviews require you to actively listen to questions while at the same time planning your response. To prepare for an interview, it is helpful to consciously practice this effort in advance.

Use the non-verbal head nod to agree with others as opposed to using phrases like "exactly" and "I completely agree."

If you lose your train of thought, simply go back to the main subject of the question and make a summary statement. Maintain control of the dialogue.

Etiquette

Politeness matters. People make assumptions about your character by observing your social skills. This includes using proper etiquette and being considerate and gracious to others. If there is ever a time to "remember your manners," it is in the interview process.

Anxiety

One of the most challenging aspects of an interview is to avoid conveying anxiety through body language. Overcoming anxiety and projecting a confident image requires forethought and mental discipline.

Anxiety can be the root of poor performance in the job interview. Body language and speech patterns are altered when the body is nervous. Take several deep breaths before entering the interview. Deep breathing can have a calming effect and allow for a more relaxed presentation. It helps to have a few minutes before the interview to relax, collect your thoughts and to visualize yourself performing well in the interview. Some people have found that exercise, such as walking or running on the day of the interview, helps reduce anxiety.

Reading Your Audience

Non-verbal indicators that are displayed by your interviewers can also be very telling. Watch your audience for cues regarding their level of interest in your responses to interview questions. Signs that you should quickly end your response to an interview question include when members of your interview panel begin to support their head with their hand, disengage eye contact, lean away from you, or begin “displacement gestures,” such as fiddling with a pen or picking lint from their clothing. You should feel comfortable that you are retaining your audience’s interest if they nod their heads slowly, continue eye contact, and lean in toward you.

The One-on-One Interview

Proper body language during a one-on-one interview can be different from that used in a panel interview. In one-on-one interviews, the mirroring of body language (isopraxism), especially posture, gestures, speech patterns and attire, can help to reinforce the connection or synchrony between the candidate and interviewer. As a relationship begins to develop between a candidate and appointing authority, building rapport and establishing a sense of trust is largely done through a connection based on body language. Synchronous behaviors help to establish a bond between people and promote that sense of “chemistry” or “being in sync.”

General Appearance

It is difficult to overestimate the importance of how you dress for an interview. These observations come from years of experience watching successful candidates, and what they wear. Your appearance should reflect good taste, sound judgment and confidence—attributes that any mayor or city manager would find appealing. Your selection as a finalist tells you that your credentials are in order. Beyond that point, your professional image can be one factor that gives you the edge over the other finalists. The fastest way to rejection in the interview is through sloppy dress and grooming.

You should not wear your uniform to an interview, even if you are an internal candidate. While many chiefs wear their uniforms once employed, it is not advisable in the interview because other candidates will be in business attire.

Interviewers should remember the general image you presented, not any particular items of clothing you were wearing. Choose color, patterns, textures and accessories with this in mind. Aim for an appearance that is professional and understated.

Although certain aspects of our physical appearance are beyond our control, job candidates should try to achieve an image of health and vitality. Projecting the appearance of being physically fit, such as having a healthy complexion and physique, and appearing well rested, help to convey the positive image you want to achieve.

Men's Guide for Interviewing Attire

A suit must fit properly, regardless of how fashionable or expensive it is. If you do not have an appropriate suit that fits properly, buy a new one. It is a small investment to make for the chance to advance your career. Although men's fashions evolve, you cannot go wrong with a classically styled suit, with moderate lapels.

Darker colored suits in either solids or subtle patterns tend to convey authority, confidence and a professional image. A solid or pinstripe dark gray or navy suit is a good choice for an interview. A solid black suit may look overly formal in some locations. Suits with a subtle classic pattern such as a pinstripe, chalk stripe, glen plaid, houndstooth, or herringbone are also good choices. The pattern should be subtle and the color dark to project a classic, conservative look that works well in an interview. Brown is rarely a good choice for an interview suit, because it tends to have a more casual look. Suits should be of good quality fabric. Light to medium-weight worsted-wool is a good choice and can usually be worn year-round.

However, the fabric should be appropriate to the season and the climate where you are interviewing.

An experienced tailor can ensure that your suit has the proper fit. Trousers can be pleated with cuffs, or have a plain front with no cuffs. These choices are a matter of personal preference, and either combination will work well for an interview suit. A blazer or sport coat is never appropriate for a police chief's interview.

Dress shirts should be long-sleeved, relatively new, of good quality and 100 percent cotton. White is the best color to wear for an interview. Never take a brand new shirt straight from the package to wear to an interview. Before wearing, your shirt should be professionally laundered and lightly starched. If traveling for the interview, pack the shirt carefully to avoid wrinkles and touch it up with an iron once you unpack it.

Ties should also be relatively new, of good quality and made of silk. A tie can be solid, striped, foulard (having evenly spaced geometric images), or geometric (having an abstract design). Avoid club ties, paisleys and plaids as these may look too casual and less business-like. Choose colors that complement the suit and your skin tone. The dominant color of the tie should contrast with your suit color. A less dominant color may pick up the color of the suit. Avoid ties that are exceptionally bright or bold, so the design does not distract from your presentation. If you have not bought a new tie in several years, now is the time.

Shoes should be in good condition and freshly polished. The best choice in shoes is an oxford lace-up with a leather sole. A slip-on is more casual but is also acceptable if it is classically styled such as a tassel loafer. A plain cap-toe or wing-tip oxford is generally the best choice. Shoes should be darker in color than the suit. Shoes should have a thin sole. Under no circumstances should you wear the corfam, military-style (shiny black plastic) dress shoe.

Belts should be the same color as your shoes, should have a simple buckle, and should be in good condition with no signs of wear.

Wear thin dress socks that go over the calf. They should be a plain weave and a solid color that is darker than the suit and that follows closely the color of your shoes or your trousers.

If it is necessary to wear an overcoat, choose a full-length trench coat or overcoat that is clean and shows no signs of wear. Coats should be classically styled, fall below the knee and fit comfortably over your suit.

Pocket scarves, handkerchiefs or squares may be worn in the breast pocket of a suit to give a more formal look. This might be considered overly formal in some areas. A pocket handkerchief should be white linen or cotton. Pocket squares and scarves should be silk. They should not match the tie, but the color/s should coordinate with both the tie and the suit. By contrast, a regular handkerchief (meant for a sneeze) is carried in the pocket and is not meant to be seen.

Jewelry should be kept to a minimum, e.g., a wedding ring or a signet ring and a watch. A ring or watch should not appear “showy” or extravagant.

Women’s Guide for Interviewing Attire

As with men’s attire, women’s clothing should be conservative and tailored, and should not distract the interviewer.

Choose a suit that is classically styled (with either a skirt or slacks) or a simple tailored dress that is long-sleeved. Avoid wearing anything that is trendy, clingy or revealing. Your suit or dress should fit well and be of good quality. The style should be up to date, but conservative. Of all the styles, the single-breasted suit is the most formal and conservative. When combined with a straight skirt or slacks, this look projects authority and confidence.

Choose suit fabrics carefully. Wool and wool blends are best. Avoid linen, rayon and other fabrics that wrinkle easily. Knits should also be avoided because they can retain static. Make sure your suit or dress is lined. Choose fabric that is appropriate for the season and the climate where the interview will take place. Solids, tweeds and subtle patterns (such as herringbone or houndstooth) work best.

Make sure your suit fits you properly and is comfortable. Pockets should lie flat. Arms should move freely. Pleats should not pull. Try the suit on with the shoes you intend to wear to ensure proper hem length on pants. Sit with the suit buttoned before you purchase it, to make sure it feels comfortable.

The same rules of color for men apply to women. The darker the color, the more authority and confidence is projected. Therefore, shades such as charcoal gray, black, olive, taupe, dark green or burgundy are good choices. Navy suits may look too much like a police uniform. Shades of brown and pastels often are not good choices.

A skirt should fall at or slightly below the knee. A shorter skirt, although fashionable, does not project the proper image for a job interview. If you prefer to wear a dress, it should be tailored similarly to a suit and should follow the same guidelines for style, color, length and fabric that are outlined above.

Your shoes should have a medium heel, be polished, be comfortable, show no signs of wear, be of good quality leather and be darker than your suit. High heels and flats do not work in an interview. Toes should not show. Classically styled, closed toed leather pumps with about a 2½ to 3-inch heel are best.

Blouses should be plain and neat in appearance. A silk blouse, or a cotton, tailored button-front shirt with collar, or a classic knit shell should

be worn under your suit. A blouse or shirt with a collar projects authority. Avoid bright colors, ruffles, low necklines, big prints, and sheer or clingy fabrics.

If an overcoat or raincoat is necessary, it should be full-length and, if you are wearing a skirt, should cover the hemline. It should be classically styled and in a solid color. It should fit comfortably over your suit.

Avoid carrying both a handbag and a briefcase. A good quality leather portfolio or a slim briefcase works well. If it is necessary to carry a handbag, it should be small and neat and should complement your shoes. Hardware on a briefcase or handbag should be minimal.

Accessories should not interfere with your overall look. Keep them to a minimum. Jewelry or scarves should complement your outfit, but not command too much attention. For example, a single strand of pearls paired with simple pearl post earrings provides a classic look for an interview. Wear a conservatively styled wrist watch.

Make-up should be kept conservative. Color, such as lipstick, should be in muted shades. Fragrance should be minimal. If you wear nail polish, clear is best.

Because women have many more choices than men when it comes to interview attire, it can be more difficult to decide on your overall look. Women need to concentrate not on looking fashionable or attractive, but looking powerful and in control. For guidance on what image to project in an interview, look at what female political candidates wear as they campaign. When in doubt, get the advice of other female executives.

Finishing Touches for Men and Women

Plan your interview outfit well in advance of the interview. Try everything on together and consider your look—top to bottom—before deciding on each item. Walk around and sit down to make sure you are comfortable. Look at yourself in a full length mirror—front and back. Give yourself enough time to shop for alternate items for your ensemble if things don't pair well together or if you are uncomfortable. Preparing your appearance in advance will provide you with added confidence on interview day.

If you choose to wear a lapel pin, remember that you are transmitting a message with it. Make sure it is a message you intend to convey. Do not wear lapel pins or other jewelry that indicates political, religious or other affiliations.

It is not necessary to bring a briefcase unless you are asked to bring materials with you to the interview. However, if you prefer to carry one, it should be leather, have a slim profile and be very neat in appearance. You may want to carry a leather portfolio with extra resumes and notepaper

(paper in a portfolio should be white, not yellow). Carry two good-quality pens.

Have a plain black umbrella available to use on your interview day in the event of rain, but carry it only if necessary.

Carry a neat looking, good quality leather wallet that does not show wear.

When preparing your interview attire, pay special attention to your shoes. Some people take particular note of the condition of shoes, so be sure they are properly polished.

If wearing a new suit for the first time to an interview, make sure pleats and pockets are un-tacked. In particular, check the vents of suit jackets and skirts for tacking.

When standing, button one or two buttons of a suit jacket.

Take enough clothes for the entire interview trip. If the trip is going to involve an interview, dinner and a follow-up interview the next day, you should bring two suits. If you are flying to the location, make every effort to carry your luggage on the plane to avoid the risk of it getting lost.

Always remember to turn off cell phones and any devices that could make a noise during the interview.

Even if you typically rely on your phone to tell the time, wear a watch in an interview. Wearing a watch signifies that time is important to you.

Finally, you need to feel good about the way you look in the interview. Your interview outfit should make you feel and look comfortable and confident. The way you feel is reflected in your body language, and ultimately in the way you communicate your confidence in the interview. The objective with interview attire is to convey an up-to-date yet conservative, professional appearance, so that the interviewers focus on you and what you have to say, not your wardrobe.

CHAPTER 9

The Follow-Up Interview and Effective Negotiations

The Follow-Up Interview

The single most important factor that may determine your success as a police chief is your relationship with your boss. After being offered the job and before accepting the offer, it is important to sit down with the appointing authority—your potential boss—to discuss expectations and conditions of employment. This will help to ensure that the relationship will start out in the right direction and continue down a positive path. This follow-up interview is a time to learn about each other and to determine if all of the ingredients exist to build a relationship based on trust and a common management philosophy and vision.

ESTABLISHING RAPPORT, AND NEGOTIATING CONDITIONS: The purpose of this meeting is two-fold. The first is to determine if you and the appointing authority can work together and to clarify expectations. Ideally, you should leave this interview with the feeling that you and the appointing authority have common views regarding your role as chief, the direction for the department, and the manner of achieving goals. The two of you will spend a great deal of time together, and it is important that you communicate effectively and have a positive feeling about the working relationship. It is also a time to clearly define expectations so that misunderstandings don't develop that could erode the relationship.

The second purpose of the meeting is to negotiate conditions of employment such as a compensation package and employee benefits (See Chapter 10 for details on compensation) and terms of a severance agreement. This conversation may lead to the development of a written

contract or letter of understanding which would document these conditions. (Details of employment contracts are found in Chapter 11.)

DO NOT IMMEDIATELY ACCEPT A JOB OFFER: Thus, if you are offered a job following your initial interview, do not immediately accept the job. Rather, you should ask for a follow-up interview. This meeting should take place as soon as possible following the appointing authority's offer. Your negotiating capital is never greater than when the decision is made that you are his/her pick. They are more likely to be agreeable to your terms while they are still feeling excited about having made a decision. Every effort should be made to meet in person for this important discussion, rather than doing it over the phone. This meeting will set the tone and determine expectations for what could be many years of a working relationship, and should not be underestimated in terms of its importance.

YOU BRIEFLY HAVE A WINDOW OF GREAT OPPORTUNITY: Do not accept the job without going back to meet once more with the appointing authority and taking another look around the city. Often a police executive will actually consider quitting a good job, relocating his or her family, and beginning a new job on the basis of a single interview with a person he or she met with for only an hour. During the initial interview, the appointing authority was in control of the process of picking the best candidate for the job. He or she asked most of the questions and ultimately chose you. Now the pendulum has swung in the other direction, and the power has shifted to your corner. This is *your* interview. Your limited window of opportunity is now open for you to ask questions and negotiate the terms of employment.

In the follow-up interview, ask the questions that will give you the answers to decide if this is the right job for you from professional and personal perspectives. This is also the time to negotiate for everything you will need to be successful in this job. During this interview, you want to get a clear understanding of the job itself and the person you will be working for. The advantage is yours now. Use it when negotiating the terms and conditions of your employment.

Preparing for the Follow-Up Interview

You prepare differently for the follow-up interview than you did for the first interview. You need to prepare a list of questions regarding the job, your latitude for decision-making, and the appointing authority's expectations regarding your responsibilities. Now is also the time to address the details of salary, benefits, moving expenses, residency requirements, termination notice, severance pay, and the timeframe to begin the job.

YOUR NEW DEPARTMENT MAY BE MUCH DIFFERENT FROM YOUR CURRENT POSITION: Develop a list of questions that will help you to better understand the appointing authority's expectations of you as a chief. Prior to the interview, you should review union contracts, civil service rules, state certification requirements, city charter language and any ordinances (city or state) that impact the chief's role and responsibilities. If you are moving from one department to another, it is a mistake to assume that your new environment will be similar to what you were accustomed to in your previous department. Attitudes toward policing and the role and authority of the chief can differ dramatically from one location to the next. This is the time to ask the questions that will help you to understand how you are expected to lead as the chief.

DON'T NEGOTIATE FOR BENEFITS THAT THE CITY PROVIDES TO EVERYONE: Before going in for this interview, get a copy of the city's standard compensation package (which should include a summary of benefits) and severance policy, if one exists. You don't want to waste time and diminish your advantage by negotiating for something that is already a part of the deal. And there may be elements in the package that you had not considered which could affect how you should negotiate on other issues. You should also clearly understand the city's residency requirements, since moving will be a topic of this discussion.

Prepare a list detailing your current compensation package and make a list of additional things you would like to have. Combined, these two lists represent what you would like to achieve as conditions of employment—a point from which you can negotiate a contract. Remember, the window of opportunity does not stay open long. If you do not ask for the things that you need to be successful in this job, you probably will not get them. The appointing authority usually has a lot riding on your acceptance of an offer and will give you what you request if it is reasonable. The appointing authority usually does not want to have to begin negotiating with the second candidate on the list, and certainly does not want to start the entire process over again. **Ask for the things that you will need now, while the timing is in your favor.**

BE DIRECT, BUT NOT OVER-AGGRESSIVE: As you consider your approach to this interview, keep in mind that the manner in which you discuss the terms of employment is important to setting the foundation for your relationship with your new boss. Diplomacy must factor into the negotiation process. In some cases, candidates have lost jobs because they came on too strongly at this point.

However, remember that you are negotiating from a position of strength now, and the person who understands that best is the appointing authority—so that is the person you should be dealing with directly.

If you haven't had a chance yet to tour the police facilities, you should plan to do it during this follow-up visit if the appointing authority agrees. However, it may be advisable to postpone this tour, depending on how the selection process has progressed and the mood of the department regarding the hiring of a new chief. If at all possible, it is helpful for you to see the facilities and equipment before you accept the job. There is no substitute for a first hand view of the working conditions where you and your staff will spend time. In particular, look at your future office and the provisions that go along with it. You should be comfortable with your work environment. You will certainly spend many hours in it.

Clarifying Expectations

It is critical that both you and the appointing authority have clear expectations of your role. **As chief, you should have organizational authority over department operations; the ability to define the department's ethical standards; and control over assignments, promotions, and discipline. You should have a direct conversation and have a clear understanding on the level of input that the appointing authority may want to have in these areas.** If the appointing authority or others expect to be involved in any of these aspects of organizational control, now is the time to discuss it.

This is also the time to find out what goals the appointing authority expects you to achieve as chief. It is important to remember that you will be evaluated on how you deal with the problems that the appointing authority perceives within the department, which may not be the same as the problems that *you* perceive. In general, you should feel that you both share the same goals and expectations for the organization.

BUDGET ISSUES: The respective roles of a police chief and elected officials can be especially complicated in deciding police budgetary issues. In many jurisdictions, the total budget of a police department is considered a decision for elected officials to make, with significant input from the police chief. Often, the chief has greater authority to recommend certain priorities within the budget, or to shift funding within the overall budget during a budget year, as conditions require.

In some cases, even decisions about how to allocate funding within a budget can be controversial in the community, and if the chief and the appointing authority agree on a strategy, the chief may be glad to present the issue publicly as a joint decision. Community support for a budgetary decision may increase if the police chief and elected officials all take responsibility for the decision and present a united front on it.

Situations can vary, depending on the local political structure and the nature of the funding issues at hand. But the goal should always be for the police chief and the appointing authority to have a clear agreement from the start about how they will share authority over budget issues.

EXTERNAL COMMUNICATIONS: You should clearly understand how you are expected to communicate with the news media, elected officials, and the public. This is an area that can lead to conflict if misunderstandings arise regarding the limits of the chief's role versus the appointing authority's role in communications with these constituencies.

YOUR CONTACTS WITH THE BOSS: You should also discuss how you will routinely communicate with your new boss. Ask specific questions about how often the boss likes to be contacted, at what level of detail the boss wants to know about police department business, and which types of communications the boss prefers—e.g., scheduled meetings, telephone calls, texts, email. Find out what the boss's expectation is regarding his or her ability to be able to contact you at any time of day or night. City managers and mayors often want to be kept informed about situations requiring use of force, substantial complaints within the department, news media attention, potential personnel or budget problems, and direct inquiries by council members. Ensuring that your that boss is never caught off guard about police issues is one of your primary responsibilities as a chief.

INTERNAL MANAGEMENT ISSUES: As a newly hired chief, either from outside the agency or within, it is possible that you competed against internal candidates who could cause conflict over your selection. Discuss with the appointing authority how any potential conflicts in these relationships will be worked out. Now is the time for clarity on this issue.

It is helpful to figure out how knowledgeable the appointing authority is regarding policing in general and, more specifically, the internal operations of this department. You should attempt to understand what involvement he/she has had in department operations in the past, and what to expect with regard to his/her involvement under your leadership going forward.

SUPPORT FOR CHANGE: When a new chief is selected, change is usually expected, and change can lead to conflict. It is important to get a sense of the level of support you will have from the appointing authority if you encounter conflicts while carrying out his/her directives. You should also have a candid discussion about how you will handle differences of opinion that you may have with the appointing authority regarding police operations.

OTHER AGENCIES WITH AUTHORITY OVER THE POLICE: This is a good time to discuss the implications of union contracts and civil service rules, how they have been applied in the past, and how they will impact

management decision-making. You should also have a complete understanding about any other internal directives or city charter language that impacts control over the police department, such as civilian review boards, citizen advisory panels, or police commissions. The level of control and latitude for decision-making varies with these entities from one jurisdiction to another, and it is important to discuss how these may impact your role as chief.

MANAGEMENT STYLES: This interview should be used to openly talk about your management style and your boss's style, in terms of how and where you spend your time. If you tend to "manage by walking around," you should discuss what expectations there will be regarding your "office hours." If you spend time in the field with officers on various shifts, attending community meetings, and responding to crime scenes at night, you should have clarity on how your boss sees this time factoring into your work day. Understanding how flexible the appointing authority is in terms of scheduling and compensatory time can have a big impact on your management style.

OUTSIDE PROFESSIONAL INVOLVEMENT: You should also discuss expectations with regard to your time attending outside professional activities, such as involvement in regional or national policing organizations, committee work, and advisory boards. There should be clarity that this should be viewed as work time, not "extracurricular activities." You should assess the appointing authority's attitude toward bringing national attention to your police department, and whether this fits with your own agenda. If you agree to establish this as a goal for the department, there should also be a commitment regarding your time that will be necessary to achieve this objective.

EVALUATING YOUR PERFORMANCE: This interview should include a discussion about overall performance goals, including how they will be established and how they will be measured. There should be agreement on a defined list of objectives, appropriate timeframes for completion, and standards of measurement. Based on these goals, you should reach agreement about how and when your performance will be evaluated, and if the performance objectives will be written into an employment contract.

A GOOD WORKING RELATIONSHIP IS ESSENTIAL: Remember that it is incumbent upon you and the appointing authority to develop a good working relationship in order for you to be successful in this job. You should value this relationship and come out of this meeting with a solid sense that the appointing authority understands and values this working relationship as well. If you are the only one who is concerned about establishing effective communications based on openness and trust, then the

relationship will suffer; and your most important ally, whose support is critical to your success, will be compromised.

If, at the conclusion of this meeting, you do not feel that you will be given sufficient latitude to be successful in this job, or if you and the appointing authority have different values and goals, now is the time to walk away. Despite the potential political fallout that may come from declining the offer, deciding to move forward into a job that doesn't feel right could be disastrous in the long run.

In addition to the issues mentioned previously in this section, the following questions can help clarify expectations:

- On what decisions should the appointing/authority be consulted before they become final?
- What level of community involvement by the chief is expected?
- What is expected of the chief's relationship with city council members?
- On what types of issues should the chief deal directly with the news media? What issues warrant a press release by the department, and should the chief sign off on press releases? What is the appointing authority's view of the use of social media by the police to disseminate information and solicit feedback from the public?
- In which types of situations should the chief immediately contact the appointing authority with information concerning police operations?
- What regularly scheduled meetings is the chief expected to attend?
- If the police department has one or more labor unions, what is expected regarding the chief's relationship with them?
- What is the chief's role regarding the city's management team?
- What type of information should the chief give to the appointing authority on a continuing basis?
- How will differences between the chief and the appointing authority be handled?
- What role should the chief play in establishing the department's reputation on a national level?
- What is the appointing authority's comfort level with time spent away from work due to the chief's position on committees or boards of professional organizations and/or outside employment such as teaching and consulting?
- What are the most important priorities for the chief to accomplish in the first year?
- If additional resources are necessary to achieve the appointing authority's goals, will those resources be made available?

- What are examples of situations that would cause the appointing authority to lose confidence in the chief?
- What should the chief's policy be toward city council members who contact command staff directly with requests regarding police services?
- What, if any, input would the appointing authority have regarding the promotion/selection of the command staff? Is it possible or reasonable to consider hiring someone into a command staff position from outside the department?
- What are the appointing authority's impressions of the current command staff?
- What information should be shared with the appointing authority regarding internal affairs investigations?
- How much information regarding police activities should be shared with city council members?
- What is the appointing authority's attitude toward civilian review of police disciplinary issues?
- How long does the appointing authority anticipate serving in his/her current position?
- What is a reasonable timeframe to begin the job?

Negotiating Conditions of Employment

Negotiation—the process of reaching agreement—should be deliberate and straightforward. In this important step, you and the appointing authority will determine your rights and responsibilities in the new position, establish expectations, and set compensation and conditions of employment. You should first explore what is important in the employment relationship, and then discuss how you might reach consensus. Although each person will negotiate in a way he or she feels comfortable with, this brief overview will provide some basic principles to consider as you work toward agreement.

The Power Shift

Throughout the search process, the appointing authority is in the position of power, as he or she winnows the number of candidates down to a single one. However, once an offer is made to the final candidate, the power position shifts toward the candidate. This power shift occurs during the limited window of opportunity during which you will negotiate terms of employment.

This power shift occurs for two reasons. First, the search process has likely been going on for several months, garnering a fair amount of public attention and city resources. So rejection of an offer to the top candidate would be a major problem for the appointing authority. Often there is a number-two candidate waiting in the wings, but the appointing authority usually does not want to go to plan B. Worse yet, there may not be a second-choice candidate, and the only option may be to conduct another search. If it is public knowledge that the offer has been made, a rejection may reflect poorly on the appointing authority.

The second reason for this power shift is that the selection of a police chief is usually the most important appointment that the city manager or mayor will make. The chief's performance and ultimate success or failure will reflect directly on the appointing authority. That is why mayors and city managers, once they decide who they think is best, prefer to hire that person and no one else.

DON'T THINK "I'LL NEGOTIATE FOR MORE LATER": The time to negotiate for the things that you need to be successful is now. Once the deal is done, you cannot go back and ask for more, at least not with the same power balance in your favor. You have a window of opportunity to get the compensation that you and your family will be comfortable with, the authority you will need to make organizational decisions that lead to success, and the protections that will allow you to make those decisions without concern for political interference that could jeopardize your job security.

A word of caution: this power shift puts you in a position to negotiate with confidence, but not arrogance. A shrewd appointing authority will not hesitate to withdraw an offer if during the negotiations he or she observes previously unseen behaviors that indicate future difficulty in the relationship.

Good Faith

The way in which you negotiate conditions of employment is your first employee-supervisor-relations "test." This negotiation will leave impressions that will affect future relations with your new supervisor. Ideally, these negotiations will lay a foundation of trust and confidence. Negotiations that prove difficult or acrimonious may be an important sign that you should reconsider the offer. Good relations with the boss are crucial to occupational success.

"Be yourself" is essential advice in all phases of the recruitment and selection process. During negotiations, the "real you"—your style, your approach to problem-solving, your articulation of ways to deal with sensitive issues, and the openness with which you deal with the negotiation process—will set the foundation for your relationship.

The ideal ingredients for employment negotiations are similar to those that make for success in policing—integrity, respect, self-confidence, straightforward presentation, support of your position and convictions, open exchange, and respect for the views and expressions of all parties. Ideally, the negotiation process should be a “win-win” situation, concluded in an atmosphere of mutual respect and enthusiasm to move forward together in service to the community.

Getting Started

Often there is a feeling of awkwardness about “getting down to terms.” The candidate must be prepared to introduce and guide the discussion, particularly when dealing with a young or inexperienced manager or mayor. Without being overbearing or condescending, you should not take for granted that the appointing authority has a thorough understanding of negotiating conditions of employment.

An effective way to initiate negotiation is to provide the appointing authority with information about your current salary, a complete list of your benefits, and other conditions of your employment, such as a severance agreement. This provides a clear understanding of your present compensation package, which can be reviewed with the expectation of increased salary and expanded benefits and job security.

STATE EVERYTHING YOU NEED AT THE BEGINNING: In initially presenting your conditions for employment, be complete. Appointing authorities typically become impatient, uncomfortable and eventually unforgiving of a candidate who presents conditions one or two at a time, and seems always to have one more item to discuss. Place all of your conditions on the table, conceptually at least, and then deal with the specifics.

EXPLAIN YOUR NEEDS CLEARLY AND LISTEN CAREFULLY TO AVOID UNNECESSARY BLOCKAGES: Bear in mind that what may appear as resistance to a particular benefit may stem from misunderstanding, not a refusal to negotiate. Confusion or misunderstanding, often not readily spoken, can impede productive negotiations. It is imperative that you be a good explainer as well as a good listener throughout negotiation discussions.

Sometimes negotiations can get tied down by the semantics of the discussion. Certain terminology can be defined differently by the parties. Being able to explain the end result of a point of negotiation is important.

For example, if a city has established a policy of not paying “moving expenses” to a new employee, another approach that would achieve the same goal would be to ask the city to agree to a “signing bonus” in order to cover these costs. The effect would be the same but the language more palatable to the city. Another example is how terms such as “administrative

leave” and “compensatory time” are defined. Another important example is how the terms “contract,” “letter of understanding,” and “employment agreement” are interpreted. A city that isn’t comfortable establishing a “contract” with a new chief may be agreeable to similar terms in a “letter of understanding.”

How Much Is Too Much?

Everything that is important to you should be placed on the table. Obviously, reason, honesty and compromise should prevail during any negotiation about employment. The positions of both parties should be thoughtfully discussed, but you should never be reluctant to emphasize your years of experience and proven abilities.

You have an established track record of achievement in policing. You have valuable abilities to offer an organization—that’s why you are the top choice. Do not be overly modest, and do not be overbearing. In a forthright manner, present your potential usefulness and commitment to the job. In addition, do not be reluctant to present your personal needs, your responsibilities to your family, and any other important requirements. The negotiation session is the time to fully represent your worth in terms of money and related benefits that can be “totaled up.”

Finally, rest assured that the appointing authority has already considered the expected compensation package that must be offered to place you in the chief’s office. In the world of municipal salaries and public budgets, it is unlikely that there will be a vast disparity between what you ask for and what the appointing authority can offer.

The Wrap-Up

The selection process can be long and arduous for all involved. Following interviews of candidates, most managers and mayors are disposed toward making an appointment decision quickly. They are likely to presume that you are similarly disposed to make a quick response to an employment offer. You ought to be prepared to say “yes” or “no” as soon as is reasonably possible, but time is needed to put into writing the conditions that are agreed upon during the negotiation.

Be mindful of the long-term consequences of the employment agreement and the conditions you are willing to accept. Take the time to think through all aspects of this agreement from different perspectives. Don’t rush through this exercise simply to get to an agreement. The time spent thoughtfully considering the various ways that this agreement may impact you will pay off in the long run.

MAKE SURE YOU HAVE YOUR FAMILY'S AGREEMENT FIRST: Make sure that you have discussed the details of the negotiations and employment conditions with your family before accepting an offer. You do not want to get the appointing authority to agree to all of your terms only to have your family say no.

CONDITIONAL OFFERS: Do not accept a position until the appointing authority's background investigation is complete. If a background investigation is still being conducted, consider any employment offer to be "conditional" on the investigation's satisfactory completion. Do not allow a public announcement to be made regarding your selection until all conditions of the offer have been met.

WHAT SHOULD HAPPEN WHEN YOU ARE OFFERED THE POSITION: If you truly want the position, you may secure it with an immediate good-faith handshake and the promise of a prompt meeting to sign the agreement and make mutual public announcements of your appointment. Usually the appointing authority is exhilarated over the completion of the task and the hiring a new police chief. Any subsequent delays, new conditions, or surprises will nearly always result in disappointment, and can erode a relationship that has not yet begun. Negotiate in good faith, establish conditions fair to both parties, do sufficient homework and personal deliberation to be able to say yes to an employment offer, and get on to the new job as soon as is reasonably possible. That is the ideal wrap-up of any negotiation.

AGREE ON A TIMEFRAME TO BEGIN THE JOB: You and the appointing authority should discuss an agreeable timeframe in which to accept the job offer, make the announcement and begin the job. If temporary housing is necessary for you to begin employment at the city's request, it would be appropriate to ask for the cost to be paid by the city. It is important to share with the appointing authority any decisions regarding how the move will affect your family. If your spouse or family plans to stay behind for a period of time after you begin the job, you should make this clear and come to an agreement on temporary housing, time off for visits to see your family, and house-hunting trips for your spouse or partner. The appointing authority may want to know how long the period of dual residency will last, and if your intentions are to purchase or lease a home for the long term. Most mayors and managers want a new chief to make a firm commitment to the city in terms of their living arrangements and family involvement. It is wise to anticipate that although a city's charter may not require the chief to live in the city, the appointing authority may make this a personal requirement of the job offer.

If your job offer is pending the completion of an approval of state certification, a psychological exam, or other steps in the process, find out the details and do what you can to facilitate their completion. The last

thing that you or the appointing authority wants is to have the decision complicated by outstanding or incomplete steps in the hiring process. If city council approval is necessary for the mayor or manager to confirm the appointment, you should discuss any difficulties that may be encountered and how to mitigate them. It may be beneficial to set up individual meetings with council members as soon as possible and prior to a vote.

PUBLIC ANNOUNCEMENTS: The follow-up interview is a good time to discuss the protocol for making a public announcement regarding your selection. You may offer assistance in the development of a press release and by arranging to be at a press conference for the official announcement. It is best to make simultaneous public announcements regarding your acceptance of the new job in both your new location and in your current location. You and the appointing authority should be able to anticipate the reaction from the public announcement. Expect the possibility that some may oppose your selection. If you sense any negative developments that may come from your appointment, such as a negative response from labor unions or special interest groups, share this information with the appointing authority so you can prepare for them. Craft a message that indicates why you are the best person for the job. Remember that the news media like controversy, so nay-sayers are likely to get attention. It is best to “stay above the fray.” Avoid addressing negative jabs and stay focused on the mission of getting on with the job of running the department.

Tips for Negotiating

DEAL WITH THE WHOLE PACKAGE. Compensation is made up not only of salary, but also employee benefits and job security. Consider the total package as you negotiate based on your present situation.

PROTECT SEVERANCE. This may be the most important and valuable component of the employment agreement. Language regarding severance should be unambiguous and legally sound. See Chapter 11 for further discussion.

DO YOUR HOMEWORK. Know the cost to the employer of the items you are negotiating, so that you can effectively customize a package that works best for you. Some cities may have financial, political or legal limitations that restrict the appointing authority’s ability to agree to certain benefits, compensation or conditions of employment. Understand what these are, and be creative in order to come to an agreement.

NEGOTIATE ONLY WITH THE PERSON WHO HAS SETTLEMENT AUTHORITY. There will be a better understanding of the issues on both sides, and you

will come to closure faster, if you work out the details of the contract directly with the appointing authority.

DO NOT OVERREACH. Negotiate reasonably and in good faith. Remember that the tone of your future relationship begins here.

DOCUMENT EACH RESOLVED POINT. Negotiations may become complex, and they can be simplified by documenting each point as it is agreed upon.

DO NOT BLUFF. If you bluff, you might lose everything.

CONSIDER COMPENSATION OVER THE LONG TERM. When a new police chief is hired, attention is often focused on the starting salary. This can instigate public and internal criticism that is hard to overcome. Consider forms of compensation that automatically increase over time, such as guaranteed salary increases with favorable performance, a generous amount of annual leave that can be cashed out on separation, or a higher employer contribution to a tax-deferred annuity plan. These areas are less likely to generate public criticism. Be aware of the salary of your mayor or city manager, and don't expect to make more than they do.

SEGREGATE ISSUES. While it is important to negotiate a total package, some items (such as a portable pension fund versus a standard pension plan) should be isolated to make it easier to reach agreement. Some items may require specific discussion, and your ability to explain your needs clearly can become critical.

UNDERSTAND THE COSTS. You should understand the differences in cost to you in the overall package. For instance, you may have to pay more out-of-pocket when changing to a new health insurance plan when you consider differences in the cost of premiums and deductibles. Also, increases in property and income taxes that result from the move could be significant. These differences should be factored into your bottom line.

BE PATIENT. Both sides benefit if sufficient time is given to planning for the negotiation sessions and the actual negotiating. When the process is rushed, items can be left out that either side may regret later.

OFFER SOLUTIONS. Think creatively if negotiations stall. Your ideas are more likely to have greater benefit to you than the appointing authority's ideas.

KEEP THE SESSIONS SHORT. With proper planning and the ability to explain how provisions benefit all parties involved, the negotiations should be kept simple, and you should be able to move quickly through a series of short meetings.

BE PREPARED TO TRADE. Know in advance which items can be compromised and those that cannot.

BE ABLE TO WALK AWAY. If the deal does not provide the tools to be successful in the job, as well as satisfy your personal and family needs, walk away. Accepting a job that does not make you feel good is not a good career move.

Where Does Your Spouse or Partner Fit In?

The follow-up interview allows you to discuss the important elements of the job offer. At the same time, if you are married or have a partner, it should provide your spouse or partner with the opportunity to visit the community (especially if he or she did not visit at the initial interview) and look it over from the perspective of living there as well as a place of employment. Faced with the choice of accepting or rejecting the job offer, you and your partner should be able to assess the community in terms of the living environment.

During this second visit, you and your partner should also consider the housing and school situation if you have children who will be attending local schools. Ask someone on the city staff to arrange for a meeting with school officials and a real estate agent. There is no sense in taking a new job if your family is not going to be satisfied with the community's livability. The relative costs of housing in your current location and your new location are very important, along with the quality of the schools and the costs of private schools, if that is what you will use. It is important that you schedule activities so that you and your spouse will have sufficient time to consider all aspects of the move.

If employment for your spouse is an important consideration, you should discuss this with the appointing authority. They may be able to provide assistance by suggesting job opportunities in the area and making introductions to people who may have jobs available. Additionally, the city may provide assistance from a placement consultant to help your spouse find suitable employment.

If accepting an offer of employment is contingent on maintaining dual residency for a period of time, now is the time to discuss this with the appointing authority. Typically there is an expectation that the spouse and family will be a part of the move. The fewer surprises there are for your new boss, the better your chances of success will be. Commuting back and forth for an extended period of time is generally not advisable.

Elements of Compensation

WHEN NEGOTIATING A COMPENSATION PACKAGE, IT IS IMPORTANT to keep in mind that compensation is made up of more than just salary. Most employee benefits have a monetary value which affects the bottom line of your income. This chapter looks at different elements of a compensation package that should be considered before agreeing to a new job.

SALARY IS NOT THE ONLY CONSIDERATION: Too often, candidates focus solely on salary when negotiating terms of employment, not recognizing that employee benefits are a critical part of the total compensation package. The cost of a good benefits package will be about 30 to 50 percent of your salary. Therefore, you should carefully evaluate the value of the benefits package when considering a job change. For example, if you are within a few years of becoming vested in a retirement plan, it may not be wise to change jobs, even though you may receive a substantial salary increase. This increase may be offset by losses in long-term pension benefits. When all factors are considered such as salary, value of benefits, current and future pensions, cost of housing, and income and property taxes, any new employment opportunity should improve your current financial situation.

Many times, executives successfully negotiate a salary increase, yet are content to accept the standard employee benefit package. As with negotiating salary, you should bargain for a reasonably generous overall compensation package before accepting a position. If the appointing authority cannot offer you the salary you want, they may be willing to offset their limitation on salary with a more valuable benefits package.

There are two advantages to building up your compensation package annually. The first is obvious—you improve your quality of life and long-term security. Second, by improving your overall compensation package with your current employer, you increase your bargaining position with

REGIONAL DIFFERENCES IN SALARIES

According to PERF's 2014 salary survey, chiefs from Southern states earned about 10 percent less than national averages. Chiefs from Western states earned almost 17 percent more on average.

future employers, because employers frequently consider compensation histories in devising salary and benefit offers.

Salary

When a new chief is hired, salary is determined by a number of factors. One factor is how much comparable jurisdictions in the region are paying their police chiefs. Other factors include how much the applicant is currently earning, how much the former chief was paid, how much the appointing authority is paid, and the city's overall pay plan. Additional factors can be how badly the appointing authority wants the applicant, local politics, and the strength of the applicant's negotiating skills.

CHECK THE COMPARABLE SALARIES: One good source of information about comparable salaries is the most recent issue of *Police and Fire Personnel, Salaries, and Expenditures*, published by the International City/County Management Association (ICMA).¹ Information is drawn from ICMA's annual compensation survey of local government salaries and benefits. The data are generally one year old. As you review the statistics, you will note some geographic variation in salary and benefits. For example, jobs in the Pacific Coast states are generally higher-paying, while lower-paying positions are found in the South and South Central states. These distinctions are largely due to the differences in cost of living and, in particular, the cost of housing. This information may help you not only in negotiating a salary after a job offer, but also in determining where you are willing to apply for a position. State municipal leagues and state police chief organizations also produce regional surveys.

When negotiating a salary for a new job, it is important to negotiate for guaranteed annual salary increases. In particular, if an appointing authority is hesitant to offer a generous starting salary, he/she may be

1. See, for example, http://icma.org/en/icma/knowledge_network/documents/kn/Document/305917/ICMA_2013_Police_and_Fire_Personnel_and_Expenditures_Survey_Summary

more willing to agree to longevity increases over time—perhaps after 6 months. You may request a guarantee of a certain percentage increase in your salary every year, with additional increases at the appointing authority's discretion. One way to negotiate the terms of such future increases is to tie them to performance goals. Keep in mind that guaranteed salary increases, whether tied to performance goals or not, should always be agreed to in writing.

It is important to note that pension income from your previous job should never become part of the discussion when negotiating your new salary. You earned your pension separate and apart from the new job, and it should not become a factor in determining your value to a new employer. A prospective employer may attempt to consider your existing pension income part of the discussion of your compensation, and you will need to diplomatically but firmly reject that position.

Pension and Deferred Compensation Retirement Plans

Pensions are the most important benefit to long-term financial security. However, police chiefs sometimes miss out on obtaining them. Many chiefs (and potential chiefs) are covered by these “defined benefit” retirement plans that typically require a minimum number of years of participation to vest and then guarantee a monthly benefit at retirement. Factors that determine the retirement benefit are generally years of service, salary and age.

Police chiefs who move from job to job, and in some cases from state to state, often fail to accrue enough time in any one position to become vested in this type of pension plan. Some plans may require a career of 25 to 30 years to fully vest. Other plans offer a reduced benefit for a shorter period, but may still require a minimum of 10 years for such partial vesting. Some defined benefit retirement plans are managed on a statewide basis and offer portability from one job to another within that state. Others are managed by the city and are not portable.

If you wish to consider opportunities in other agencies, ideally, you may have served long enough in the department where you began your career to have attained vested benefits in its pension plan. If not, you may need to decide whether becoming a police chief is important enough to you to lose pension benefits that you would obtain if you remained in the same police agency.

PORTABLE RETIREMENT BENEFITS ARE ALWAYS PREFERABLE: Once you decide to apply for a job as chief, it is wise to negotiate a benefits package that includes retirement benefits that will begin to accrue immediately

and which you will be able to retain, no matter how long you stay at the particular agency.

There are a variety of portable plans, sometimes called “defined contribution” plans, “deferred compensation” plans or money purchase plans. These types of plans generally allow an employer and/or employee to make before-tax contributions to a retirement fund. The key to these plans is that one can reduce current tax exposure by diverting otherwise taxable income into a fund that accumulates without tax liability until withdrawal at retirement age, when presumably your income levels, and corresponding tax rates, will be lower. Unlike a defined benefit plan, most of these plans do not require time to become vested, and they are portable to move with you to another job. Typically, the employer makes regular contributions to the plan and the employee has the option of also contributing pre-tax dollars.

Because the tenure of a police chief is often less than five years and the typical vesting period of a defined benefit pension plan is more than five years, it is unwise for a chief to accept a traditional pension plan as part of a compensation package. A chief who seeks a position in a jurisdiction with a defined benefit pension plan should instead negotiate for a portable plan, with a defined contribution from the city. The city’s contribution amounts can be a fixed amount per year or a percentage of the chief’s salary.

Not all jurisdictions have established portable retirement plans, so this may be something you will have to negotiate. Consider including a retirement plan provision in your contract or letter of agreement. Keep in mind that cities can set up plans for an entire class of employees or a single employee, and the administrative cost to the city is minimal.

SEEK PROFESSIONAL GUIDANCE: There is another option to consider if you are offered another job but have not fully vested in your current pension plan. It may be possible for the new employer to “purchase” some of the time necessary in order for you to qualify as fully vested. It is critical to understand the details of your current retirement plan so that you can negotiate to protect your long-term interests.

Rules on retirement plans are complex and ever changing, and individual needs vary. As a result, you should seek professional guidance from a qualified financial planner or tax advisor. For additional information, you might contact one of the companies that manage retirement plans. The International City/County Management Association Retirement Corporation (ICMA-RC) administers plans for many city governments and can be a very good source of information.

Retirement comes more quickly than you expect. The earlier you set up a portable retirement plan, the more secure your retirement will be, and the better prepared you will be for future employment opportunities.

Automobile Provisions

An allowance for an automobile, whether for work-related commuting, personal use or both, significantly increases your disposable income. If you can negotiate for the right to use an employer-owned car, obtain a leased vehicle, or receive a car allowance for business, personal and family use, you may eliminate some of the costs of keeping a private vehicle of your own. Keep in mind, however, that there is a tax liability for the value of the benefit you receive when you make personal, rather than business, use of the car.

There are essentially three ways to structure a vehicle benefit provision. First, there is the direct use of a car from the employer's fleet. The second, and perhaps most attractive option for the employee, is to lease a vehicle. A leased vehicle makes it clear to others that the use of the vehicle is a benefit and not simply a job-related piece of equipment on loan from the city. Also, leased vehicles are usually more comfortable and better equipped. This arrangement may provide for a monthly lease allowance giving you the ability to select the car. Third, you may negotiate for reimbursement for the use of your own vehicle, either on a fixed monthly fee basis, which is preferable, or a per mile reimbursement. In any case, try to ensure there is an annual escalator amount built into the agreement. If a car is required in your daily administrative activities, determine what it will cost you to operate the car on a monthly basis, and then request that amount of reimbursement. You should also negotiate for a provision that covers the insurance costs, maintenance and fuel for the vehicle. If you are not reimbursed for the use of your personal car for necessary job-related activities, then you are losing money.

Beyond the financial benefits of securing a subsidy for the use of an automobile, appropriate arrangements in a written agreement can prevent unnecessary controversies about whether you are improperly using a city car for personal travel. In some cases, a city may extend unlimited personal use of a vehicle but restrict it to the local area or state.

Insurance

Four types of insurance coverage should concern you—health, life, disability income, and professional liability.

HEALTH INSURANCE: In most instances, it is difficult to obtain a health insurance package (medical, dental, vision) different from the one offered to other employees in the agency. However, you should determine whether or not the coverage offered by your prospective employer is adequate and how it compares to what you are currently receiving. If a member of your

family needs special medical treatment or you have reason to believe that may occur, be sure you consider this when changing jobs. For example, health care costs for a chronic medical condition can wipe out a significant salary increase if you lose certain elements of insurance coverage in a job change. Coverage for mental health care or elective procedures, such as cosmetic surgery, can vary as well. Compare deductibles, the employee share of premiums for the employee and family, and the type of care provided, whether it is a health maintenance organization, a preferred provider plan, or another type of plan.

Some cities offer to pay an employee's health insurance coverage for life (or until the employee is eligible for Medicare) if the employee works for the city a certain number of years. In some cases, it may be as few as six years. If this is not a part of a city's standard benefit package, it may not be attainable, but it is worth inquiring.

In some cities, it is standard to not begin health insurance coverage for a new employee until after several months of employment. In this case, you should negotiate with the city to begin your coverage immediately upon employment to eliminate any cost to you in providing your own coverage.

LIFE INSURANCE: If the employing agency does not offer a generous term life insurance package, you should negotiate for this benefit. Term life insurance means that there is a death benefit for named beneficiaries if the insured dies. It is distinguished from a whole life or universal life policy, which builds cash value over the course of many years, while simultaneously providing a modest death benefit. Cities generally provide only term coverage.

Typically, you will be offered a pre-determined amount of life insurance based upon your employee classification. However, unlike medical and health insurance, the municipality can increase life insurance coverage with ease. All it has to do is buy more, and since it is purchased under a group rate, it is a fairly inexpensive benefit. The more life insurance your employer provides, the less you may have to carry privately. If at all possible, purchase insurance that guarantees portability. This will allow you to carry the plan with you throughout your career. It becomes more difficult to qualify for adequate life insurance as you advance in age, because the risk of premature death increases. You can also investigate the option of buying additional coverage independently.

DISABILITY INSURANCE: Disability income insurance provides you with a percentage of your monthly income if you become disabled. Policies can be either short-term, effective soon after you stop working, or long-term, starting 90 days after a disabling accident or illness. In the event of a worker's compensation injury, disability insurance often pays the difference between worker's compensation and the employee's base pay. Not all

municipalities provide this coverage as part of their standard insurance package. Without this type of coverage, you risk a serious financial loss if you are forced out of work because of a debilitating accident or illness.

To convince your employer that disability insurance is a reasonable job requirement, argue that at one time or another, most cities are faced with the situation of a valuable employee being unable to work because of an illness or accident. Generally, the city will try to keep the employee on the payroll for as long as possible. Ultimately, employment must be severed. When a person is covered by disability income insurance, termination of employment is easier for all involved. If you are unable to convince your employer to obtain disability income insurance for you, buy it yourself, because it is important to have this protection.

LIABILITY/INDEMNIFICATION INSURANCE: Adequate professional liability insurance should be part of any benefit package. It should not be considered optional, but an absolute requirement. Without this coverage, you risk financial disaster if you are sued individually as a result of actions you take on the job. The coverage should be comprehensive, including protection from potential claims such as employees alleging wrongful discharge and arrestees alleging excessive use of force by officers. Liability policies generally will not cover a chief's intentional or unlawful misconduct, but will provide protection against claims of negligence. Considering the frequency of litigation against police chiefs, the potential for very large awards to successful plaintiffs, and the type of difficult decisions a chief must make daily, this insurance is an absolute necessity. Any policy, even if you are to be covered on the general city policy, should be reviewed to ensure that its exclusions are reasonable and that it provides adequate protection against common claims that a chief might face.

OPTING OUT OF INSURANCE PLANS: In some cases, you may be offered insurance benefits that you do not need, either because you have attained lifetime insurance from a previous employer or you are covered under your spouse's plans. If you choose to opt out of your city's group insurance (such as medical, dental, vision, life or disability), see if the city will reimburse the cost of these plans directly to you or compensate you in the form of leave or additional retirement contributions.

Vacation Time and Administrative Leave

If you are not careful, you could lose vacation benefits in a job change. You may leave a position where, due to long tenure, you are accruing the maximum benefit, only to assume a job with entry-level vacation benefits. Ideally, a new employer will match or exceed the leave allowance of the former employer. At the very least, request three weeks of vacation per

year to start. You should also ask that some portion be credited in advance so that you are not precluded from taking time off early in your tenure should the need arise. Because of the long hours you are required to work, and the difficulty you might have in scheduling time away from work, you should negotiate the ability to accumulate an unlimited amount of vacation time. Stipulate that this accrued time will be paid back to you when you leave the job. In some cases, you may also be allowed to convert vacation time into a cash payment or a deferred compensation contribution after several years of service, but before you retire or leave the department.

Some cities provide department heads with administrative leave in addition to vacation time. There may be restrictions placed on how this leave can be used, so make sure you clarify this in advance.

When negotiating for leave accruals such as vacation time, it is reasonable to request that you accrue at a rate which is the same as other city employees who have attained the equivalent years of work experience. Explain that the city is going to benefit from your experience, so the city should structure your benefits recognizing the years of service you have in your profession. Too often, cities attempt to hire all new employees at the entry level of leave accrual without giving credit to their years of experience with other employers. Again, if you don't ask for it, you probably won't get it.

Sick Leave

Try to start off with an advance of at least 30 sick days as a hedge against any possible serious illness. Because sick leave is usually accumulated at about one day per month, you could find yourself in a difficult financial position if you become seriously ill during the first year or two of employment. Even if you have disability income insurance, you should request a sick leave bank. Disability insurance may only pay after an extended illness and become effective 60 to 90 days after you stop working.

The best way to convince your employer of the need for this type of benefit is to point out that you have accumulated a considerable amount of sick leave with your previous employer (assuming you have), and that you require such protection before accepting a new job offer.

As an incentive for good attendance, some cities will allow you to buy back some of your sick leave. This may be an established city benefit or something you can negotiate individually.

Compensatory Time

Typically, a police chief will spend the daytime hours leading and administering the organization, followed by evening meetings with the city council, other government organizations, community groups, and just about anyone else wanting a portion of the chief's time. Evening hours can also be spent attending evening roll calls or responding to crime scenes. Long hours are unavoidable as a police executive. Although a chief is classified as an "exempt" employee and is not entitled to overtime pay, the reasonable use of compensatory time in lieu of vacation days is generally justified. In some cases, it may be more advantageous to have "flex time" in lieu of comp time. Flex time gives you the ability to make your own schedule to accommodate the organization's needs. However you structure it, be sure that you and your employer agree in advance on what is reasonable.

Reimbursement for Business and Professional Expenses

Be sure that you have a clear understanding with your prospective employer about business and professional expenses. Your employer should reimburse you for any reasonable business-related expenses, such as required job-related lunch and dinner meetings. You should have an agreement on this before you begin employment to avoid any controversy. Membership dues for local civic organizations and professional organizations that further your effectiveness in the community or promote your professional development should be paid by your employer. Many chiefs also receive the same uniform allowance granted to their officers. It should go without saying that you should always use good sense when requesting reimbursement for any business and professional expenses.

Conference Attendance, Training and Education

Make sure that before you accept a position, you find out if the appointing authority will support your involvement in professional organizations on national, state and regional levels as well as professional development opportunities. You need to come to an agreement concerning which professional activities (conferences and meetings) you will be allowed to attend and what expenses will be covered. Determine the amount of time that will be acceptable and make sure that it will not be charged against your vacation time. It is standard practice for cities to pay for chiefs to attend professional conferences and committee meetings—both registration fees and travel costs.

It is reasonable to request that an employer support the time and financial costs for training and education. National and state professional associations, as well as state training organizations, offer a host of continuing education programs for the police executive. A chief should ask to attend several training sessions per year to keep pace with changes in the profession, to upgrade technical skills, and perhaps to maintain professional certifications.

You may want to request time and financial support for more academically focused opportunities, so long as they benefit your professional development and ultimately improve your ability to perform for the department and city. An occasional return to the classroom and exposure to an academic environment is an excellent way to recharge your batteries and engage in creative thinking. Many communities will be reluctant to allow a chief to take significant time away for educational opportunities or extended training. While it may not be appropriate to raise the issue of extended absences with a prospective employer, you should review the city's educational leave and tuition assistance policies.

Bonuses

Annual performance bonuses, longevity bonuses, sign-on bonuses and educational bonuses are another form of compensation that should be considered when making a job move.

Some cities offer annual performance bonuses to their administrative employees as a standard part of their compensation plans. Others are willing to negotiate annual bonuses individually with new department heads as a condition of employment. Bonuses may take the form of a one-time cash payment, additional vacation time, or a deferred compensation contribution.

A longevity bonus or merit pay can be in the form of a percentage of the employee's salary which is added on incrementally after the employee has worked a certain number of years. For example, ten percent of the employee's base pay may be added once the employee has worked for five years. Instead of adding onto base pay, the employer may elect to make an additional payment into a deferred compensation plan. Another manner in which a longevity bonus can be awarded is in the form of additional vacation or comp time.

A sign-on bonus can help bridge the gap if the salary and standard benefit package are not comparable with your current compensation package or if the city doesn't reimburse for moving expenses or other costs you will incur if you accept the job. However, be mindful that a one-time sign-on bonus will only bridge a salary gap in your first year of employment. A sign-on bonus does not have to take the form of a cash payment but can be a contribution to the employee's deferred compensation plan.

Some cities offer a one-time bonus for attainment of an academic degree. Others offer an added stipend to a police chief's salary for obtaining education credentials. In most cases, these are benefits that are a part of the department's labor agreement that extend to the chief.

Housing and Moving Related Expenses

Frequently people think of moving costs simply as what it costs to hire the movers. However, this is only part of the overall cost. The complete cost of moving includes packing and unpacking, transportation of your household goods, insurance, meals and lodging for the family while traveling, temporary accommodations, storage, expenses while house-hunting, realtor fees, trips home during dual residency, and other miscellaneous costs. These expenses can quickly eat up a salary increase. In the private sector, it is typical for many of these costs to be paid by the employer. Many mayors and city managers understand the need to reimburse a new police chief for some of these costs, also.

Cities generally will agree to at least reimburse the full cost of moving your household goods. They may require that you get several estimates prior to contracting with a moving company in order to justify the fee. It is reasonable to also ask a city to pay for house hunting trips (including the travel costs for a spouse or partner) and to help offset the cost of interim housing so you can start the job before selling your house. A city may require that if the chief voluntarily severs employment within the first year or two, the amount paid by the city for relocation must be reimbursed back to the city.

Buying and selling a home adds another layer of costs to the moving process. Securing a new mortgage with its required service charges and realtor fees means that the cost of moving can be substantial. This problem is compounded if you are caught buying in a seller's market or selling in a buyer's market, or you are moving to a location where housing costs are higher. Also, consider the tax consequences of your move. What is the difference in property tax between the two locations? Will you pay capital gains taxes on the sale of your home? If a salary increase will not sufficiently compensate for these costs, you should consider alternatives. One option is a flat relocation fee. It may also be possible to negotiate an interest-free or low-interest loan from the city with an equity share agreement to purchase a new home. Another option is for the employer to buy the house you are selling or provide you with a monthly subsidy until your house is sold. Because these are not standard benefits, you are not likely to get them unless you make them a condition of your employment.

Only limited types of moving costs qualify for a tax deduction if your employer does not reimburse them. If your employer does not reimburse

you for these expenses, discuss these costs with your accountant to properly claim a tax deduction.

Many times a city will want a new chief to begin employment before the chief's house is sold and a complete move can be made. In this situation, a city may be willing to pay the full cost of temporary housing for a period of time as well as the costs for you and a spouse or partner to travel back and forth for several months. Additionally, if a city has a residency requirement in a city with a high cost of housing, it may be possible to negotiate a monthly housing stipend for the duration of your employment. These are unique situations that would be determined on a case-by-case basis. You may need to take the lead in bringing these suggestions to the negotiation table.

Hidden Costs

Carefully analyze how your benefits, the cost of living, and housing costs compare before you accept a new job. A sizable salary gain can be negated by the difference in the cost of comparable housing, mortgage rates, salary deductions for employee pension contributions, closing costs to sell your previous home and buy a new home, property and income taxes, increased property insurance, and higher health care premiums and deductibles. In other words, a move from one area to another could cost you in disposable income. It is also important to remember that some employee benefits are taxable as income which decreases their face value to you. You must cautiously analyze the overall impact when calculating the value of your compensation package and take an assertive approach to negotiating in your best interest.

Employment Agreements and Contracts

POLICE CHIEFS ARE PERHAPS THE MOST VISIBLE OF ALL GOVERNMENT administrators. Because of the nature of police work, the public has a high level of interest in the role of the police chief. There is a wide range of expectations for the chief's performance from a multitude of constituencies, both inside and outside the agency. More people today are involved in the critical evaluation of a police chief, from different points of view. This creates greater pressure on a chief who must respond to all these competing and sometimes contradictory influences. A police chief's job security is directly tied to his or her ability to balance these influences against the organization's overall mission.

AN INHERENTLY UNSTABLE POSITION: Today's police chief must be well versed in the multi-faceted demands placed on the department. The chief is expected to be a problem solver and decision-maker in the increasingly complex arena of public safety. Media attention often focuses on the public's scrutiny of the chief's actions on crime and social issues. Internal relationships between the administration and organized labor can have implications which spill over into the political arena. Sometimes police chiefs are unfairly blamed for incidents simply because people want someone to blame when something goes wrong. For example, even in a department with excellent policies, training, and supervision practices designed to prevent unnecessary uses of force, a single bad decision by an officer can result in a tragedy and a public outcry. An appointing authority may feel compelled to respond to political pressure and make a dramatic statement by terminating the employment of the chief.

Rarely does a city focus this degree of scrutiny on any other public service or any other department head. In some cases, a tough decision

by a police chief can result in political fallout that can make the chief's job precarious—even if the decision was a good one. Additionally, when a city experiences a change in administration, often there is support for the idea that a new mayor should be allowed to implement a “changing of the guard” by hiring new police chiefs and other top officials, regardless of how well those officials may have been performing.

Police chiefs shoulder a big responsibility in terms of the protection of life and property in a city, and often they are hired with specific mandates to change the culture of a police department or address crime trends that stem from underlying social issues. The standards by which most cities recruit and retain police chiefs border on requiring super-human abilities.

PROTECTING YOURSELF IN A VOLATILE ENVIRONMENT: Police chiefs understand that they are in a high-risk profession. Secure tenure is never guaranteed. In many places, the appointing authority has the prerogative to terminate the police chief's employment at any time and for any reason. Although there may be civil service restrictions or even statutory protection for chiefs in some states, it is not uncommon for highly respected and competent police chiefs to be fired or forced to resign due to circumstances beyond their control. As a chief, you no longer have the job security you had as a police commander. A chief operates in a volatile environment where unexpected events and politics can cost you your job.

As a result, in the world of police chiefs, there often is less stigma to being fired than in other professions, simply because most chiefs feel the daily pressure of balancing competing political interests, and they understand the tenuousness of their position. Many of the most successful and well-known police chiefs in the United States have been forced to resign or have been fired at some point in their careers. In some cases, this is simply a matter of a new mayor wanting to appoint his or her own chief.

While many police chiefs accept the fact that their profession is not known for job security, many try to provide some protection to themselves and their families by obtaining contracts or employment agreements.

RESISTANCE TO CONTRACTS: Despite the fact that employment agreements and contracts are becoming common between local governments and their top administrators, many appointing authorities are resistant to providing them. You may hear, “It's never been done here before,” “It will set a precedent for other department heads,” “The city council will not buy into it,” and “The city charter prevents it.” But with some creativity, good counsel and logical arguments, you should be able to find common ground on conditions of employment that will define your employment relationship for years to come.

It should be understood that an employment contract does not necessarily negate the concept of the chief serving “at will” or “at the pleasure” of

ONE-THIRD OF CHIEFS HAVE A CONTRACT

One-third of the police chiefs responding to PERF's 2014 survey reported having a contract or employment agreement. This is about the same percentage as was indicated in a similar survey done in 2009.

the appointing authority. Most contracts are written so that the appointing authority has the ability to terminate the chief's employment at his/her discretion. However, the contract can define the conditions of the termination process by providing a compensation package to the chief.

What happens when you are forced to leave your job? There are not many options. If you are very lucky, you might find a comparable job in six months, but a year is more likely. The selection and hiring process for police chiefs can be agonizingly slow. In many instances, police chiefs, after being out of work for months and living on rapidly dwindling savings, find themselves accepting a job that represents a lateral move, or even a step down. An employment agreement can help mitigate these effects.

IT IS ALWAYS BEST TO SEARCH FOR A NEW JOB WHILE CURRENTLY EMPLOYED: Whether or not you have a written employment agreement, if you find yourself in a position where you will be asked to step down, attempt to buy yourself some time. Talk to your boss candidly about your willingness to voluntarily resign from your position if given a time period (perhaps six to eight months) in which you can engage in a job search. This can be a "win-win" option for you as well as your boss, because it usually does not look good for a boss to have to fire a top official like a police chief, especially if the boss was the one who hired the chief. The firing of a police chief can be a negative and controversial incident that distracts public attention from a mayor or city manager's positive agenda. Even if you have a "pay out" clause in a written contract, if you intend to look for another job as a police chief, you are better served by being currently employed.

TYPICAL PROVISIONS OF AN EMPLOYMENT CONTRACT: In return for protections guaranteed in an employment contract, the prospective chief may agree to serve for a fixed period of time, perhaps three to five years, or provide advance notice of resignation (perhaps in the range of 90 days). However, should the city terminate the contract before the contract's expiration, the chief would receive an agreed-upon severance payment.

It could range from salary and benefit payments for several months to payments for the entire unexpired term of the contract. Most contracts allow the city to terminate the contract, without incurring any liability payment, “for cause,” which could mean anything from a felony arrest to unacceptable performance. Carefully consider the terminology used in any “termination for cause” provision, to ensure that it is not worded so loosely that it essentially allows the appointing authority to fire you due to any dissatisfaction. All provisions contained in a contract should be thoughtfully discussed and negotiated.

Employment agreements generally must be in writing to be valid. They can take the form of a multi-page contract signed by both parties, and perhaps witnessed. A valid contract could also look like a memorandum of understanding or a letter with all of the terms contained in the text. Some employment offer letters include a signature line for the recipient to acknowledge receipt and acceptance of the terms.

You might find that many cities are cool to the proposition of signing an employment agreement. It is important to clarify that an employment contract does not diminish the chief’s accountability to the appointing authority, nor does it restrict the appointing authority’s ability to terminate the chief’s employment. In attempting to secure an employment contract, it is important to take a direct approach by emphasizing the value you bring to the organization. Describe your experience and successful track record as it relates to the objectives sought by the appointing authority, to support your position of worth. It is reasonable to argue that to accomplish the city’s goals, a period of organizational stability is required and this is what an employment contract can provide.

PERFORMANCE MEASURES: To further the argument for a contract, you may suggest a provision in the employment agreement which establishes performance measures. This allows the city to spell out performance goals that the chief will be responsible for achieving. In return, the chief receives a guarantee that he or she will receive substantial advance notice of termination in the event performance goals are not met. The contract should include the method and frequency of performance reviews. For example, there may be an annual review at which the appointing authority determines if the chief met the objectives and, if so, the contract may be extended or amended to include increases in the compensation package.

Performance goals might include items such as establishing stronger ties to the community or implementing accountability standards within the department. Sometimes new chiefs are hired just after a management review of the department that makes recommendations for improvements. In this situation, implementation of such recommendations is often a goal set for the new chief. It is important to only establish performance goals in areas over which you have control. Setting a goal to reduce crime or increase clearance rates would be risky.

SMALL-AGENCY CHIEFS MORE LIKELY TO HAVE A CONTRACT

According to PERF's 2014 survey, chiefs in smaller agencies were more likely to have a contract than those in larger agencies. Contracts were also found to be more prevalent in the Northeast than in other regions of the country.

NEGOTIATE TERMS AND CONDITIONS OF EMPLOYMENT DIRECTLY WITH THE APPOINTING AUTHORITY: Although staff members from the city attorney's office or human resources department may provide suggested contract language, they should not be the primary spokesperson on behalf of the appointing authority. The language in the contract should be clearly understood, both verbally and in writing, with your boss. Keep in mind that the governing body may have to authorize the appointing authority by ordinance or resolution to formally establish contract terms and performance objectives. Employment agreements can be worth a lot in terms of job security and compensation over the course of the contract, so it is wise to have a financial advisor, tax accountant and an attorney experienced with executive contracts review your agreement before you sign it.

Advantages of a Contract to the Employer

- A contract discourages the politically motivated removal of the chief, so he/she can work with relative job security to implement changes and develop long-term strategies that will benefit the community and the department.
- A contract encourages administrative stability and continuity, which in turn promotes the orderly development of department initiatives.
- By offering a contract as a part of the recruitment process, a city can attract a better-quality candidate pool. Many police chief candidates with successful track records are unwilling to risk their job security for the challenges of a new opportunity without the guarantee of an employment contract.
- A contract helps prevent the loss of executive talent, since a police chief without a contract may feel vulnerable if required to make unpopular decisions, and may begin looking for another job prematurely because of the lack of job security. A contract can save the city the expense of

recruiting and hiring another chief. Also, it may discourage other potential employers from trying to “steal” a successful chief, because they would risk interfering with a valid contract and would have to offer comparable contract terms.

- A contract can define performance goals and responsibilities of the chief.
- A contract can stipulate terms of employment, such as work schedule, residency requirements and attendance at council and community meetings. It can place limits on outside employment and the amount of time spent away from the department for conferences and training.
- Establishing a contract provision for periodic meetings to discuss performance goals can provide the parties with a forum to resolve potential conflicts that may arise.
- A contract can provide a chief with confidence to implement creative programs and adopt innovative long-term objectives. Chiefs who manage in an environment of uncertainty are less likely to implement change, due to the risks it presents. They are more likely to take a safe approach to decision-making and focus on initiatives with short-term goals.
- A contract can require sufficient advance notice to the city prior to the chief’s resignation.
- A contract provides for a professional and orderly termination process, and avoids messy and protracted legal and administrative disputes. It can also protect the city from a wrongful discharge lawsuit.
- Many cities find that signing a contract is just good business practice, since it serves to clarify the employer-employer relationship.

Advantages of a Contract to the Chief

- A contract gives a chief latitude to make sound decisions, and confidence to act impartially regarding matters of public safety with less fear of political repercussions. A contract does not diminish the chief’s responsibility to be accountable to the appointing authority and to the public. However, it allows the chief to make changes with a degree of independence along with a sense of job and financial security.
- A contract gives the chief a sense of long-term security, enabling him/her to establish long-term strategic plans.
- If the city includes performance goals in the contract, the chief has a clear definition of his or her objectives, and a tangible incentive to achieve the established goals.

- The contract can define the chief's scope of responsibilities and authority as well as establish a structure for accountability.
- Sometimes busy mayors and city managers forget what they agreed to when negotiating to hire a chief. Or worse yet, they are replaced by people who were not a party to the original agreement. The contract or letter of agreement serves as the record.
- A contract sends a message of the appointing authority's commitment to the chief and may reduce the tendency for disgruntled employees or labor representatives to maneuver to create conflict that would hasten the chief's departure.
- For a chief, a contract underlines his or her worth to the organization and the community.

Open-Ended Versus Fixed-Term Contracts

Contracts can be written to cover a fixed period of time, or they can be open-ended. One advantage of a fixed-term contract is that it sends a clear message of commitment to support the chief's tenure and leadership. A disadvantage of a fixed-term contract is that when the end of the term approaches, considerable public attention is often paid to the city's decision to extend the contract. Political interference can cloud issues surrounding the police department and the chief's tenure. If a city decides not to renew a chief's contract, it may be perceived negatively, as being similar to a dismissal. To avoid such public attention, an open-ended (or "perpetual") contract with no fixed time period may be preferable.

In an open-ended contract, both parties agree to continue the employment relationship as long as it is mutually acceptable. The city may end the employment relationship for any reason, at any time, by providing the chief with a fixed amount of severance pay (perhaps six to 12 months). The chief may decide to end the employment relationship by giving an

CONTRACTS ARE OFTEN FOR 3 YEARS

In PERF's 2014 survey, where respondents provided details about their contracts and employment agreements, the most common length of time for a contract was 3 years, followed closely by those indicating their contracts were open-ended. The most common length of time for a severance package was 6 months.

agreed-upon notice as provided in an early termination clause (perhaps two or three months) without requiring payment of severance benefits. This way, either party can end the relationship at any time, yet both are provided some protections. You also avoid a potentially unpleasant public battle over whether the chief stays or goes.

By contrast, a fixed-term contract may lock both the appointing authority and police chief into a relationship that is not working out. Faced with a choice of paying the chief for the entire length of the contract or continuing in an unproductive relationship, an appointing authority may have a tough decision. It may also obligate the chief to complete the full term of the contract. This is why clarification of an exit strategy in terms of early termination and a severance agreement is so important.

Severance Agreements

Given the highly political environment of a police executive, protection from sudden termination in the form of a severance agreement is the single most important “insurance” a chief can have. Even if a city does not agree to a formal contract, conditions of a severance agreement should be reduced to writing. A severance agreement provides an employee with compensation (potentially both salary and benefits) if the employment relationship is terminated by the employer without just cause. For some, the period of severance can be a defined period of time (such as six months) or the city may be required to pay for the remainder of a fixed term contract (potentially several years). The employer’s agreement to pay severance benefits serves as an inducement to retain the chief’s services by working through differences or problems that may arise in the course of employment. If your employer wants you to risk a job change, expects you to shoulder the associated costs of assuming the new position, and wants a long-term commitment from you, he or she should be willing to reciprocate by granting severance protection.

In a formal contract, the terms that provide for severance payments are outlined in a clause. However, it is important to note that the city does not need to establish a formal contract in order to offer a severance agreement. A severance agreement can be a stand-alone agreement between the parties.

Some cities have an established policy that provides severance protection to all department heads. In this situation, it may not be necessary to have a separate agreement if the policy provides adequate protection to you.

Either way, getting a written severance agreement that defines the conditions under which your employment may be terminated could end up being your most valuable “benefit” if problems arise.

In some cases, a city may prefer a severance agreement with a decreasing benefit, the longer you are employed. For instance, in the first two years of your employment, the city may agree to twelve months of severance benefits if your employment is terminated within that timeframe. Then during your third and fourth years of employment, severance benefits may decrease to six months. After four years of employment, the severance protection may end. The theory behind this arrangement is that the longer you are employed, the less risk there is in the employment relationship and the more financial security you have accumulated in terms of a pension plan or deferred compensation plan.

Changes Down the Road

IT IS NEVER TOO LATE TO NEGOTIATE A CONTRACT. Just because you didn't negotiate a contract at the beginning of your employment doesn't mean you can't go back and negotiate one at a later point in time. Your bargaining capital is especially good if you have proven yourself to be a valued member of the city's management team. Also, once you have a contract in place, you should go back and review it periodically to make sure it is keeping up with current conditions. As your employment continues, you may realize the need to clarify aspects of the employment relationship that were not considered at the time of hire. Request modifications that you consider appropriate.

INCREASING COMPENSATION IF A SALARY INCREASE IS IMPOSSIBLE: If your city is facing a budget that does not allow for a salary increase, there are ways to increase a compensation package or improve other conditions of employment at minimal cost (or delayed cost) to the city. The following are examples:

- If you don't have a severance agreement, get one. If you already have one, re-negotiate a longer time period for severance benefits.
- Ask for a buy-back plan for vacation time, sick leave and administrative leave, or request a one-time buy-back. If your sick leave exceeds the time period in which you could be eligible for long term disability insurance, ask to convert the sick leave to vacation time at half of its full value.
- Negotiate to extend your employer's group health and life insurance benefits after your retirement at either no cost or reduced cost to you.
- If your agreement has only provided for business use of your vehicle, cell phone, laptop, or other items, request personal use of these items.
- Request flex time instead of compensatory time.

- If you opt out of your city’s group insurance plans such as health, vision, dental, life and disability, ask the city to pay you back a percentage of those cost savings.

YOUR PROFESSIONAL REPUTATION IS CRITICALLY IMPORTANT: Although the focus of this chapter is on police chief contracts, it is important to remember the two most important factors to consider in a job departure—your financial security and professional reputation. Whether or not you are working under the protection of an employment contract, these two areas should be the primary areas of concern if the employment relationship is not working out.

Thus, if there is strain in your relationship with your employer that cannot be resolved, it is always best to privately negotiate the terms of your departure to protect both your financial security and professional reputation. Before the axe falls, meet with your boss to request time to find a new job (perhaps six months) in exchange for your resignation. Terms of the departure should be mutually agreeable, including the wording of a public announcement and a letter of reference for future employment. This avoids the public airing of your differences. Both you and the city will be spared the fallout of an abrupt and painful termination process.

Checklist of Possible Contract Provisions

COMPENSATION RELATED PROVISIONS (as detailed in Chapter 10):

Starting salary—should be stipulated at “no less than” the agreed amount

Periodic salary increases

Pension*

Deferred compensation*

Automobile provisions

Insurance benefits (health, vision, dental, life, disability, liability)*

Leave accruals (vacation, sick, holiday, administrative)*

Compensatory time

Reimbursement for business and professional expenses

Conference attendance

Bonuses

Moving-related expenses

Uniform allowance

*If the employee agrees to the city’s standard benefit package with regard to pension, medical benefits and leave accruals, the language in the contract should be kept brief. For example, “Employee agrees to XYZ benefit package as provided to all city department heads” should be sufficient.

CONDITIONS OF EMPLOYMENT PROVISIONS:

Severance agreement.

Death benefits – provides the full financial benefit of a fixed-term contract to the family in the event of the chief's death during the contract term.

Term of agreement – Establishes the length of time of a fixed-term contract.

“Evergreen” clause – A provision that the contract will automatically renew from year to year unless the parties agree to negotiate changes.

Early termination clause – Spells out consequences if either party terminates the employment prior to the end of the contract term. For instance, a chief may be required to offer three months notice of intent to terminate employment unless a mutually agreeable timeframe is negotiated.

Advance notice not to reappoint – A city may be required to notify the chief, perhaps three months prior to the end of a fixed-term contract, if the contract will not be renewed.

Definition of termination for “just cause” – Should spell out reasonable conditions for termination, such as intentional misconduct, felony conviction, breach of contract, etc.

Due process clause – Describes procedures for appealing discipline or termination, such as a grievance process and arbitration.

Indemnification/liability insurance/bonding – The city provides the chief with insurance against litigation resulting from performance of his/her duties as chief.

Cell phone, laptop, and other technology or equipment.

Annual physical – Provision for city to provide annual physical at no cost to the chief, if not provided in the employer health insurance package.

Provision for returning to prior civil service rank for chief who was promoted from within a civil service department.

Residency requirement – Either requiring employee to live in the jurisdiction or allowing him/her to live outside the jurisdiction. May provide for residency within a defined distance from the jurisdiction. May also indicate a specified time period for the new chief to establish residency in the city once employment begins.

Performance evaluation – Establishes periodic review of the chief's performance. May have salary increases tied to reviews.

Performance objectives – Descriptions of performance objectives should be fairly broad in scope, and defined goals should be reasonably achievable.

Hours of work – Due to the nature of police work, a chief may be expected to work at all hours. Attending community meetings, appearing at major incidents, and attending roll calls may all factor into hours spent

on the job. Clarify expectations in the contract regarding office hours and how work time is spent.

“Me too” clause – Provides for chief to receive the same benefits as bargaining unit members and/or other department heads.

Provision that the chief’s salary must always remain a certain percentage above the highest salary of any staff member.

Provision that the chief’s compensation package cannot be reduced during the term of contract, in the event the city imposes salary cuts, furloughs or reduced pension and insurance benefits.

PROFESSIONAL DEVELOPMENT PROVISIONS:

Incentive pay for advanced degree

Approved time for training and other professional development activities

Attendance at national, state and regional conferences

Tuition reimbursement

Work time allowance for further education

Sabbatical leave to further formal education

Outside employment provisions, providing there is no conflict of interest or interference with job

Provisions for time off for outside activities – consulting, speaking, writing, lecturing and teaching – approved on a case by case basis or pre-determined number of days per year

See sample employment agreements and contract clauses in Appendix F.

Advice from the Pros

PERF'S 2014 SURVEY OF 334 POLICE CHIEFS INCLUDED AN OPEN-ended question: *“What advice would you offer to an individual who aspires to a chief’s position?”*

We received many eloquent and thoughtful responses, some of which are provided below.

INTEGRITY: Your integrity is everything. Be honest with your officers. It’s easy to say “yes” to everything, but that is not what makes a leader. Don’t be afraid to say “no” even if it’s not the popular answer.

CONSTANT EDUCATION: Work in all divisions to get well-rounded. Complete college and grad school. Volunteer to assist with or act as accreditation manager in the CALEA process to gain an in-depth understanding of agency. Continue to read police periodicals to stay up on the latest trends and issues.

TECHNOLOGY: Get to know all aspects of police work, including the Information Technology part of the job, because the future is technology. Don’t be afraid to admit that you don’t know something, and ask for assistance. Surround yourself with people that will challenge you and not just be “yes” people. Don’t be afraid to play devil’s advocate with your officers. Empower them to do the job and don’t be a micro-manager.

BE CAREFUL AND BE CONSIDERATE. Be careful in regard to what you seek to achieve as a chief of police. Do not take a chief’s job unless you can walk away from it if others expect you to compromise your ethics or principles. So have a secure retirement in place *before* you strike for a chief’s position. Second, be considerate of others, both in your journey to the chief’s job and later when you are serving as the leader of a police

organization. Consideration needs to be real and authentic; cops can see through the posers.

ADVANCED DEGREE: Seek a management-type graduate degree. You will need it to run the business end of the department.

BUILD COMMUNITY PARTNERSHIPS: Immerse yourself in the community, regardless of your rank. Doing so will give you opportunities to build “emotional capital” you will need to draw upon when a crisis occurs.

THINK LIKE A CHIEF BEFORE YOU BECOME ONE: Throughout your career, do what you would do as chief, regardless of your current rank.

CRITICAL THINKING SKILLS: This position requires a great deal of critical thinking. A master’s program and other leadership programs can help you develop these skills.

CONSIDER THE HIGH PUBLIC PROFILE: Think long and hard about whether you want to take on this job. Especially consider how it will impact your family. Be aware that you will be living in a fishbowl.

START EARLY: The best advice to become a chief is the same as for any level of promotion: Prepare early; stay current with laws, procedures, and best practices; and start behaving like the rank you are attempting to achieve long before you test for it. That way, people around you, both above and below you, can see you as easily assimilating into that position.

THE DIFFICULT ASPECTS: Politics and personnel matters are the most difficult part of the job. Always do the right thing, regardless of political pressure.

EXPAND YOUR HORIZONS: Take on any task or assignment available that will expose you to a new area of policing. Take assignments that make you feel uncomfortable. Get as much training and education as you can. Involve yourself with other city departments as much as possible.

DON’T UNDERESTIMATE YOUR COMPETITION: Seek out a wide range of assignments, especially in administrative areas, so you can separate yourself from people who spent most of their career in patrol or narcotics. Prepare and practice for the hiring process. Do not underestimate the potential competition; chiefs’ positions attract many highly qualified applicants.

LOOK FOR MENTORS: Seek mentoring opportunities both within your organization and outside your department. You need to have a never-ending desire to learn, and you must be open to constructive criticism about your skills. You also need great patience, a sense of humor, humbleness, and a commitment to the nobility of the profession.

COMMUNICATE ALL YOUR QUALIFICATIONS: Don't limit your resume to 1 or 2 pages. You want to show your total qualifications and relevant experience. A police chief is one of the most important and visible positions in government. They will read your resume even if it is 10 pages long, as long as it is concise, relevant and well-constructed.

BE AWARE OF THE PERSONAL RISKS: Understand that survival in a police chief's position is never guaranteed. Forces and agendas outside of your control can disrupt your employment stability. Can you live with that? Understand that most police chiefs only last 2 to 5 years in their role. How will that affect you and your family? Get an employment agreement, especially if you are relocating or you know you are entering a changing environment. Don't be afraid to say no to an offer.

THINK ABOUT WHO YOUR "BOSSSES" REALLY ARE: Determine what your superiors want or need, and deliver it. And even though you have a supervisor, you ultimately answer to the community, and so does your boss.

THE BUCK STOPS WITH YOU NOW: Recognize there is a difference in being a chief and serving at any other position: Once you're a chief, the buck stops with you. It's a 24-7 job; there's no way around that. A good chief is never disconnected from his agency or his community. And even though you may not want to believe it, politics is an everyday job. A sheriff runs for office every four years, but a chief runs for office every day.

LEARN FROM OTHER CHIEFS' MISTAKES: Prepare yourself for the job by visualizing yourself in situations that other chiefs encounter. Think how you would do it, and learn from others' mistakes as well as your own.

LEARN ABOUT THE LOCAL ISSUES WHERE YOU APPLY: Learn about the community served by the agency you are applying to lead, and find a way to let the interview panel know you did your homework on the community and the department.

ASK OTHER CHIEFS FOR ADVICE: Despite what you may have already experienced in your career, a chief's job will be the most intensive position. You will not have all the answers, so surround yourself with good people and don't be afraid to ask other police leaders for advice. They will be happy to assist you.

CHECK YOUR COMMUNICATION SKILLS: Obtain a master's degree, and seek executive-level training such as the FBI Academy and SMIP. Take on more leadership projects and responsibilities in your agency. Work on your interpersonal skills if you need to, and learn how to communicate well to groups.

NOTHING BEATS HANDS-ON EXPERIENCE: Volunteer for special assignments and programs. Position yourself for advancement. Attend

leadership training programs, including those offered in the private sector. Get involved in police associations as well as community organizations such as Rotary. Get to know the community leaders and participate in community functions.

BE HONEST ABOUT WHY YOU WANT THE JOB: Make sure you are entering into the position for the right reasons—not for prestige, money, or perceived power, but rather to have a significant influence on the betterment of the community and the profession.

MAINTAIN AN IMPECCABLE REPUTATION. (Nearly all respondents mentioned this.)

BE A LEADER: Listen, and think before speaking. Delegate, and resist the urge to do others' work. Be the best leader you can by developing *their* talents. Be the example for others to follow. Model the behavior you want officers to engage in—honesty, integrity, compassion, sincerity—and they will emulate you.

DON'T BE SHY: Do your current job exceptionally well if you want to be a chief of police. Learn to write well. And perform as an extrovert, whether that is your chosen style or not.

AS YOU CLIMB THE LADDER, DEVELOP PEOPLE WHO CAN TAKE THE JOB YOU LEAVE: Throughout your career, develop people who work for you to the point that they can do your job when you're not there. Your superiors will see that you're a secure person who can be considered for upward mobility. They will see that you have a succession plan in place if they offer you advancement.

THE JOB IS ABOUT INTERPERSONAL SKILLS: Leadership is much more about people than about the technical aspects of our work. Work on your ability to connect with people at a personal level to encourage them, build them up, and create cohesiveness in the organization. And be straightforward and positive in your dealings with others, most especially when correcting mistakes or administering discipline.

IN THE END, YOU MUST BE ABLE TO MAKE TOUGH DECISIONS: The police chief's job involves participation by many people, but it's also a lonely job, because you must make difficult decisions alone.

HAVE A FLEXIBLE CAREER PLAN: It's important to have a plan to achieve your goals, and the plan should be flexible enough to give you opportunities to grow and learn as a leader, not necessarily toward a specific assignment. Don't be afraid of risky assignments like Internal Affairs or SWAT.

SELF-AWARENESS AND SELF-ASSESSMENT: To be an effective leader, you have to possess certain internal traits that drive you to continually

improve your thinking about policing. It requires a keen sense of self-awareness and self-assessment, which propels you to want to learn more and think critically about what you want to achieve with a police agency. It requires passion for policing, a genuine compassion for the members of the department you lead, and an intense sense of responsibility for the quality of service that your agency provides to its community. It requires recognition that if the department is going to be effective, you cannot do it alone. It requires forming strong partnerships with other community agencies, service providers, and all facets of the community.

LEARN THE BRANCHES OF THE DEPARTMENT WHERE CHIEFS SPEND MOST OF THEIR TIME: I spent the vast majority of my career in operations. My advice to an aspiring chief would be to spend some time in human resources, internal affairs, budgeting, and public information, because those are the areas where chiefs spend most of their time.

CHECKLIST OF IDEAS TO REMEMBER: Get coaching and counseling from current chiefs. Get a master's degree. Consider a second language skill; this is of increasing value. Get experience with the news media. Get exposure dealing with discipline and union-related issues, both sworn and non-sworn. Make sure your family is fully onboard and understands the time commitment you will make. Don't take politics personally. Understand the risks of leaving your current pension system before reaching the age of retirement, as you will not have a safety net. If you are offered a job, ask yourself if it will really make you happy. If not, reconsider. Try not to retire with regrets, personally or professionally.

DEVELOP A PLAN FOR YOUR RESILIENCY: The chief's position is highly demanding—emotionally, spiritually, intellectually, and physically. Maintaining a healthy spirit, mind, and body are essential to delivering quality leadership. As part of a plan for resiliency, expect to fail in some decisions. Take advantage of opportunities for growth through self-assessment and input from others. Finally, remember: As much as we prepare and think we've seen it all, there's always another shoe that can drop.

BE A ROLE MODEL: Find and court mentors and be one to others. Learn by teaching, and be a lifelong learner. Never forget why you started in law enforcement. Never have someone do a job that you would not do. Be a role model, and lead from the front. Be willing to demonstrate strong moral courage—and to have fun.

THE JOB DEPENDS ON A GOOD "FIT": During any executive search, a number of well qualified applicants will be identified. At the end of the process, the decision to hire will probably be based on "fit"—the skill set, personality, and leadership style that will blend well with the overall government organization. So it's important to be honest about your

vision, purpose, and style. It's never easy to be a runner up, but it's probably better than being picked for a position that isn't right for you or the organization.

IT'S AN ART, NOT A FORMULA: Develop excellent speaking and writing skills. Learn to listen carefully to what people tell you. As you advance in your career, work to support the vision of your boss, because one day you will be able to recognize and appreciate that trait in those who support you. Realize that there is no equation, exact theory, or handbook for being a chief. Instead, it requires a combination of skills honed during your "development," and artfully applying those skills to each new situation. Do not worry about trying to impress people during your career. Always do the best you can, and people will notice.

KNOW WHAT YOU ARE GETTING INTO: Perform your due diligence about the department and the city government you are considering joining. Pay attention to the influence of unions, the caliber of the mayor or city manager, and the quality of the other managers of city departments, like the HR director, the city attorney, and the finance/budget director. Make sure you will have high-quality support for your agency.

VISION: Develop a thorough understanding of community issues and public safety, learn to speak well in public, understand the political environment, and make sure you can create a vision that will inspire others.

ADDITIONAL TIPS: Be your own person. Gain the respect of those in your charge. Respect diversity of thought. Take responsibility for the good and the bad. And "be seen"—in the department, and in the community.

ARE YOU PATIENT ENOUGH? Be honest with yourself. If you do not have the people skills to handle politics, irate citizens, police unions, problem officers, and still have the energy to motivate and lead your department, do yourself a favor and do not apply to be a police chief.

IT'S NOT ABOUT YOU: Always stay focused and remember that being a chief isn't about you. It is about instilling accountability and respect within your organization, to ensure that your community trusts and supports actions that are taken, even when controversy arises. Mentor your employees and empower them to succeed. Always face challenges head on, and set demanding but achievable goals. Your goal should always be to leave your organization in a better condition than when you started.

SOME FINAL ADVICE: There is much more responsibility than power in the position. But the majority of time, it is a great job. If you have supportive elected officials and have earned respect in the community, your job will be easier. Building rapport and earning respect both internally and externally will help when you hit the inevitable bumps in the road. Treat

your employees with respect, but don't be afraid to take action when someone violates a policy. Don't sugar-coat it; explain what they did wrong and allow them to redeem themselves if the violation is not too severe.

This job is not for the faint of heart. You must have thick skin, be humble, and be human. Recognize you have some very bright young individuals who want to be part of the decision-making process. Allow them to give input and give them some rope to make mistakes — but don't allow them to hang themselves. At the same time, promote staff members who will catch you before you trip, and not just move out of the way and let you fall. Surround yourself with intelligent, loyal staff, and develop and foster them so they can continue the good work you accomplish after you retire.

PERF's 2014 Survey of Police Chiefs

FOLLOWING ARE THE RESULTS OF PERF'S 2014 SURVEY OF 334 member police chiefs regarding salaries, benefits, and other aspects of their jobs.

- The survey obtained a good nationwide cross-section of police agencies of all sizes, as measured in terms of number of employees and populations served. Half of the respondents were from cities with a population of less than 50,000, while almost 10 percent reported serving populations over 500,000.
- Chiefs from Southern states earned about 10 percent less on average. Chiefs from Western states earned almost 17 percent more on average.
- The average tenure for respondent chiefs in their current positions was 4.3 years. On average, the responding chiefs said that the length of service of their predecessor was 5 to 6 years.
- One-third of respondents reported having a contract or employment agreement. This is about the same percentage as was indicated in a similar survey conducted in 2009.
- Chiefs in smaller agencies were more likely to have a contract than those in larger agencies. Contracts were also found to be more prevalent in the Northeast than in other regions of the country.
- Almost 86 percent of respondents indicated that they were vested in a pension before becoming a chief.
- Over half (60 percent) of respondents reported being hired from outside of the department. However, when asked how their predecessors were hired, fewer than half (46 percent) indicated they were hired from the outside. This seems to indicate a slight trend toward outside hires.

- 72 percent of chiefs in departments with fewer than 100 sworn officers were hired from the outside. In departments with more than 500 sworn officers, only 25 percent came from the outside.
- Approximately two-thirds of chiefs hired from outside of their departments were in council-manager forms of governments.
- In 1997 and 2009, PERF conducted similar surveys with similar sample sizes. In 1997, only 0.6 percent of the chiefs were female. In 2009, 4.6 percent were female. The 2014 survey found that 8.4 percent were female.
- The most typical age of the responding chiefs seems to be higher than in past decades. In the 1997 survey, the highest frequency among the age brackets was in the 46-to-50 category; in the 2009 survey the highest frequency was found in the 51-to-55 bracket; in the 2014 survey, the highest response was in the 56-to-60 category.
- Chiefs who have advanced degrees or have completed other educational programs tend to have higher salaries. For example, law school graduates earned about 14 percent more on average, all factors considered, and chiefs who graduated from FBI's National Executive Institute had nearly 18 percent higher salaries than non-graduates.
- Where respondents provided details about their contracts and employment agreements, the most common length of time for a contract was 3 years, followed closely by those indicating their contracts were open-ended. The most common length of time for a severance package was 6 months.

1a. How many full-time sworn officers does your agency employ?

	# of survey respondents who checked each category	Percent
1–50	114	34.1
51–100	76	22.8
101–150	26	7.8
151–200	24	7.2
201–250	17	5.1
251–300	10	3.0
301–350	6	1.8
351–400	5	1.5
401–450	5	1.5
451–500	3	0.9
501–1000	17	5.1
More than 1000	31	9.3
Total	334	100.0

1b. How many full-time non-sworn employees does your agency employ?

	# of survey respondents	Percent
1–50	214	64.1
51–100	45	13.5
101–150	19	5.7
151–200	9	2.7
201–250	6	1.8
251–300	8	2.4
301–350	5	1.5
351–400	3	0.9
More than 400	20	6.0
Did not answer	5	1.5
Total	334	100.0

2. What is the size of the population that your agency serves?

	#	Percent
Up to 50,000	162	48.5
50,001–75,000	42	12.6
75,001–100,000	22	6.6
100,001–150,000	24	7.2
150,001–200,000	16	4.8
200,001–250,000	12	3.6
250,001–300,000	5	1.5
300,001–500,000	18	5.4
500,001–1,000,000	22	6.6
More than 1,000,000	10	3.0
Did not answer	1	0.3
Total	334	100.0

3. What is your agency's overall annual budget for the current fiscal year?

	#	Percent
Up to \$1,000,000	12	3.6
\$1,000,001 to \$2,500,000	21	6.3
\$2,500,001 to \$5,000,000	47	14.1
\$5,000,001 to \$10,000,000	77	23.1
\$10,000,001 to \$20,000,000	48	14.4
20,000,001 to \$30,000,000	27	8.1
\$30,000,001 to \$40,000,000	17	5.1
\$40,000,001 to \$50,000,000	13	3.9
More than \$50,000,000	70	21.0
Did not answer	2	0.6
Total	334	100.0

4. Describe your agency.

	#	Percent
Municipal	285	85.3
County	21	6.3
State	0	0.0
University	16	4.8
Transportation	2	0.6
Park	0	0.0
Other	5	1.5
Total	334	100.0

4a. If Municipal or County, describe your form of government.

	#	Percent
Council-manager	201	60.2
Mayor-council	59	17.7
Other	21	6.3

5. What is your current annual base salary?

	#	Percent
Up to \$75,000	5	1.5
\$75,001–\$100,000	45	13.5
\$100,001–\$125,000	80	24.0
\$125,001–\$150,000	70	21.0
\$150,001–\$175,000	60	18.0
\$175,001–\$200,000	42	12.6
\$200,001–\$225,000	21	6.3
\$225,001–\$250,000	3	0.9
More than \$250,000	4	1.2
Did not answer	4	1.2
Total	334	100.0

6. What was your annual salary at the time you were hired as the head of your current agency?

	#	Percent
Up to \$75,000	32	9.6
\$75,001–\$100,000	71	21.3
\$100,001–\$125,000	81	24.3
\$125,001–\$150,000	58	17.4
\$150,001–\$175,000	45	13.5
\$175,001–\$200,000	25	7.5
\$200,001–\$225,000	7	2.1
\$225,001–\$250,000	1	0.3
More than \$250,000	1	0.3
Did not answer	13	3.9
Total	334	100.0

7. How long have you been the executive head of your current agency?

	#	Percent
Less than one year	34	10.2
1 year	46	13.8
2 years	41	12.3
3 years	31	9.3
4 years	45	13.5
5 years	28	8.4
6 years	15	4.5
7 years	14	4.2
8 years	17	5.1
9 years	13	3.9
10 years	7	2.1
11–15 years	32	9.6
16–20 years	4	1.2
More than 20 years	7	2.1
Total	334	100.0

8. What position (assignment/rank/name of department) did you hold prior to your current position?

Rank	#	Percent
Patrol officer	2	0.6
Detective/Investigator	1	0.3
Sergeant	13	3.9
Lieutenant	19	5.7
Captain/Commander	70	21.0
Major	9	2.7
Inspector	2	0.6
Assistant or Deputy Chief/Commissioner/ Director	111	33.2
Undersheriff	3	0.9
Chief/Commissioner/Colonel/Superintendent	81	24.3
Public Safety Director	1	0.3
Federal law enforcement	2	0.6
Other	16	4.8
Did not answer	4	1.2
Total	334	100.0

9. How many police agencies have you served in your career?

	#	Percent
1 agency	77	23.1
2 agencies	123	36.8
3 agencies	71	21.3
4 agencies	35	10.5
5 agencies	13	3.9
6 agencies	9	2.7
7 agencies	2	0.6
8 agencies	1	0.3
9 agencies	2	0.6
Did not answer	1	0.3
Total	334	100.0

10. How old were you when you first became a chief?

	#	Percent
40 or younger	68	20.4
41–45	91	27.2
46–50	98	29.3
51–55	51	15.3
56–60	17	5.1
61–65	5	1.5
Did not answer	4	1.2
Total	334	100.0

11. How many years of police experience did you have prior to your first job as chief?

	#	Percent
Between 1 and 5 years	2	0.6
Between 6 and 10 years	11	3.3
Between 11 and 15 years	23	6.9
Between 16 and 20 years	66	19.8
Between 21 and 25 years	97	29.0
Between 26 and 30 years	89	26.6
More than 30 years	42	12.6
Did not answer	4	1.2
Total	334	100.0

12. Do you have a contract or employment agreement?

	#	Percent
No	223	66.8
Yes	111	33.2
Total	334	100.0

63 percent of chiefs in the Northeast states had contracts (CT, MA, NH, NY, PA, VT).

40 percent of chiefs in the West had contracts (AZ, CA, CO, HI, ID, MT, NV, OR, UT, WA).

24 percent of chiefs in the Midwest had contracts (IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, WI).

19 percent of chiefs in the South had contracts (AR, DC, DE, FL, GA, KY, LA, MD, NC, OK, SC, TN, TX, VA).

13. When you were hired for your current position, how was the search/hiring conducted? (Check all that apply.)

	#	Percent
Candidates within agency considered	244	73.1
Candidates from outside agency considered	227	68.0
Civil service examination	8	2.4
National search	176	52.7
Search conducted by executive search firm	107	32.0
Search committee utilized	127	38.0
Assessment center utilized	103	30.8
Background investigation conducted	208	62.3
Community input	160	47.9
Psychological or management style testing or assessments utilized	107	32.0
Other written testing or exercise	64	19.2

14. Did your agency require you to undergo the following as a condition of employment? (Check all that apply.)

	#	Percent
Medical Exam	198	59.3
Physical fitness exam	90	26.9
Psychological evaluation	156	46.7
Drug testing	173	51.8
Polygraph	60	18.0

15. Were you promoted to the chief's position from within your agency or were you hired from the outside?

	#	Percent
Hired from the outside	201	60.2
Promoted from within	129	38.6
Did not answer	4	1.2
Total	334	100.0

- 16. If hired from outside of your current organization, did your employer offer any of the following? (Check all that apply.)**

	#	Percent
Moving expenses when hired	103	51.2
House hunting trips	35	17.4
Temporary living quarters	28	13.9

- 17. If hired from out-of-state, did you obtain state certification in your current department?**

	#	Percent
No	24	7.2
Yes	81	24.3
Not applicable	229	68.5
Total	334	100.0

- 17a. If “yes,” please describe the process.**

Responses varied. Some states have reciprocity for chiefs coming from out of state; others were required to attend a full basic academy again. For most, some classroom training and testing were required.

- 18. Is there a residency requirement for your position?**

	#	Percent
No	205	61.4
Yes	123	36.8
Did not answer	6	1.8
Total	334	100.0

- 19. Do you have your career profile on social networking sites such as LinkedIn?**

	#	Percent
No	119	35.6
Yes	205	61.4
Did not answer	10	3.0
Total	334	100.0

20. Please select the scenario that most closely describes how your retirement contributions are made and your benefits are received.

	#	Percent
Defined benefit plan only	198	59.2
Defined contribution plan only	52	15.6
Both	69	20.7
Neither	15	4.5
Total	334	100.0

21. If you have a defined benefit plan, is your pension plan portable?

	#	Percent
No	107	32.0
Yes	162	48.5
Not applicable	65	19.5
Total	334	100.0

21a. If “yes”, is it portable out of state?

	#	Percent
No	125	37.4
Yes	27	8.1
Not applicable	182	54.5
Total	334	100.0

22. Are you eligible for incentive bonuses?

	#	Percent
No	262	78.4
Yes	62	18.6
Did not answer	10	3.0
Total	334	100.0

22a. If “yes”, are they tied to specific performance measures?

	#	Percent
No	28	8.4
Yes	35	10.5
Not applicable	271	81.1
Total	334	100.0

23. Prior to becoming a chief, were you fully vested in a pension plan which guaranteed retirement income?

	#	Percent
No	42	12.6
Yes	287	85.9
Did not answer	5	1.5
Total	334	100.0

24. Does your employer provide an automobile or automobile allowance?

	#	Percent
No	5	1.5
Yes	325	97.3
Did not answer	4	1.2
Total	334	100.0

24a. If "yes", is your auto for business use only, or for both business and personal use?

	#	Percent
Business only	113	33.8
Business and personal use	204	61.1
Did not answer	17	5.1
Total	334	100.0

25. Was your immediate predecessor promoted from within the organization or hired from the outside?

	#	Percent
Promoted from within the organization	175	52.4
Hired from the outside	153	45.8
Did not answer	6	1.8
Total	334	100.0

26. How long did your immediate predecessor serve as Chief?

	#	Percent
Less than one year	8	2.4
1 year	13	3.9
2 years	30	9.0
3 years	26	7.8
4 years	29	8.7
5 years	40	12.0
6 years	29	8.7
7 years	28	8.4
8 years	15	4.5
9 years	14	4.2
10 years	23	6.9
11–15 years	35	10.5
16–20 years	14	4.2
More than 20 years	22	6.6
Total	334	100.0

27. How many people applied for your position?

	#	Percent
0	22	6.6
1–10	44	13.2
11–30	26	7.8
31–50	48	14.4
51–100	66	19.8
101–200	12	3.6
More than 200	2	0.6
Did not answer	114	34.1
Total	334	100.0

28. Does your employer or state provide statutory tenure protection to your position?

	#	Percent
No	279	83.5
Yes	43	12.9
Did not answer	12	3.6
Total	334	100.0

Affirmative responses came from respondents from Wisconsin, Connecticut, Massachusetts, Missouri, New Hampshire, Tennessee and Nebraska.

29. Which of the following executive development training programs have you attended?

	#	Percent
PERF's Senior Management Institute for Police	123	36.8
FBI National Academy	182	54.5
FBI National Executive Institute	55	16.5
FBI LEEDS	114	34.1
Southern Police Institute's Administrative Officers Course	23	6.9
Northwestern University's School of Police Staff and Command	36	10.8
Harvard Kennedy School's Senior Executives in State and Local Government	24	7.2
Other	89	26.6

30. Which best describes your race/ethnicity?

	#	Percent
White, not of Hispanic origin	283	84.7
Black or African American, not of Hispanic origin	22	6.6
Hispanic or Latino, any race	14	4.2
American Indian or Alaska Native	1	0.3
Asian	1	0.3
Native Hawaiian or Other Pacific Islander	1	0.3
Two or more races	9	2.7
Did not answer	3	0.9
Total	334	100.0

31. What is your gender?

	#	Percent
Female	28	8.4
Male	298	89.2
Did not answer	8	2.4
Total	334	100.0

32. What is your age?

	#	Percent
40 or younger	5	1.5
41–45	29	8.7
46–50	70	21.0
51–55	82	24.6
56–60	96	28.7
61–65	34	10.2
Over 65	14	4.2
Did not answer	4	1.2
Total	334	100.0

33. What is the highest level of education you have obtained?

	Frequency	Percent
High school	3	0.9
Associate’s Degree	1	0.3
Bachelor’s Degree	83	24.9
Master’s Degree	246	73.7
Law Degree	16	4.8
Ph.D.	9	2.7
Other	11	3.3

Note: Percentages add to more than 100 because a number of respondents have a law degree as well as a master’s or Ph.D.

34. After you retire, what do you intend to do? (Check all that apply.)

	#	Percent
Private-sector work	121	36.2
Non police-related work	54	16.2
Write	44	13.2
Teach	149	44.6
Consult	141	42.2
Full-time leisure	58	17.4
Other	63	18.9

APPENDIX B

Questions to Consider in Assessing Your Fit for a Job

NOTE: MANY OF THE QUESTIONS BELOW ARE MATTERS OF FACT that you can research with a quick online search. News media articles and online blogs about the department, along with the Police Department's own website and its postings on social media such as Facebook, Twitter, and YouTube, can answer many questions you will have about the department. If the department has a minimal presence on the Internet, that in itself may be useful information about its current approaches to communications and technology.

Other questions below may be matters of opinion or differing perspectives (e.g., "Why did the last chief leave?"). To obtain answers to these questions, you might begin with online searches, and perhaps inquiries to friends or colleagues who might be in a position to have answers or opinions.

Also look for copies of labor contracts, annual reports, organizational charts, the police department's budget, strategic plans, department audits, etc.

After conducting your own research, you may wish to put some of these questions to the appointing authority or other city officials, in order to obtain additional information, hear about their perspectives, and see how they deal with controversial matters.

Background questions

What was the last chief's background (insider vs. outsider, education, etc.)?

How long was he/she in the position of chief?

How was the last chief perceived by the community and department?
 Why did the last chief leave?
 What backgrounds did previous chiefs have?
 What was their length of service and what factors contributed to their departure?
 What are recent issues affecting the city and the police department?
 How is the department characterized by the media?
 Is there a labor union/organization, and does it engage in collective bargaining?
 What is the labor environment like?
 What is the form of government? (council-manager or mayor-council)
 To whom does the chief report?
 Who is the appointing authority?
 Does the appointment require council approval?
 If the mayor makes the selection, how much time remains in the current mayor's term?
 Is the mayor going to seek reelection? What is the political climate regarding re-election?
 If the city manager makes the selection, is there any evidence that he/she could be departing soon?
 Who are the people and what are the organizations that most influence the city manager or mayor?
 What issues currently concern the city manager or mayor the most?
 What are the current dynamics of the city council?
 How are relations between the council and the mayor or city manager?
 What will most influence the appointing authority in making a decision?

Questions about the search process

How will the search for the next police chief be conducted?
 What is the timeframe?
 Will an executive search firm be utilized?
 Will there be a search committee and, if so, who will be on it?
 Are there strong internal candidates?
 Will the city attempt to keep names of candidates confidential?
 At what point will names of finalists be released?
 Will the city provide a contract?
 What is the advertised salary range?
 What was the last chief's salary?

Questions about the department and the environment

- What is the organizational structure?
- Will it be possible to hire your own command staff?
- What type of resources and equipment does the department have?
- Does the department appear to be adequately staffed?
- What are the crime patterns and how has the department addressed them?
- What is the economic climate and financial stability of the city?
- What is the housing market like in this community?
- Is there a residency requirement?
- Will it be difficult or easy for your spouse or partner to obtain employment?
- Are the schools adequate for your children?
- What regional influences could affect your employment and quality of life?
- Does the state or city have statutory provisions regarding the tenure of police chiefs?

Questions about your qualifications

- How much competition would you expect there to be for this job?
- Are your credentials competitive for this job?
- Has your experience prepared you to be successful in this particular job?
- Are you able to become certified in this state?

Sample Resumes

Lauretta Hill

[Address, Phone Numbers, and Email Address redacted]

CAREER PROFILE

An energetic, ethical, and accomplished executive leader with approximately 21 years of progressive responsibility in law enforcement. A team builder and innovator who transcends the policing culture. A teacher and skilled public speaker with excellent interpersonal skills.

EDUCATION

Texas Christian University - *Masters of Liberal Arts*, August 2005
University of Texas at Arlington – *Bachelors in Criminology/Criminal Justice*, December 1993

PROFESSIONAL EXPERIENCE

MIAMI BEACH POLICE DEPARTMENT

Miami Beach, FL | August 2014 – Present

Miami Beach is a coastal resort city rich in culture and history with a population of 88,000. As an international destination, its population swells to several hundred thousand visitors during peak season.

Deputy Chief of Police

Chief Operating Officer, responsible for overseeing the Department's Operational, Investigation and Support Divisions.

- Responsible for 490 sworn and non-sworn personnel and overseeing a budget of approximately \$100 million.
- Responsible for the evaluation and reorganization of department.
- Responsible for the implementation of the Body Worn Camera project. Selected to be a part of an expert panel to develop model policies for body worn cameras by Department of Justice, Bureau of Justice Assistance and Police Executive Research Forum.

ARLINGTON POLICE DEPARTMENT

Arlington, TX | March 1994–July 2014

The City of Arlington is the third largest city located in the Dallas metroplex, with a population of 380,000. The Arlington Police Department is CALEA-accredited and is known for its commitment to community policing initiatives and best practices in policing. The department employs 638 sworn officers and 200 professional staff and has a budget of \$89 million.

Assistant Chief of Police | *April 2012 – July 2014*

(Interim Assistant Chief | April 2012 – August 2013)

Support Bureau Chief *(Central CID Division, Operations Support Division, Technical Services Division)*

Responsible for executing the department's and Arlington City Council's vision and strategic initiatives. Accountable for developing mutually beneficial relationships in an effort to reduce crime and expand community partnerships, public and private partnerships, and interdepartmental city partnerships.

- Responsible for approximately 300 sworn and non-sworn personnel and overseeing a budget of approximately \$22 million.
- Oversaw operations of the newly formed tactical intelligence unit; this unit is responsible for providing real-time intelligence to officers in the field.
- Lead the regional planning efforts for NCAA Final Four 2014.
- Managed the departments UASI grant (Urban Area Security Initiative) to reduce the risk to critical infrastructure in Arlington. In addition, the grant allowed us to equip first responders with needed equipment for tactical deployment in the event of terrorist attack.
- Oversaw significant SWAT efforts directed toward a multi-year project to achieve FEMA Tier I status. Successes include the centralization of all SWAT resources, operationalized a second fulltime SWAT team, and addressed identified gaps in equipment and training.
- Partnered with the Federal Aviation Administration and other law enforcement executives to engage in the national discussion for police utilization of small-unmanned aviation system (sUAS) vehicles in urban areas. The Arlington Police Department was the first agency to receive a Certificate of Authorization in an urban area.

Deputy Chief of Police

December 2008 – April 2012

Patrol Division (North)

October 2011 – April 2012

Oversaw the delivery of all police services, including investigations in the North District, which is comprised of approximately 120,000 residents. Responsible for 120 sworn and non-sworn personnel.

- Maintained and enhanced interpersonal relationships with community stakeholders, specifically with the businesses within the entertainment district.
- Increased community participation by adding five new Community Watch Groups, a 19% increase.
- Managed and completed the threat vulnerability/critical infrastructure assessment for Arlington to meet the State of Texas homeland security directive.
- Reduced Uniformed Crime Report (UCR) Part 1 crimes by 14% compared to the five-year average.
- Reduced vehicle burglaries by 28% and residential burglaries by 45% compared to previous year.

Operations Support Division

December 2008 – October 2011

Responsible for managing three highly specialized units; Homeland Security/Special Events Unit, Tactical Team, and the Traffic Unit (motorcycle officers, accident investigations & traffic enforcement), DWI, DHE (domestic highway enforcement), CMV (commercial motor vehicles). The division consists of 75 sworn and professional staff employees and additional auxiliary units with over 70 sworn employees. Significant accomplishments:

- Directed all security operations for Super Bowl XLV, 2010 and 2011 World Series, NBA All-Star Game and other events. Served as on-scene commander. Served as the regional, state, and federal conduit for all Arlington activities associated with hosting Super Bowl XLV.
- Directed and managed a department-wide Fatality Reduction Program (FRP) to reduce fatal traffic accidents through traffic stops.
- Managed several key department projects with regional and national implications. They are the sUAS (small unmanned aircraft systems) program, Radiation Detection Program, and Type I SWAT team rating.
- Oversaw the coordination of the Strategic National Stockpile (SNS) program for the City of Arlington.
- Introduced and standardized the operational planning efforts for the entire department.

- Introduced a new and standardized after-action reporting system for the entire department.
- Deployed and oversaw all Tactical Team operations for the Police Department.

Lieutenant

October 2004 – December 2008

Homeland Security/Special Events Commander

September 2008 – December 2008

Responsible for the coordination and planning of events within the entertainment district. Successfully assisted in negotiations of the agreement between the Dallas Cowboys, Texas Rangers and the City of Arlington related to public safety staffing and venue management.

- Educated and trained event personnel both police and civilian on National Incident Management System (NIMS) requirements.
- Developed the public safety plan for the two venues and gave input on police related issues during the drafting of the special events ordinance.

Training Commander

January 2008 – August 2008

Supervised police recruit training, in-service training, the field training program, and the Personnel and Recruiting Unit. While in this position, executive level supervisory training and professional training were increased. In addition, guided the initial accreditation process for the Arlington Police Academy; the certification was later received.

- Prepared the annual use of force report and the adverse impact report for recruiting and hiring.
- Increased executive supervisory training and professional staff training.
- Provided initial framework for cost saving measures; the wireless project and laptop for recruit officers project.

Internal Affairs Commander

June 2006 – December 2007

Responsible for investigating alleged misconduct committed by police employees and any special investigations as directed by the Chief of Police. Completed annual statistical analysis for pursuits, the early intervention program, and racial profiling complaint investigations.

- Prepared and submitted a weekly status report to the Police Chief and others on all cases under investigation.
- Reviewed all allegations for indications of trends or patterns of misconduct.

- Completed the five-year analysis of all internal affairs investigations for the Chief of Police to be disseminated internally and to the public and/or other agencies.

Patrol Commander

October 2004 – June 2006 (North & East)

Supervised and coordinated all operational activities for 30 officers and six sergeants on the evening and midnight patrol shifts, which encompassed approximately 100,000 residents. Key accomplishments include the following:

- Formed community partnership with a local business and adjacent apartment complex in order to address gang activity, large gatherings and increased violent crime at a local business and adjacent apartment complex. This initiative resulted in a 42% decrease in calls for service at both locations.
- Developed and implemented operational plans to address crime and quality of life issues.

Sergeant

January 1999 – October 2004

Personnel/Recruiting

March 2001 – October 2004

Coordinated and supervised implementation of recruiting strategies, such as career fairs, campus visits, presentations, and advertisements. Developed an aggressive recruiting program and diversity plan. The components of these plans have been presented to police audiences nationwide. Key accomplishments:

- Developed and oversaw the development of the new sergeants' training program.
- Developed and implemented the professional staff hiring process and the new Police Service Assistant (PSA) hiring procedures.
- Developed new questions for the preliminary and final hiring boards for police officer applicants.

Team Supervisor and Member

1999–2006

Hostage Negotiation Unit

Responsible for unit operations during critical incidents involving hostage negotiation, rescue, barricaded persons, and suicidal subjects. Developed the first Hostage Negotiations 40-hour school sponsored by the Arlington Police Department.

Officer

March 1994 – January 1999

PROFESSIONAL ACCOMPLISHMENTS

Teaching

- Adjunct Professor at The University of Texas at Arlington Criminal Justice Department
- Adjunct Professor at Institute for Law Enforcement Administration
- Adjunct Professor at Bill Blackwood Law Enforcement Management Institute of Texas at Sam Houston State University
- Women's Issues in Law Enforcement & Sexual Harassment in the Workplace – National Black Police Association
- Recruiting for Diversity – The Performance Institute
- Contributor to multiple criminal justice publications

Professional Training

- Graduate of FBI National Academy Class #246, 2011
- Graduate of PERF's Senior Management Institute for Police (SMIP), 2007
- Graduate of FBI-LEEDA Command Institute for Law Enforcement Executives, 2006
- Graduate of Bill Blackwood Law Enforcement Management Institute of Texas (LEMIT) – Command College, 2007

PROFESSIONAL AWARDS

- Thurgood Marshall Heritage Award in Criminal Justice Arlington NAACP – 2011
- Distinguished Service Award – 2011 (Commanding Arlington Super Bowl efforts)
- Proclamation from City of Arlington Mayor's Office for "Laretta Hill Day," 1999
- Community Service Award 1999 – African-American Chamber of Commerce
- Rookie Officer of the Year & Officer of the Year – African-American Peace Officer Association of Arlington

PROFESSIONAL AFFILIATIONS

- Member of International Association of Chiefs of Police
- Member of the Police Executive Research Forum
- Member of National Organization of Black Law Enforcement Executives
- Member of FBI NAA
- Member of FBI-LEEDA
- Member of the National Black Police Association

Fred Fletcher, Chief of Police

Chattanooga Police Department

SUMMARY OF QUALIFICATIONS

Over 20 years of servant leadership in law enforcement and public safety in Austin, Texas and as the chief executive of the Chattanooga Police Department. More than 13 years of executive, command, and supervisory experience including a year as the chief executive of a large municipal police department. Results-driven police leadership supported by a business and academic background to enhance executive management skills. A personal commitment to building bridges between the men and women of the police department and the communities we serve. That commitment is based on transparency, mutual respect and a common vision of reducing crime and our collective quality of life.

EXPERIENCE

CHATTANOOGA POLICE DEPARTMENT, Chief of Police

June 2014 to Present

The Chattanooga (TN) Police Department serves a population of 175,000 in an area of 143 square miles. Provide leadership for over 500 personnel including patrol, investigative, undercover street crimes and community policing units. Oversee a \$55-million annual budget. Demonstrated leadership through partnerships with diverse community groups, relationships with elected city officials, mutual projects with other organizations, and a highly visible presence in the community.

SIGNIFICANT SUCCESSES

Reforms, Accountability and Employee Development

- Took over a department with significant executive staff turnover. Implemented a community-based effort called RESTART (Recruiting, Engagement, Selection, Transfer and Assignment Team) to reform the recruiting, hiring, transfer and promotion processes.
- Re-organized department to support emphasis on reducing violent crime and implementing community policing.
- Re-branded the department and developed new mission, vision, values and motto to support community-informed expectations of police service.
- Implemented education-based discipline protocols to minimize need for discipline while improving service.

- Reduced number of external complaints on officer behavior.
- Led effort to teach entire department how to participate in the “budgeting for outcomes” process to produce a consensus budget.

Crime Reduction

- Led the implementation of the Violence Reduction Initiative which reduced both shootings and gang-related violence in its first year with a 24% reduction in gang-related gun violence in the second six months of program implementation.
- Achieved crime reduction while reducing total arrests by 20%, as a clear indication of the success of focused deterrence and community policing efforts.
- Recognized for expertise in focused deterrence by National Network of Safe Communities as evidenced by continued role as a training agency.

Building Trust, Implementing Community Policing & Developing Programs

- Provided training and support for community policing and problem-oriented policing.
- Created a Community Policing Unit, including liaison officers for minority and disenfranchised communities.
- Created first Hispanic Community Liaison with office hours in a community advocacy office.
- Implemented Refugee and Immigrant Safety Education Program.
- Implemented Hispanic Citizens Police Academy and trained over 60 participants.
- Implemented Community Immersion Program.

Intelligence-Led Policing

- Created a customized approach to intelligence-led and data-driven policing based on:
 - PreCIP (Predictive Community and Intelligence Led Policing),
 - STOP (Statistical Top Offender Program) and
 - SAVE (Statistical Approach to Victim Education)

Family Justice Center and Trauma-Informed Care

- Launched Chattanooga’s Family Justice Center and created a trauma-informed and victim-centered approach to community violence.
- Deployed licensed clinical social workers services in the field and post-event for first time in department history.

- Created Community and Police Response to Victims of Violence (CPRVV) to provide support and outreach to communities in the immediate aftermath of violence and trauma. CPRVV was recognized by the National Network of Safe Communities as a best practice.

Communications

- Created a communications coordinator position.
- Developed social media and proactive internal and external communications to improve two-way communication with the community.

Traffic Safety

- Reduced alcohol related fatalities from 14 in 2013 to 5 in 2014.
- Implementing Chattanooga Safe Biking Initiative in May 2015. This program is well received by the community, with various companies donating thousands of dollars to develop acoustical technology to enforce safe passing laws and the use of 18 billboards for education.

AUSTIN POLICE DEPARTMENT, Commander of Region III

October 2012 to June 2014

The Austin Police Department serves a population of 885,000 in an area of 271 square miles. The City of Austin is the capital of Texas. Austin is the 11th largest city in the country and is one of the fastest growing large cities in the United States. The Austin Police Department has 2,300 employees and a \$283-million annual budget.

Commanded Austin Police Department's Region III, which serves 175,000 community members, with the most diverse population of Austin. Provided leadership for 260 sworn personnel including patrol, investigative, undercover street crimes and community policing units. Responsible for a \$27 million annual budget. Supervised crime analysis and administrative support for the region. Over 116,000 calls for service annually.

- Regional and citywide mission responsibilities for a diverse urban community, via two area commands which serve traditionally African-American Central East Austin and Hispanic South Central Austin. Two entertainment districts and the Circuit of the Americas—a Formula 1 racetrack and concert venue—are also within this region.
- Proven experience in the implementation of violence and crime reduction programs, including focused deterrence, Drug Market Intervention (the "High Point Model"), and a regional "Top Offender program," which identifies suspects responsible for large numbers of offenses.
- Committed to crime reduction through intelligence-led and data-driven policing, using daily statistical analysis, weekly "rapid response" meetings, monthly executive updates, and special projects.

- **Refugee & Immigrant Safety Education (RISE) Program**

- Opportunities for two-way cultural learning between police officers and some of the most vulnerable community members—refugees and immigrants—in a safe, non-intimidating environment with a focus on reinforcing new residents’ rights and protections.

- **“We Are Here”**

- Created follow up and stability in a community accustomed to failed attempts at change in a chronic high-crime area. Meaningful partnerships developed with service providers, community residents, neighborhood associations and advocacy groups.

Improved Traffic Safety

- Worked directly with patrol officers to create and implement a “bottom up” traffic initiative; reduced traffic fatalities from 25 in 2012 to 19 in 2013.
- Created Safe Biking Initiative (SBI) to address dangerous behavior by cyclists and motorists.

Financial Management

- Consistently stayed under budget through utilization of creative staffing models and active leadership.
- Elected trustee of a financially stable and nationally recognized police pension for ten years (with 6 years as Vice Chair). Fund grew from under \$400 million to over \$600 million under my leadership.

Crime Reduction

- Violent crime in Region 3 decreased 14% and property crime decreased 9% from 2012 to 2013.
- In 2014 violent crime in Region 3 was 32% below the five-year high and property crime was 15% below five-year high.
- Austin was recognized as the second safest big city in the country.

Data-Oriented and Mentoring-Oriented Leadership

- Established three goals: enhancing customer service, reducing crime, and increasing feelings of safety and the overall quality of life in the region.
- Created collaboration between regional crime analysis and local academics to develop studies of geographic profiling opportunities.
- Cultivated strong ties with diverse communities and rebuilt trust by establishing a series of community town hall meetings, commander forums, neighborhood walks, community-sponsored events, and one-on-one meetings with community leaders.

Lieutenant, Region IV, Patrol

December 2011 to October 2012

Responsible for all patrol operations in two area commands for second (evening) shift:

- Daily leadership and management of up to 12 supervisors and as many as 60 patrol officers in a large geographic region with significant urban policing issues.
- Liaison with community, businesses and media.
- Developed productive relationships with businesses and residents to combat chronic crime issues.

Lieutenant, Professional Standards (Internal Affairs)

November 2009 to December 2011

Responsible for 12 sergeants and all investigations of alleged officer misconduct:

- Selected by the Chief of Police to manage a reorganization of Internal Affairs after a high-profile officer-involved shooting investigation.
- Reformed policy and procedures and developed the first Operations Manual.
- Created a new, comprehensive training protocol and professional development plan.
- Rebuilt relationships with the Office of Police Monitor, who is responsible for civilian oversight of the investigation of police misconduct.

Lieutenant, Special Operations

November 2007 to November 2009

Responsible for full-time SWAT team (four supervisors and 21 members) plus reserve team:

- Served as SWAT commander for 121 high-risk warrant services, barricaded subjects and other critical events with no loss of life and no significant injuries to civilians or officers.
- Participated in multi-jurisdictional task forces and resource procurement committees.

Lieutenant, Support, Downtown Area Command

February 2007 to November 2007

Responsible for all non-patrol police services in Downtown Area Command, including detectives, street crimes, community policing, and civilian ranger units:

- Helped coordinate multiple wide-scale, multi-day events, such as international music festival SXSW.
- Initiated the Public Safety Camera Project.

Sergeant and Lieutenant, Advanced Officer and Cadet Training*March 2003 to February 2007*

Sergeant of advanced officer and cadet training. Responsible for training more than 400 cadets who became Austin police officers.

Significant Critical Event During Training Assignment

- Served as first line supervisor at the Austin Convention Center during the temporary sheltering of displaced community members from the Gulf Coast following hurricanes Katrina and Rita.

Sergeant, Patrol, Central West Area Command*February 2002 to March 2003***Detective, Various Assignments***March 1997 to February 2002***Patrol Officer, Various Assignments***July 1994 to March 1997***Auditor, KPMG, Dallas and Austin, TX***August 1990 to July 1994*

Four years of increasing supervisory responsibility as financial auditor for one of four largest accounting firms in the world.

EDUCATION AND PROFESSIONAL TRAINING

Bachelor of Business Administration in Accounting

- University of Texas, 1990

Federal Bureau of Investigation National Academy

- Class 242, 2009

Leadership Command College

- Austin Police Department, 2012

United States Marine Corp Platoon Leaders Class

- Officer Candidate, 1987

AWARDS, RECOGNITION AND COMMUNITY INVOLVEMENT

Ebony and Ivory “Vision” award (Chattanooga)

Regional National Association of Social Workers “Public Official of the Year” award.

Board of Directors of Habitat for Humanity (Chattanooga)

Guest lecturer at University of Tennessee-Chattanooga School of Business (Chattanooga)

Board of Directors of Please Be Kind to Cyclists (Austin)

PROFESSIONAL SERVICE AND MEMBERSHIPS

Police Executive Research Forum

International Association of Chiefs of Police

Tennessee Association of Chiefs of Police

Trustee Austin Police Retirement System

- 10 years as trustee, 6 years as Vice Chair

Adjunct instructor for APD's West Point Leadership Academy and
Citizen Police Academy

Trained as facilitator/instructor by Simon Wiesenthal Center's Museum
of Tolerance, 2005

Marathon pacing team organization and participation

Youth Sports Coach

Special Olympics

Harold Everett Medlock, Jr.

[Address, Phone Numbers, Email Address redacted]

EDUCATION

Master of Business Administration (MBA), Pfeiffer University, 2002
Bachelor of Arts (BA), Criminal Justice, Pfeiffer University, 1998
Associate of Applied Science, Criminal Justice, Central Piedmont
Community College, 1995

ADDITIONAL EDUCATION

National Executive Institute, Session 36, 2013
Senior Management Institute for Police (SMIP) sponsored by the Police
Executive Research Forum, Session 40, 2008
FBI National Academy, 197th Session, 1999
United States Secret Service Dignitary Protection Seminar, 2010
Leadership Charlotte, Class XXIV, 2001
North Carolina Criminal Justice and Training Standards Commission
General Instructor School, 1996

PROFESSIONAL EXPERIENCE

FAYETTEVILLE POLICE DEPARTMENT

Fayetteville, North Carolina

The Fayetteville Police Department (FPD) is North Carolina's sixth-largest police agency, providing police services to the City of Fayetteville and the military services stationed at Ft. Bragg. The department is staffed with 433 sworn officers and 120 non-sworn support staff who serve a city population of 210,000 and a military population of 75,000.

Chief of Police

February 2013 – Present

- Direct the management of the FPD annual operating budget of \$45M.
- Reorganized the department to provide more efficient police services. Instituted sector lieutenants who are responsible for crime and quality of life in nine geographic sectors. Assigned officers and supervisors to neighborhoods, allowing them to become more familiar with crime and quality of life issues, and to build relationships with the residents.
- Fayetteville experienced a .03% reduction of violent crime, a 6.8% reduction in property crime and an overall reduction of Total Part I Crimes of 6.2% for 2013. Crime reductions for 2014 include an 11% reduction in violent crime, a 14.2% reduction in property crime, and a

14% reduction for Total Part I Crimes. These reductions continued into the first quarter of 2015.

- Developed strong relationships with every facet of the community, including the Pastor's Coalition, the Ministerial Council, and the NAACP of Cumberland County.
- Directed a complete overhaul of the FPD discipline process to promote transparency for the community. Revised discipline policies, the chain of command review process, and the development of a new chain of command review board for serious internal charges and citizen complaints.
- Promoted officer/citizen relationships by requiring the entire department to participate in three critical training sessions: Emotional Survival for Law Enforcement, Managing Professional Relationships, and Fair and Impartial Policing.
- Facilitate information flow to the entire department by conducting quarterly Chief's Informational Briefings, allowing every employee to ask questions and share issues, promoting greater employee satisfaction.
- Established a practice of transparency, including always being available to residents and the news media, which has resulted in a positive relationship with the media and has contributed to increasing trust with the community.
- Sought out and am partnering with the DOJ Office of Justice Programs and the DOJ COPS Office Collaborative Reform project to improve the department operations and its relationship with the community in several major areas.
- Directed the revision of the FPD Use of Force policy which eliminated several tactics and procedures and has resulted in a dramatic decline in use of force incidents, citizen complaints of force, injuries to officers and citizens and fewer incidents of assaults on officers for 2013 and 2014.
- Developed an Electronic Monitoring (EM) program using Federal Drug Asset Forfeiture funds. The EM program focuses on monitoring the city's most prolific offenders who can make bail on felony charges. The EM program contributed substantially to 2014 crime reductions.
- Developed a CCTV network that allows the FPD to monitor public areas and thoroughfares where surveillance is a force multiplier to officers in the field. This system now employs 80 wireless cameras and has assisted in crime prevention and specific case investigations of homicide, aggravated assault and burglary.
- Developed a Crime Information Center (CIC) that employs real time crime information to officers responding to scenes, detectives investigating major crimes and detection of specific threats of violence.

- Secured new ATF National Integrated Ballistics Information Network (NIBN) diagnostic equipment that compares bullet shell casings and fired bullets. Housing this equipment at FPD has resulted in 24-hour diagnostic results, which have connected several aggravated assault cases and assisted in several homicide investigations. FPD is being recognized by ATF as the new standard for NIBN diagnostics.
- Invested in a new online training program specific to FPD.
- Revamped the FPD promotional process to have a professional vendor develop and manage each promotional process for the ranks of sergeant, lieutenant and captain.
- Engaged Rutgers University in a Spatial Analysis Project that uses data to reduce crime in four neighborhoods.
- Ordered the replacement of the older generation TASERS with the newest version, utilizing drug asset forfeiture funds.
- In early 2014, conducted extensive research on the future of body worn cameras and directed the administrative staff to identify the most appropriate current technology and conduct a field test of their equipment.

CHARLOTTE-MECKLENBURG POLICE DEPARTMENT

Charlotte, North Carolina

The Charlotte-Mecklenburg Police Department (CMPD) is North Carolina's largest police agency, providing services to the State's most populous city and county. The department is staffed with 1,765 sworn officers and 500 non-sworn support staff and serves a population of 750,000.

Deputy Chief of Police, Office of the Chief

February 2011 to February 2013

- Responsible for security planning for the Democratic National Convention held in Charlotte in September 2012. Met regularly with City Manager, City Attorney, Mayor, and City Council, along with other city leaders. Served as the National Special Security Event (NSSE) Co-Chair, overseeing 21 NSSE local, state and federal public safety organization sub-committees charged with producing the NSSE operations plan. Led the effort to write a state statute to allow law enforcement officers from other states to become sworn law enforcement officers in North Carolina for the purposes of the Democratic National Convention. Met with dozens of State Senators and Representatives to obtain support for the statute, which passed on its first vote.
- Managed a \$50-million federal grant to fund all security aspects for the Democratic National Convention. Directed the revision of many City of Charlotte ordinances and laws and led the recruitment of law enforcement agencies to assist in securing the Democratic National Convention.

Deputy Chief of Police, Field Services Group South

December 2008 to October 2011

- Was responsible for 800 officers assigned to functional units, including seven Patrol Divisions, Special Events Unit, Secondary Employment Unit, Motorcycle Operations Unit, and the Major Crash Investigations Unit. Planned and managed several major special events each year. Regularly served as Acting Chief of Police.
- Led Crime Reduction Strategies for my service group and for the department that resulted in violent crime reduction of 18% and property crime reduction of 20% from 2009 through 2011.
- Led the research and acquisition of the Department's first Predictive Analytics and Business Intelligence Dashboard. This product provided every officer, supervisor and commander instant access to the latest crime information, resulting in increased officer productivity and a dramatic decrease in property and violent crime.
- Directed the overhaul of the Department's Secondary Employment Unit and its policies. Met with hundreds of officers to gather suggestions and identify critical needs in staffing and supervision. Process became more transparent with fewer officers involved in misconduct involving Secondary Employment.

Police Major

November 2006 to December 2008

Criminal Investigation Bureau

- Responsible for 150 detectives assigned to investigative units, including Homicide, Robbery, Sexual Assault, Auto Theft, Juvenile Crimes and Cyber Crimes. Developed and implemented a comprehensive plan to completely overhaul the Bureau to improve investigative efficiency and communication. Revised investigative practices led to increased closure rates.

Central Service Area

- Responsible for 300 officers in Central Patrol Division, Secondary Employment Unit, and the Traffic Enforcement Unit. Led the planning for major special events held in Charlotte's Center City each year. Implemented a plan that within six months eliminated a vehicle cruising problem in the Center City. Developed relationships with business groups and neighborhood groups to improve communication.

Police Captain*April 2002 to November 2006***Division Commander, Eastway Patrol Division**

- Responsible for 80 officers in one of the department's most challenging patrol divisions. Led the division to achieve property crime and violent crime reductions each year. Built strong ties to neighborhood groups. Created and led the Robbery Offender Prevention Team. Created the Eastway Apartment Managers' Coalition which contributed to a dramatic decrease in crime in the participating apartment complexes. Created a Truancy Initiative which contributed to a decrease in property crimes and juvenile victimization in the division. The success of this program allowed for its expansion to four high schools in other police divisions. Developed the Gang of One program which quickly expanded into a department-wide initiative. Led a gun initiative in which Eastway Division officers concentrated on locating and seizing illegal firearms during their interactions with the public. The Eastway Division confiscated 226 illegal firearms and dozens of other weapons during 2005 and 2006.

Training Director, CMPD Training Academy

- Served as a staff instructor for Basic Law Enforcement Training and In-Service Training. Implemented the Career Path training program for Detective, PTO, Sergeant and Captain.
- Managed the development and opening of the Charlotte Vehicle Operations Center (CVOC). Developed and implemented CMPD's first complete sustainable in-service driver training program at no additional cost to the department. Led the research and implementation for department-wide online training that allows officers to receive training in their division offices, closer to their work, rather than traveling to the training academy.

Police Sergeant*July 1997 to April 2002***David One District Community Policing Supervisor**

- Served as liaison with several community and neighborhood associations. Planned and managed several large scale Center City events. Managed the development and installation of the Center City Camera Project. Served on the conference planning committee for the FBI National Academy Conference.

Adam Service Area Burglary Supervisor

- Managed Burglary Detectives for Mecklenburg County’s west side. Organized and led a multi-agency burglary/theft ring investigation involving more than 40 suspects in several jurisdictions.

Adam Two District Community Policing Supervisor

- Served as liaison with several community and neighborhood associations. Planned, organized and served as the Commander of a multi-jurisdictional Weed and Seed task force.

Strategic Planning and Analysis Unit

- Managed the unit, which included the department planning function and the crime analysis function. Reported directly to the Chief of Police.

Police Officer

July 1993 to July 1997

Publications and Research

- Project Liaison for the National Institute of Justice, Enhancing Police Integrity project. Organized and coordinated dozens of interview sessions with officers, civilian employees and community members. Assisted with writing and reviewing the final document for accuracy prior to publishing. 1995 to 1996
- Project Liaison in The National Institute of Justice, Use of Force Study research team. Organized interview sessions and assisted in writing the survey instrument for employees. Represented the CMPD in research team meetings in San Diego, California, Colorado Springs, Colorado and Dallas. 1996
- Contributor to the study, “GIS for Small/Medium Law Enforcement Jurisdictions.” North Carolina Governor’s Crime Commission, 2001.

TEACHING EXPERIENCE

Served as adjunct instructor for CMPD for Basic Law Enforcement Training and In-Service Training, 1997 to 2008.

PROFESSIONAL ORGANIZATIONS

National Executive Institute
Police Executive Research Forum
FBI National Academy Associates

North Carolina Police Executives Association, Executive Board; NCPEA
President 2014-2015

International Association of Chiefs of Police

Appointed by North Carolina Governor Pat McCrory to serve on the
North Carolina Governor's Crime Commission

Member of the FBI Joint Terrorism Task Force Leadership Committee

Appointed to serve on the North Carolina Commission on Racial and
Ethnic Disparities

Appointed to serve on the North Carolina Criminal Justice Training and
Standards Commission

Note: Corpus Christi Police Chief Floyd Simpson, an active PERF member and recipient of PERF's Gary P. Hayes Award in 2006, tragically died in a motorcycle accident on May 3, 2015, shortly after approving our request to use his resume in this book.

Floyd attributed his success in part to having a mentor; he returned this favor by mentoring many others. His advice to future chiefs was to "take your time, prepare well, and know that you are there to serve." His quiet leadership impacted many people who will remember his positive spirit and perpetual smile. As a tribute to Chief Simpson and his desire to help others, we include his resume here as an example of a well-written resume that illustrates a successful, yet too short, career.

Floyd Simpson

PROFESSIONAL EXPERIENCE

Chief of Police – Corpus Christi Police Department

March 2012 – Present

Corpus Christi Texas is the eighth largest city in the State of Texas. With a population of 316,000, it operates under a council-manager form of government. The Corpus Christi Police Department has 451 sworn police officers who are complemented by 240 non-sworn employees. The Corpus Christi Police Department's sworn employees work under a collective bargaining agreement. With strong community support, a committed city government, advances in technology and a dedicated work force, the Corpus Christi Police Department is one of the most respected law enforcement agencies in the United States.

- Oversight of a \$70 million budget.
- Design, manage, oversee and evaluate all law enforcement activities within the City of Corpus Christi.
- Provide oversight and direction to three Assistant Chiefs and one non-sworn Executive Director.
- Work in concert with federal partners on matters of homeland security.
- Assumed responsibility for City's Animal Control Department.
- Assumed responsibility for City's Code Enforcement Operations.
- Report to City Manager and Mayor regarding police operations.
- Attend community events, city council meetings and the Crime Control Board to give briefings on departmental conditions.
- Cultivate ethical relationships with local, state and national political officials.

Major Accomplishments

- Improved community engagement.
- Created a Community Police Chief's Advisory Council.
- Refined the department's crime fighting capabilities.
- Reductions in both violent crime and fatal car crashes for three consecutive years.
- Improved departmental technology with the introduction of electronic ticket writers, in-car video cameras, license plate readers, surveillance cameras, virtual crime-watch meetings, and in-car training program.
- Updated the department's fleet.
- Enhanced urban mobility through the application of integrated parking programs and policies that balance the many demands for on-street and off-street parking space.
- Working with the police union, reorganized the department and grouped similar functions.
- Improved the business processes of the Police Department.
- Refined the Police Department's mission statement, mission elements, business plan, benchmarks and city performance review.
- Created a Bureau of Administration.
- Commissioned the revision of outdated general manual.
- Commissioned and instituted the findings of a manpower study.
- Successfully achieved CALEA recertification.
- Instituted industry best practices in policing.
- In conjunction with the police union, worked with the DOJ to correct disparities in hiring.
- Established aggressive recruitment program for protected-class candidates that resulted in a higher percentage of female officers.
- Created the delayed-entry cadet program.
- Established a committee to document the department's history, publish its first yearbook, and reestablish relationships with retirees.
- Created the Interdepartmental Nuisance Abatement Team.
- Improved the business processes of the City's Code Enforcement Operations.
- Updated the city's Property Maintenance Code.
- Refined Code Enforcement's mission statement, mission elements, business plan, benchmarks and city performance review.
- Improved the business processes of the Animal Care Services.

- Refined Animal Care Services' mission statement, mission elements, business plan, benchmarks and city performance review.

DALLAS POLICE DEPARTMENT

March 1986 – March 2012

Dallas, Texas is the ninth largest city in the United States, and the DFW Metroplex is the fourth largest metropolitan area in the nation. With a population of 1.3 million, Dallas operates under the council-manager form of government. The Dallas Police Department has 3,550 sworn police officers and 650 non-sworn employees. The City of Dallas and its police department's sworn employees work under a meet and confer agreement.

Assistant Chief, Administrative Bureau

August 2010-March 2012

- Managed an \$83-million budget while providing leadership and direction to command-level officers who directly and/or indirectly impact the HR function of the Dallas Police Department.
- Was responsible for the effective and efficient operations of the training academies and pistol range.
- Planned and directed all aspects of the hiring process.
- Oversaw the Department's payroll functions and personnel records.
- Oversaw Psychological Services, Workers Compensation, Employee Relations and Safety Teams.
- Provided direction to the Department's reserve battalion.

Major Accomplishments

- Major contributor to an historical eight consecutive years of overall crime reduction.
- Accomplished a recruit officer pass rate of 100% on the state mandated peace officers examination.
- Developed a Career Path Program for entry-level police officers and senior corporals.
- In conjunction with the Police Officer's Association, created a Military Liaison Program.
- Coordinated the annual patrol bid.
- Coordinated the Community Policing 2.0 back to patrol initiative.
- Instrumental in the development of an additional appointed rank.
- Section Commander for NFL Super Bowl XLV, 2011.
- Police Operations Commander for the annual Texas/Oklahoma football games, 2001-2011.
- Section Commander for the 2010 NBA All Star Game.

Assistant Chief, Patrol Bureau

August 2008 – August 2010

- Provided leadership, direction and oversight over the Patrol Bureau's \$240-million budget, the bulk of which is fixed personnel cost of more than 2,200 FTEs.
- *Police Field Patrol*: Provided leadership and direction to seven Deputy Chiefs whose primary objective is to maintain order and security in the community through the effective deployment of approximately 1,700 sworn police officers, support staff and related equipment throughout the City of Dallas.
- *Neighborhood Nuisance Abatement Unit*: NNAU Personnel target high-crime/nuisance properties within communities, first utilizing voluntary crime prevention programs followed by mandatory programs directed by city ordinance to reduce crime. The abatement process is utilized as a last resort for noncompliant property owners. Personnel work with various city departments such as Fire, Code and the City Attorney's Office during the abatement process.
- *Crime Prevention Unit*: Provided leadership to Crime Prevention Unit whose personnel coordinate the activities of more than 700 neighborhood watch programs, as well as the Crime Watch Executive Board. Also, provided vision and direction to the Police Department's registered corps of citizen volunteers.
- *Fleet Management*: Responsible for management of the Police Department's marked and unmarked police fleet, consisting of 1,600 vehicles with a value of \$20 million.
- *Communications Management*: Conducted media interviews of high profile events. Presented at Public Safety and City Council briefings. Held regular meetings, including disciplinary hearings, with staff/assigned commanders. Had regular communications with other city staff and state elected officials. Met with neighborhood and business groups to discuss issues and implement action plans. Met with representatives from departmental employee organizations to address work-related issues from the rank and file.

Major Accomplishments

- From October 1, 2008 through August 2010, achieved an overall crime reduction of 9.7%; which contributed to six consecutive years of overall crime reduction. Concurrently, the patrol bureau responded to 72% of emergency calls for service in eight minutes or less.
- Refined the utilization of the beat policing in conjunction with effective utilization of the Compstat-fusion model.

- Police Operations Commander for the annual ATT Cotton Bowl Classic, 2001 – 2009.
- Standardized functions across all seven patrol stations in accordance with CALEA standards.
- In collaboration with Dallas County, created the Juvenile Spotlight Program.
- Reestablished the UNIDOS program to improve relations with non-English speaking communities.
- Decentralized the Nuisance Abatement process in order to give patrol commanders more discretion over property that plagues neighborhoods within their area of control. This resulted in a 37% increase in new cases identified.
- Created an effective and more professional Fleet Management Team through memberships in various public/private Fleet Management Associations. As a result, the average age of the marked fleet fell from nine years to three years of age. The interior build-out of marked squad cars was standardized in order to enhance officer safety.

Deputy Chief, Personnel and Development

December 2004 – August 2008

- Managed a \$36-million budget while providing leadership and direction to command level officers who directly or indirectly impact the day-to-day activities of 250 sworn and non-sworn employees.
- Training officer of record for the Dallas Police Department. Training responsibilities include both basic and in-service academies as well as the firing range.
- Planned and directed all aspects of the hiring process, including recruitment, background investigations, and applicant processing.
- Oversaw the Department's payroll functions and the coordination of personnel records for past and current employees.
- Oversaw the Department's Psychological Services, Workers Compensation, Employee Relations and Safety Teams.

Major Accomplishments

- Improved pass rates of the state mandated peace officers examination from 74% to 92%.
- Instituted a paid police cadet program targeting high school and college-age students.
- Increased the number of Police Reservists from 34 to 96.
- 2007 – Processed 3,300 applicants; hiring 336 sworn officers (second highest in departmental history).

- 2006 – Processed 2,100 applicants; hiring 218 sworn officers (a 15-year high).
- 2005 – Processed 1,700 applicants; hiring 170 sworn officers (a 75% increase from previous year).

Deputy Chief, Southeast Operations

December 2001 – December 2004

- Managed a \$54-million budget while providing leadership to the largest patrol division in the City, spanning 92 square miles with a population of 204,000. There were approximately 420 sworn and non-sworn employees assigned to this division, which is located in the most economically and socially depressed area of Dallas.

Major Accomplishments

- Reduced crime during calendar years 2001, 2002 and 2003, the only patrol division that consistently achieved crime reduction during this period.
- Initiated the Department's first Code 99 program. Utilizing light and limited duty officers, reduced response times by causing those officers to handle priority 3 and 4 calls over the telephone. This program cleared field officers and allowed them to respond sooner to higher-priority calls for service. Code 99 officers continue to be utilized patrol bureau wide.
- My affiliation with Project Safe Neighborhoods (PSN) solidified the Department's relationships with other departments within the City of Dallas, the State of Texas and throughout the country.
- Attended 400 Community Meetings over a three-year period.

Lieutenant of Police 1999 – 2001

Sergeant of Police 1992 – 1999

Senior Corporal 1989 – 1992

Police Officer 1986 – 1989

EDUCATION AND TRAINING

- Master of Business Administration – Amber University, Garland, Texas - 1999
- Bachelor of Science – Western Illinois University, Macomb, Illinois - 1985
- National Executive Institute – Quantico, Virginia - 2013
- Senior Management Institute for Police – Police Executive Research Forum - 2005

- FBI National Academy-214th Session – Quantico, Virginia - 2003
 - Participated in over 300 law enforcement-related seminars, workshops and conferences
-

PROFESSIONAL MEMBERSHIPS/ACTIVITIES

- N.O.B.L.E.- Past President, Greater North Texas Chapter
 - International Association of Chiefs of Police
 - Police Executive Research Forum
 - Texas Police Chiefs Association
 - NAACP
-

PROFESSIONAL RECOGNITION/AWARDS

- Winner of the Outstanding Investigative Effort Award (HIDTA) - 2014
- Winner of the Rachael Ray Award, Animal Control - 2013
- NAACP Presidents Award - 2012
- Gary P. Hayes Award (Leadership, Innovation and Collaboration) - PERF, 2006

APPENDIX D

Sample Cover Letters

[YOUR OWN ADDRESS]
[DATE]

[NAME OF ADDRESSEE]
[TITLE]
[NAME OF AGENCY]
[ADDRESS]

Dear [NAME]:

In response to your search for a qualified candidate for the position of police chief, City of [CITY], [STATE], I have enclosed my resume for your consideration. As the first Director of Public Safety for the [AGENCY], I have developed and am implementing a comprehensive safety plan for [CITY] residents. I am accomplishing this through a community-oriented approach to service delivery and a strong collaborative relationship with community stakeholders.

Before this appointment in [DATE], I served for [X] years as a member of the [CITY] Police Department. I was commander of the Fourth Police Precinct, the largest, most populous and culturally diverse of the city's 10 police districts. My resource allocation plan, utilizing beat profiling, need-based scheduling, and fixed permanent shifts, became a model adopted by the entire police department. As precinct commander, I initiated other programs to maximize the efficient use of police resources, while dramatically improving police services. The centerpiece of these initiatives was ensuring that residents and businesses enjoy a heightened sense of police involvement. I am fully prepared to seek out all available resources and implement collaborative efforts to address crime and quality-of-life concerns.

In addition to my professional experience, my educational achievements include completion of a master's degree in business administration from [X UNIVERSITY] along with PERF's Senior Management Institute for Police and the FBI National Academy.

If I were to serve as [CITY'S] police chief, I would bring to the team a proven track record and a clear understanding of your law enforcement vision.

Sincerely,

[CANDIDATE]

[YOUR OWN ADDRESS]
[DATE]

[NAME OF ADDRESSEE]
[TITLE]
[NAME OF AGENCY]
[ADDRESS]

Dear [NAME]:

Thank you for the opportunity to apply for the position of police chief for the [AGENCY]. Enclosed is my resume, which indicates that my background, experience and education have prepared me for this position. I have also included a list of references whom you may contact.

The [AGENCY], where I am currently employed, is a full-service police agency of nearly 1,000 employees serving a diverse community of approximately 500,000 citizens. As a district commander serving 200,000 citizens in a 40-square-mile area, I have turned an organization of nearly 200 employees into the premier patrol district in [AGENCY]. As commander, I brought a focus to internal issues in the department that were damaging officer morale, resulting in a renewed interest in innovative policing and improving the quality of life for the citizens we serve.

The partnerships we have forged with the community and other local law enforcement agencies, as well as the creative crime strategies we have put in place, have made our district a model for our police department. We have received recognition from our police chief as well as from community leaders for the positive difference we have made in reducing violent crime, establishing innovative programs, building employees' enthusiasm and professionalism, and consistently "getting the job done."

My educational background contributed to the successes I have experienced in my current assignment. I earned a bachelor's degree in Police Science at the [UNIVERSITY], and received a master's degree in Public Administration from [UNIVERSITY]. I have continued my education throughout my career, seeking every opportunity to better myself as a police leader. I attended the FBI National Academy and recently completed the Police Executive Research Forum's Senior Management Institute for Police. I have been an instructor for the past 16 years, specializing in leadership training. I have been a guest lecturer at [UNIVERSITY], and am an adjunct faculty member at our local community college. I am an experienced public speaker, skilled at building relationships with diverse groups. I would welcome the opportunity to use my experience and leadership abilities in the [AGENCY].

I look forward to hearing from you and would like the opportunity to discuss this opportunity in person.

Sincerely,

(CANDIDATE)

APPENDIX E

Sample Thank You Letter/ Email

(DATE)

(NAME AND ADDRESS OF INTERVIEWER)

Dear (NAME):

Thank you for the opportunity to meet with you yesterday to discuss the (NAME OF CITY) Police Chief position. I remain extremely interested in this opportunity.

To summarize our conversation, I offer the City of (NAME) 25 years of professional policing experience, with the ability to provide leadership in an increasingly complex public safety environment. My experience includes managing multi-faceted crime reduction strategies, along with initiating collaborative efforts with community leaders that have resulted in the creation of safer neighborhoods. In addition, I have promoted a team approach to police operations that encourages officers to work with others, both within the police department and throughout the city, to resolve issues that affect our communities. I have built performance management standards within the department that place a high value on information-sharing and problem-solving by officers, while establishing expectations for employee performance.

I am confident that I will provide the leadership that is necessary for the (NAME) Police Department to reach the goals established by the city, and at the same time develop a well-respected organization that will make the community proud.

Please let me know if I can provide you with any additional information. I look forward to speaking with you again soon.

Sincerely,

(CANDIDATE)

APPENDIX F

Sample Employment Agreements and Contract Clauses

NOTE: THE FOLLOWING SAMPLE CONTRACTS AND AGREEMENTS, based on actual documents provided by police chiefs, include a variety of provisions regarding many issues. These documents should not be seen as “ideal” contracts. Rather, they are intended to provide an idea of how various issues can be handled with binding language.

Also included is a list of sample clauses that have been compiled from a review of various police chief contracts. These represent some of the best elements of standard contract clauses in addition to some that are less common.

Depending on your own preferences and priorities, you might pick and choose various sections from these documents, and adjust the details as necessary, in order to build a contract that suits your needs.

Example 1: Employment Agreement

This open-ended agreement provides a list of the chief’s duties and responsibilities and specifies other aspects of the position, many of which are based on the city’s general MOU for its employees in various departments. It includes a 4-month severance clause.

This AGREEMENT is made and entered into by and between the CITY OF [CITY], [STATE], a municipal corporation duly organized under the laws of the State of [STATE], hereinafter referred to as “CITY” and [NAME], hereinafter referred to as “Employee.”

WHEREAS, City desires to employ the services of Employee as Police Chief for the City of [CITY]; and

WHEREAS, both City and Employee agree that it is appropriate to enter into this Agreement in order to provide benefits, conditions of employment and the term of employment; and

WHEREAS, Employee desires to accept employment as Police Chief for the City of [CITY], and

WHEREAS, Employee and City acknowledge that this Agreement is made in the context of the “Rules and Regulations of the City of [CITY]” and the “Memorandum of Personnel Understanding between the City of [CITY] and the Management/Confidential Employees” (hereinafter “MOU”), and that the provisions thereof shall supersede any conflicting provision of this Agreement.

NOW; THEREFORE, the City of [CITY] does hereby employ the services of [NAME] as its Chief of Police under and in accord with the following terms and conditions:

SECTION 1. DUTIES AND RESPONSIBILITIES

A. As Chief of Police, the Employee shall be the Chief Executive Officer of the Police Department. The Employee shall be responsible for planning, organizing, directing, staffing and coordinating police operations. The Employee shall be responsible for reporting the operational performance of the Police Department, budget preparation, labor negotiations, personnel administration and disaster preparedness.

B. The Employee shall perform such other duties and functions as the City Manager shall from time to time assign.

C. The Employee shall formulate departmental rules, regulations and procedures in cooperation with the City Manager, to whom the Employee reports and to whom the Employee is responsible for the proper operation of the Police Department.

D. The Employee shall devote his/her entire time to the discharge of official duties and shall not engage in outside employment without the prior written approval of the City Manager pursuant to the Rules.

E. The Employee shall become certified as a law enforcement officer in [STATE] as expeditiously as possible and shall comply with all statutory requirements for holding the office of Chief of Police. The City shall provide necessary time to attend certification exams and classes if any are required by the State of [STATE].

SECTION 2. TERM OF EMPLOYMENT

The term of this Agreement shall commence on (START DATE), and be for an indefinite period. Employment shall be subject to termination by the city manager, with city council approval, at any time in accordance

with the terms of this Agreement. Employee agrees to remain in the exclusive employ of the City during his/her term.

SECTION 3. SALARY AND BENEFITS

A. Salary. City shall pay Employee for his/her services on an annual base salary of \$[AMOUNT], payable in bi-weekly installments made at the same time as other city employees. City agrees to increase this salary in the same increments as any other general wage increase provided to other Management employees.

B. Salary Adjustments and Benefits. The Employee is entitled to the salary adjustments and benefits provided for in the MOU. In addition, city agrees to increase the salary and/or other benefits of Employee in such amounts and to such extent as the City Manager may determine on the basis of an annual salary or benefit review consistent with the salary ranges permitted by the MOU. In addition, the Employee shall be reimbursed for any reasonable costs for relocation not to exceed \$8,000.00.

SECTION 4. PERFORMANCE EVALUATION

A. The City Manager shall review and evaluate the performance of the Employee at least once annually. The Employee shall be entitled to discuss the evaluation fully with the Manager.

B. The City Manager shall hold the evaluation of the Employee's job performance on or about the employment anniversary each year.

C. The City Manager will consider in the performance evaluation all relevant factors, including but not limited to the City's Rules and MOU and the following:

- Progress toward achieving departmental goals and objectives;
- Leadership effectiveness;
- Managerial skills to include utilization of the department's financial and human resources;
- Oral and written communication skills;
- Working relationships with the community, City department heads, employee organizations and the news media;
- Openness of police operations and responsiveness in addressing crime and service problems of concern to the community;
- Integrity;
- Creativity and innovation;
- Professional development and involvement.

SECTION 5. AUTOMOBILE

A. The City shall provide Employee with the exclusive use of an automobile.

B. The City shall pay for liability, property damage and comprehensive insurance, and for the purchase, maintenance, repair and regular replacement of said automobile for business-related purposes.

C. The City shall procure and maintain an automobile liability insurance policy on the automobile in, at least, the minimum coverage required by law.

SECTION 6. PROFESSIONAL DEVELOPMENT

A. Dues and Subscriptions. City agrees to pay an appropriate amount for the professional dues and subscriptions of employee.

B. Training, Education and Professional Involvement. City hereby agrees to pay an appropriate amount to be determined by the City Manager for travel and subsistence expenses of Employee for professional and official travel, meetings and occasions. The amount shall be adequate to continue the professional development of Employee and to adequately pursue necessary official and other functions for City.

SECTION 7. INDEMNIFICATION

City acknowledges that Employee is an employee of the City of [CITY] and that Employee is entitled to all of the immunities and protections available under the Governmental Tort Claim Act. In addition, City and Employee shall be subject to the provisions of Article 4 of Chapter 1 of

Part 2 of Division 3.6 of the [STATE] Government Code and Part 7 of Division 3.6 of the [STATE] Government Code.

SECTION 8. TERMINATION/SEVERANCE PAY

Nothing in this Agreement shall prevent, limit or otherwise interfere with the right of the City Manager, with council approval, to terminate the services of the Employee at any time, subject to the provisions in this Agreement and pursuant to Rules and the MOU. In the event the City terminates the Employee without cause, Employee shall be entitled to receive severance pay equal to four (4) months as his/her sole and exclusive compensation for the termination of his/her employment with City.

In the event the Employee is terminated for cause, including neglect of duty, malfeasance or misfeasance in office, or conviction of a felony, the City shall have no obligation to pay any severance pay as designated in the above paragraph, but shall compensate the Employee for earned, unused leave in accordance with the Rules and the MOU.

The Employee may terminate his employment by giving thirty (30) days written notice to the City Manager.

If Employee dies during the term of his/her employment, City shall pay to Employee's estate all compensation that would otherwise be payable to the Employee up to the date of the Employee's death and the contract shall terminate as of such date.

SECTION 9. EFFECT OF RULES AND REGULATIONS AND MEMORANDUM OF UNDERSTANDING

City and Employee acknowledge that this Agreement is subject to all of the provisions of "Personnel Rules and Regulations of the City of [CITY]" and the "Memorandum of Understanding between the City of [CITY] and Management/Confidential Employees" and that the provisions of said documents shall supersede and control any conflicting provision of this Agreement.

SECTION 10. OTHER TERMS AND CONDITIONS OF EMPLOYMENT

A. Agreement Modification. The City in consultation with Employee, may modify, amend or fix such other terms and conditions of employment as may be determined, from time to time, to be necessary or appropriate, provided that such terms and conditions are not inconsistent or in conflict with the provisions of this agreement or any other applicable law.

B. Complete Agreement. The provisions of this Agreement constitute the entire agreement between the parties. No representation or understanding, whether communicated orally or in writing, is or shall be effective unless contained in this Agreement.

C. Agreement Binding. This Agreement shall be binding upon and inure to the benefit of the heirs at law and executors of Employee.

D. If any provision, or portion thereof, contained in this Agreement is held unconstitutional, invalid or unenforceable, the remainder of this Agreement, or portion thereof, shall be deemed severable, shall not be affected and shall remain in full force and effect.

IN WITNESS OF THE FOREGOING, the parties have set their hands on [DATE] in [CITY], [STATE].

CITY: EMPLOYEE:

[NAME], City Manager

ATTEST:

[NAME], City Clerk

APPROVED AS TO FORM:

[NAME], City Attorney

Example 2: Employment Contract

This 3-year agreement provides for a renewable term. It includes a 12-month severance package a housing allowance and a provision for joint home ownership with the city.

THIS AGREEMENT, effective [DATE] by and between the City of [CITY], a chartered municipal corporation, hereinafter “City” and [NAME], hereinafter “Employee”.

RECITALS

1. City desires to employ the services of [NAME] as Police Chief of the City of [CITY] to perform the duties set forth in Article [XX], of the Charter of the City of [CITY];
2. It is the desire of the Mayor and City Council to provide the benefits and establish the conditions of employment for [NAME];
3. It is the desire of the Mayor and City Council to provide inducement for [NAME] to accept and remain in such employment and to encourage full work productivity and administrative stability and independence by assuring [NAME]’s morale and peace of mind with respect to future security;
4. [NAME] desires to accept employment as Police Chief of said City. NOW, THEREFORE, in consideration of the mutual promises set forth herein, the parties agree as follows:

SECTION 1. DUTIES

1.1 City agrees to employ [NAME] as Police Chief to perform the functions and duties set forth in Article [XX], Section [XX] of the City Charter of the City of [CITY].

SECTION 2. TERM

2.1 The term of employment shall commence on [DATE], and shall continue until [DATE (three years later)], unless sooner terminated by the parties pursuant to this agreement.

2.2 City may terminate Employee at any time.

2.3 Employee may resign from employment at any time upon giving four (4) months written notice to City during the original term of this agreement, or one (1) month’s written notice during any renewal term; provided, however, that notice shall not be required in the event Employee resigns pursuant to a request for resignation by City, or after receiving notice of City’s intent not to renew this agreement pursuant to Section 3.1.

SECTION 3. RENEWAL TERMS

3.1 This agreement shall be renewed automatically for successive periods of one year (renewal term), unless the City gives Employee written notice not less than 30 days prior to the expiration of the original term as set forth in Section 2.1 or any renewal term, of City's intent not to renew this agreement.

SECTION 4. ACTS ENTITLING EMPLOYEE TO SEVERANCE COMPENSATION

4.1 Employee shall be entitled to severance compensation set forth in Section 5 in the following events:

- (a) The City elects not to renew this agreement pursuant to Section 3.1.
- (b) The City terminates Employee without cause as defined in Section 8.
- (c) The City requests the resignation of Employee, and Employee resigns pursuant to such request.

SECTION 5. SEVERANCE COMPENSATION

5.1 In the event Employee's employment ceases pursuant to Section 4, City shall pay the salary and benefits set forth in Sections 6 and 7 of this Agreement for a period of twelve (12) months, or until Employee obtains other employment, whichever occurs first.

SECTION 6. SALARY

6.1 Commencing [DATE], City agrees to pay an annual salary of [\$Amount], payable in installments and at the same time that other City employees are paid.

SECTION 7. BENEFITS

7.1 Automobile. City shall provide Employee with a (CAR TYPE AND MODEL), or its equivalent, for both business use and the personal use of Employee and those dependents residing with him/her who hold valid [STATE] drivers licenses. City shall pay all liability, property damage and comprehensive insurance coverage, and for the purchase, operation (including all fuels and lubricants), maintenance, repair and replacement every two years from the anniversary day of this agreement.

7.2 Expenses and dues. City shall pay all reasonable and necessary business expenses, including dues in civic organizations. Employee shall submit such expenses pursuant to Section [XX] of the Charter of the City of [CITY].

7.3 Retirement contribution. City shall pay an amount equal to 20 percent of Employee's salary to the ICMA Retirement Fund.

7.4 Travel expenses. City shall pay all travel, accommodation and food expenses incurred by Employee for conferences and seminars

associated or related to city business or professional training and development. Such reimbursement shall be subject to Resolution No. [XX] or any amendment thereto.

7.5 Professional leave. Employee shall be entitled to ten (10) days leave each year for the purposes of teaching, consulting or speaking. Such leave shall not accumulate, and to the extent such leave is not used in any year it shall lapse.

7.6 Vacation and sick leave. Employee shall be credited with thirty (30) days of sick leave and eighteen (18) days vacation on [DATE (of employment)], and will earn vacation leave at the rate of eighteen (18) days each calendar year, until Employee has earned a maximum vacation leave of 54 days each calendar year. To the extent Employee utilizes vacation leave in any calendar year, he/she shall be entitled to recapture such used vacation leave at the rate of 1.5 days per month, but in no event shall such recapture exceed 54 vacation leave days in any calendar year. Example: Employee is entitled to 54 calendar days vacation leave. Employee uses 10 days vacation leave in January, thereby reducing his/her remaining leave to 44 days. Beginning in February, he/she will earn 1.5 days of vacation leave per month, until he/she has reached a maximum vacation leave of 54 days in that calendar year. Employee may receive compensation for all unused vacation leave credit and sick leave credit up to a maximum of two years.

7.7 Long term disability policy. Employee presently has and maintains a long term disability income policy with [Name of Company], policy no. [XX]. City shall pay the premiums on said policy as they become due, or pay to Employee an amount equal to the premiums at the time they become due.

7.8 Reimbursement of Social Security payments. City shall reimburse Employee an amount equal to the periodic deductions made for Social Security purposes.

7.9 Management benefits not otherwise provided. Except as otherwise provided herein, all provisions of the [CITY] Municipal Code and other resolutions, policies, rules and regulations of the City relating to sick leave, retirement and pension system contributions, holidays and other fringe benefits as they now exist or may hereafter be amended, shall apply to Employee as they do to other management employees of the City.

7.10 Housing allowance. Provided Employee shall reside within the City boundaries, City shall pay to Employee the sum of \$1,200 per month to pay for or offset the cost of housing that Employee will incur as a result of accepting employment with the City (“the allowance”). In the event that a residential purchase is made pursuant to the provisions of paragraph 7.11 of this agreement, the allowance will be reduced in proportion to the federal and state tax benefits received as a result of such purchase. Example: A residential purchase is made for a total consideration of \$400,000, and the annual interest payments are \$12,000 and

annual taxes are \$3,000. Assuming that Employee is in the 31 percent federal tax bracket and 9 percent state tax bracket, and both the interest and taxes are deductible items on both federal and state tax returns, then the allowance shall be reduced by \$500 per month ($\$15,000$ [total deductions] X 40% [combined federal and state tax bracket] = $\$6,000/12$ months = $\$500/\text{month}$).

7.11 Residential purchase. At such time as Employee determines to purchase a residential dwelling in the City of [CITY] for the use of him-/herself and his/her family, the City shall pay 66-2/3 percent of the down payment, and Employee shall pay 33-1/3 percent of the down payment, but the City share shall not exceed \$200,000. Title shall be taken in Employee's name. Employee shall pay in a timely manner all mortgage payments, taxes, insurance and assessments, and shall pay all costs of maintenance, repair and replacement. Upon termination of employment with the City, or upon the residence no longer being used as the primary residence for Employee, the property shall be placed for sale no earlier than 90 days after the termination and the net proceeds divided 66-2/3 percent to the city and 33-1/3 percent to Employee. Either party may buy the interest of the other at a mutually agreeable price. It is agreed that at the time of such residential purchase the parties will execute a recordable Equity Sharing Agreement that shall provide for the terms and conditions for the reimbursement to City of its share of the down payment from the sale of the residence.

SECTION 8. TERMINATION FOR CAUSE

8.1 Notwithstanding any provision of this agreement to the contrary, City may terminate Employee without payment of severance compensation only under the following circumstances:

(a) Employee violates Sections 2.3, 9, and 11 of this Agreement.

(b) Employee is convicted of a felony or misdemeanor involving moral turpitude, which involve theft, material false statement under oath, sexual misconduct, crimes against person, e.g. battery or assault, or offenses relating to alcohol.

(c) Employee is determined by the Fair Political Practices Commission to have unlawfully participated in a governmental decision in which he/she had a conflict of interest as defined in Government Code section [XX], et seq. or by the District Attorney to have violated Government Code section [XX].

SECTION 9. RESIDENCY

9.1 Employee agrees to maintain residency within 15 miles of the boundaries of the City.

SECTION 10. PERFORMANCE EVALUATION

10.1 The City shall review and evaluate the performance of Employee six (6) months after the execution of this Agreement, and at least once annually thereafter. Said review and evaluation shall be conducted in accordance with procedures and forms and with respect to specific criteria to be developed jointly by Employee and City. Said review and evaluation shall be private and confidential, and the results shall be summarized and discussed in closed session, to the extent permitted by law, or through some other mutually acceptable closed format. The parties agree that the primary purposes of such evaluation are to facilitate open and frank discussion, define roles and expectations, identify performance strengths and weaknesses, and provide an opportunity for Employee to take affirmative action to address weaknesses and areas needing improvement.

SECTION 11. EXCLUSIVE EMPLOYMENT

11.1 Employee shall devote his/her full time, energy and efforts to the City, and shall accept no outside employment, but the foregoing shall not limit Employee in teaching, writing, lecturing, or consulting, but only to the extent that such activities do not interfere with his/her duties as set forth in Section 1.1.

SECTION 12. ENTIRE AGREEMENT

12.1 The foregoing contains the entire agreement of the parties, and no modification shall be binding upon the parties unless the same is in writing, signed by the respective parties hereto.

SECTION 13. EFFECT OF PARTIAL INVALIDITY

13.1 If any provision of this agreement is for any reason deemed illegal or unenforceable by a court of competent jurisdiction, the remaining portion shall be deemed severable and shall remain in full force and effect.

INWITNESS WHEREOF, the City has caused this agreement to be duly executed by its Mayor and City Clerk and [NAME] has signed this agreement the [DATE] day of [MONTH], [YEAR].
CITY OF [CITY], a chartered municipal corporation,

Mayor
City Clerk

APPROVED AS TO FORM:(SEAL)

City Attorney

Example 3: Letter of Agreement

This is an example of a letter, rather than a contract, to define the terms of employment.

[DATE]

[NAME]

[ADDRESS]

Dear [NAME]:

This is a confirmation of our conversation earlier this week. We are extremely pleased to formally offer you the position of police chief for the City of [CITY].

The key purpose of this letter is to outline the conditions of this offer.

- A starting salary of [Amount/year]. Eligibility for future increases will be based on our normal pay administration rules with your first eligibility being [DATE].
- All standard city benefits based on normal rules and program design.
- A higher than standard annual leave earnings rate of 20 days.
- A monthly car allowance of \$1200 (this figure may increase in the future as it is indexed to changes in the allowable mileage reimbursement established by IRS). This allowance is to cover reasonable, local area travel for business use and you will have full personal use of your vehicle. Longer trips are reimbursed on a per-mile basis over and above the allowance.
- Reasonable relocation expenses for you and your family (we will discuss the best approach to this when the time arrives). While it is not an official city policy that department heads reside in the city limits, it is expected that you as police chief will do so within 12 months of appointment.
- A severance pay arrangement that provides you with full salary for three months should you be terminated prior to two years of employment for any reason other than illegal activity or act of moral turpitude that substantially impairs your ability to reasonably perform your duties. After two years of employment as Chief; the severance portion of this offer will be eliminated.
- Your initial day of employment will be [DATE].
- This offer is contingent on successful completion of a standard pre-employment drug test required of all new full time employees.

- This offer is also contingent upon you becoming certified as a police officer in the state of [STATE] within one year of employment. [NAME] has talked to you briefly about this issue and we can pursue the steps necessary to achieve certification once the appointment is announced. At a minimum, you will need to complete some specific coursework related to [STATE] law and be qualified with your firearm. We are starting a new Police Academy class on [DATE] and all of the potentially required courses will be taught at some point during the academy.

We have scheduled the news conference to announce your appointment for [TIME AND DATE] in the [NAME] Municipal Office Building.

I am very excited that you will be joining our organization in this crucial role. As a municipal government, we enjoy a long history of solid service delivery to the public, and the police department is specifically well thought of and supported in our community. In addition, we are rapidly developing a very strong team of top managers in the organization. We look forward to your successfully filling the role of chief in leading our department to new levels, realizing your next professional goal and also contributing as a valued member of the team as we strive to serve our citizens even better in the future. We discussed some of our expectations for the new chief during the interviews, and will be going over those in detail with you as soon as you start work.

If you need assistance with anything please contact [NAME] at [TELEPHONE NUMBER]. Otherwise we all look forward to seeing you again on [DATE].

Sincerely,

[NAME]
City Manager

Agreement and Acceptance of Employment:

[NAME]
Police Chief

Sample Contract Clauses

SEVERANCE AGREEMENT – SAMPLE 1

If POLICE CHIEF is terminated from the employment of CITY during said term for any reason except as expressly provided herein by this Agreement, POLICE CHIEF shall be entitled to severance pay in an amount equal to six (6) months' salary and benefits based upon the annual salary and benefits plans of POLICE CHIEF at the time of termination.

POLICE CHIEF shall not be entitled to severance pay in the event that POLICE CHIEF is terminated as a result of conviction of a felony or for a crime involving moral turpitude. For purpose of resolving any dispute regarding whether the severance payment has been properly denied, CITY shall have the burden of establishing by a preponderance of evidence that POLICE CHIEF was convicted of a felony or a crime involving moral turpitude.

Notwithstanding any provision in this Agreement to the contrary, POLICE CHIEF expressly acknowledges and agrees that POLICE CHIEF is an "at will" employee and that the City Manager may exercise his/her uncontrolled discretion to remove POLICE CHIEF. POLICE CHIEF shall be given thirty (30) days' written notice of the City Manager's intent to terminate.

SEVERANCE AGREEMENT – SAMPLE 2

(NAME) is employed by the mayor at will. In the event (NAME'S) employment is terminated as provided herein by the mayor, or (NAME) is requested to resign as Police Chief, the City agrees to pay (NAME) compensation as set forth below. However, in the event (NAME) is terminated for cause, then the City shall have no obligation to pay severance compensation.

Severance compensation shall include twelve (12) months aggregate salary at the time of termination to include any incentive pay and unused vacation time to which (NAME) is entitled. The City will continue full benefit coverage on medical, dental, vision and life insurance plans in which (NAME) is enrolled on the date of termination/resignation.

In consideration of (NAME'S) receipt of severance compensation as described above, (NAME) agrees to execute a written release, in a form satisfactory to the city attorney, of all claims against the City for any claims arising out of (NAME'S) employment.

In the event (NAME) voluntarily resigns his/her employment with the City, (NAME) shall give the City thirty (30) days written notice. Any such voluntary resignation shall not require the City to pay severance compensation.

MUTUAL INTEREST PURPOSE FOR CONTRACT

Employment agreement is entered into so that the rights and responsibilities of employment are clearly defined. Such clarity serves to further the public interest. Such an agreement helps to establish an atmosphere for employee to reach the highest level of productivity while at the same time providing assurances with regard to job security. This agreement establishes a mutual understanding regarding compensation and provides a clear structure for terminating employment should that action become necessary or desirable

ACCUMULATION OF COMP TIME IN LIEU OF VACATION TIME

In recognition that employee must devote time outside of office hours, employee shall be allowed to accumulate up to 120 hours of compensatory time which the employee may utilize in lieu of vacation time. Compensatory time shall not be paid upon termination, but may be used toward early retirement.

COMP TIME USED FOR TEACHING, WRITING, LECTURING OR CONSULTING

Subject to approval from the city manager, employee may use accumulated compensatory time to teach, write, lecture or provide consulting services provided doing so will not interfere with his/her duties as police chief or pose a conflict of interest to the city.

TEN DAYS ANNUALLY FOR CONSULTING SERVICES

With prior approval from the city manager, employee may undertake speaking engagements, writing, teaching or other professional consulting for organizations other than the city for up to ten (10) days per year, providing these services do not conflict with the employees responsibilities to the city and that there is no expense to the city related to these services.

INCENTIVE PAY TO RETAIN NATIONAL ACCREDITATION

In recognition of the work associated with maintaining national accreditation, the employee will receive a \$5000 stipend per year for each year the department retains accreditation during the term of this contract.

INCENTIVE PAY FOR REDUCING OVERTIME

If employee reduces police department overtime by 50% each month from the same month of the previous year, city will pay employee \$1000 for that particular month.

EDUCATION INCENTIVE

Employee's salary will be increased by \$4500 upon completion of a graduate degree from a program accepted by the city.

COST SAVINGS INCENTIVE

If the employee opts not to elect group health insurance offered by the city, the city will reimburse to employee 50% of the total cost savings to employee as a cost savings incentive.

ATTENDANCE AT PROFESSIONAL MEETINGS AND SEMINARS

The CITY recognizes its commitment to the professional development of the POLICE CHIEF for the benefit of the CITY. The CITY agrees to pay for the professional dues for the POLICE CHIEF'S membership in national, state and regional professional associations. The POLICE CHIEF will be entitled to attend the annual conferences of the International Association of Chiefs of Police, the Police Executive Research Forum, the Major Cities Chiefs Association and the (STATE) Police Chief's Association. The POLICE CHIEF shall be reimbursed by the CITY for all travel and subsistence expenses incurred while attending the above listed meetings. The CITY also agrees to allow POLICE CHIEF to attend seminars, courses, institutes and symposiums that contribute to the POLICE CHIEF'S professional development, subject to annual budget authorization, that are approved by the CITY MANAGER in advance.

PAYMENT FOR TEMPORARY HOUSING AND RELOCATION – SAMPLE 1

The city will pay \$12,000 to the employee for temporary housing and relocation costs as a lump sum to be paid upon execution of this agreement. If the employee voluntarily resigns within one year of the execution of this agreement, then employee will reimburse city the amount of \$12,000.

PAYMENT FOR TEMPORARY HOUSING AND RELOCATION – SAMPLE 2

The City agrees to pay the Employee up to a maximum of Ten Thousand Dollars (\$10,000) in relocation costs, such as mortgage points, moving expenses, closing costs, comparable rent or mortgage differential.

PAYMENT FOR TEMPORARY HOUSING AND RELOCATION – SAMPLE 3

The city will reimburse you for all reasonable moving expenses, and you and your spouse/partner will be provided with airfare and accommodations for two house hunting trips. Once you have purchased a home in XXX, you will receive a mortgage reimbursement equal to your monthly mortgage payments in XYZ or a monthly allocation of \$1,500, whichever is less, until you sell your XYZ home, for a period not to exceed one year.

OPTION OF ALTERNATE RETIREMENT PLAN WITH SAME PENSION CONTRIBUTION

Employee shall have the option to select membership in the state retirement plan or establish a deferred compensation retirement account with the city making equal contributions as those that would be made to the state plan.

PROTECTION OF RETIREMENT FOR CHIEF PROMOTED FROM WITHIN

If city terminates employee's employment with or without cause prior to employee obtaining 25 years of service credit for the purposes of vesting in city pension plan, the city will purchase up to five (5) years of service credit on behalf of the employee so that employee's service credit equals but does not exceed 25 years.

CHIEF'S SALARY TO REMAIN ABOVE SUBORDINATES

Employee's annual salary shall remain at least eight percent (8%) greater than that of any subordinate employee within the police department.

DIFFERENCE PAID FOR ANNUAL PHYSICAL EXAM

The city encourages the employee to have an annual physical exam and will reimburse to the employee the cost that is not paid by the city's medical insurance.

REQUIREMENT FOR STATE CERTIFICATION

Employee will obtain state law enforcement certification and will complete all necessary courses/tests as soon as possible after employment but no later than six (6) months from the effective date of this agreement.

INDEMNIFICATION

City provides liability protection to employee and agrees to indemnify, defend and hold employee harmless from any claims, demands, suits judgments and personal liability, damages, costs and legal fees of any kind that occur in the performance of his/her duties as police chief, even if said claim has been made after termination from employment. Coverage will be limited to one million dollars (\$1,000,000) or to any additional amount for which the city is insured. This indemnification shall not extend to actions for which severance pay can be denied under the provisions of this contract. Should the parties not agree whether the issue arose out of the employee's scope of employment, the issue will be submitted to arbitration. Each party will pay half the cost of arbitration and will be solely responsible for his/her own legal fees.

BINDING ARBITRATION FOR CONTROVERSY OR CLAIM RELATED TO EMPLOYMENT

Any controversy or claim arising out of, or relating to, employees employment shall be settled by arbitration administered by the American Arbitration Association. The parties shall share equally the administrative costs and arbitrator's fees. Each party shall bear its own expenses and attorney fees relating to such arbitration. The parties agree that arbitration may direct that the losing party must pay all of the administrative costs and arbitrator's fees.

NON-RENEWAL CLAUSE

If the city manager chooses not to renew this contract at the end of its term, written notice will be given to the employee at least six (6) months in advance of such intent not to renew. Failure to give such notice will extend the contract for an additional year.

SEVERANCE PAY CONTINGENT ON SIGNING OF SEPARATION AGREEMENT

Severance payment shall be contingent on employee executing a separation agreement (in a form satisfactory to the city attorney) that provides release and waiver of any and all claims against the city, its officers, employees and agents arising out of the employment or termination of employment with the employee.

DEFINITION OF JUST CAUSE

Just cause shall be defined as willful misconduct, gross negligence, dishonest or fraudulent conduct, theft, misappropriation or misuse of

public property or funds, bribery, conviction of a felony, commission of an act of moral turpitude, driving while intoxicated, domestic abuse, willful disregard of directive given by the city manager, neglect or abandonment of duties, breach of contract, violation of any city ordinance, violation of any county, state, or federal constitution, charter, ordinance, statute or regulation (other than minor traffic or parking violations).

PUBLIC/CLOSED HEARING UPON NOTICE OF TERMINATION

In the event the city intends to terminate employment, employee will be given written notice stating the reason/s for termination. Within ten (10) days of receipt, employee may submit a written request for a hearing on the merits of the charges. No later than twenty-eight (28) days from the receipt of such notice, the council shall conduct a public hearing, unless employee requests that hearing not be public. This hearing will be for the purpose of obtaining the employee's response to the reason/s for termination. The employee will have the right to be represented by counsel and to submit evidence and provide witnesses. The council will render a decision to determine if the termination action will proceed within thirty (30) days of the hearing. This decision will be binding and final. The city will continue to pay the salary and benefits of employee until a final decision is rendered.

Police Executive Research Forum Resources

FOLLOWING IS A PARTIAL LIST OF REPORTS PUBLISHED BY THE Police Executive Research Forum about critical issues in policing. All of these reports are available without charge online at <http://www.policeforum.org/free-online-documents>.

- **Defining Moments for Police Chiefs (2015)**
- **Implementing a Body-Worn Camera Program: Recommendations and Lessons Learned (2014)**
- **Local Police Perspectives on State Immigration Policies (2014)**
- **New Challenges for Police: A Heroin Epidemic and Changing Attitudes Toward Marijuana (2014)**
- **Future Trends in Policing (2014)**
- **The Role of Local Law Enforcement Agencies in Preventing and Investigating Cybercrime (2014)**
- **The Police Response to Active Shooter Incidents (2014)**
- **Legitimacy and Procedural Justice: A New Element of Police Leadership (2014)**
- **Social Media and Tactical Considerations for Law Enforcement (2013)**
- **Compstat: Its Origins, Evolution, and Future in Law Enforcement Agencies (2013)**
- **Civil Rights Investigations of Local Police: Lessons Learned (2013)**
- **A National Survey of Eyewitness Identification Procedures in Law Enforcement Agencies (2013)**
- **FAQs about the Change in the UCR Definition of Rape (2013)**

- An Integrated Approach to De-Escalation and Minimizing Use of Force (2012)
- Improving the Police Response to Sexual Assault (2012)
- How are Innovations in Technology Transforming Policing? (2012)
- Voices From Across the Country: Local Law Enforcement Officials Discuss the Challenges of Immigration Enforcement (2012)
- Body Armor Use, Care, and Performance in Real World Conditions: Findings from a National Survey (2012)
- Labor-Management Relations in Policing: Looking to the Future and Finding Common Ground (2011)
- Managing Major Events: Best Practices from the Field (2011)
- 2011 Electronic Control Weapon Guidelines (2011)
- Gun Enforcement and Gun Violence Prevention Practices among Local Law Enforcement Agencies (2010)
- Guns and Crime: Breaking New Ground by Focusing on the Local Impact (2010)
- It's More Complex than You Think: A Chief's Guide to DNA (2010)
- A Guide to Occupational Health and Safety for Law Enforcement Executives (2010)
- Gang Violence: The Police Role in Developing Community-Wide Solutions (2010)
- Leadership Matters: Police Chiefs Talk About Their Careers (2009)
- Communication and Public Health Emergencies: A Guide for Law Enforcement (2009)
- The Stop Snitching Phenomenon: Breaking the Code of Silence (2009)
- The BJA/PERF Body Armor National Survey (2009)
- Comparing Safety Outcomes in Police Use-of-Force Cases for Law Enforcement Agencies that Have Deployed Conducted Energy Devices and a Matched Comparison Group that Have Not: A Quasi-Experimental Evaluation (2009)
- Benchmarks for Developing a Law Enforcement Pandemic Flu Plan (2009)
- Violent Crime in America: What We Know About Hot Spots Enforcement (2008)
- Patrol-Level Response to a Suicide Bomb Threat (2007)
- Police Planning for an Influenza Pandemic: Case Studies and Recommendations from the Field (2007)

- Good to Great Policing: Application of Business Management Principles in the Public Sector (2007)
- Strategies for Resolving Conflict and Minimizing Use of Force (2007)
- Promoting Effective Homicide Investigations (2007)
- Police Management of Mass Demonstrations: Identifying Issues and Successful Approaches (2006)
- Supervision and Intervention within Early Intervention Systems (2005)
- Understanding Race Data from Vehicle Stops: A Stakeholder's Guide (2005)
- Chief Concerns: Exploring the Challenges of Police Use of Force (2005)
- Community Policing: The Past, Present, and Future (2004)
- Managing a Multijurisdictional Case: Identifying Lessons Learned from the Sniper Investigation (2004)
- Criminal Justice/Mental Health Consensus Project (2002)
- Racially Biased Policing: A Principled Response (2001)

About the Author

CHARLOTTE LANSINGER HAS BEEN AN EXECUTIVE SEARCH CONSULTANT with the Police Executive Research Forum (PERF) since 1993, and has been a specialist in the field of police chief selection since 1987. Previously, she worked for the International Association of Chiefs of Police, where she helped establish executive search services. She has assisted local governments and other organizations with the placement of more than 80 police chiefs in cities, counties, states, universities and transportation facilities across the country. Recent projects have included police chief searches for the cities of Baltimore, Denver, Corpus Christi, Seattle, Dallas, Houston, and the U.S. Capitol Police. Prior to her work in police executive selection, Lansinger worked in the field of human resources as a recruiter and manager. She is active in law enforcement career counseling and has given numerous presentations on the topic. She has also served as project associate for the development and administration of various police promotional examinations and assessment centers. She is a contributor to *Selecting a Police Chief: A Handbook for Local Government*, published by the International City/County Management Association and PERF. Lansinger holds a bachelor's degree in government and public service from Indiana University of Pennsylvania.

About PERF

THE POLICE EXECUTIVE RESEARCH FORUM (PERF) IS AN INDEPENDENT research organization that focuses on critical issues in policing. Since its founding in 1976, PERF has identified best practices on fundamental issues such as reducing police use of force; developing community policing and problem-oriented policing; using new technologies to deliver police services to the community; and evaluating crime reduction strategies.

PERF strives to advance professionalism in policing and to improve the delivery of police services through the exercise of strong national leadership, public debate of police and criminal justice issues, and research and policy development.

PERF sponsors and conducts the Senior Management Institute for Police (SMIP), which provides comprehensive professional management and executive development education to police chiefs and other law enforcement executives. Convened annually in Boston, SMIP offers instruction by professors from leading universities as well as by police practitioners.

PERF also has assisted more than 80 jurisdictions to recruit and select well-qualified candidates for police executive positions. And PERF has conducted more than 250 studies of individual law enforcement agencies on issues such as resource allocation, training, policy development, organizational climate, and strategic planning.

For more information, go to www.policeforum.org.



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