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Canada

Police Sector Council Leadership Workshop February 1-3, 2011

Executive Selection

Shelagh Morris
Director – Corporate Services
Guelph Police Service

PSC Leadership Workshop
Executive Selection

Presentation:

- Executive Selection Process 2005 vs. 2011
- Guelph Police Service
- Deputy Chief – Neighbourhood Services
- Benefits of Executive Selection Guide and Leadership Competencies developed under leadership of PSC with Police Community.
- **Process is currently on-going – information limited to process not outcomes.**

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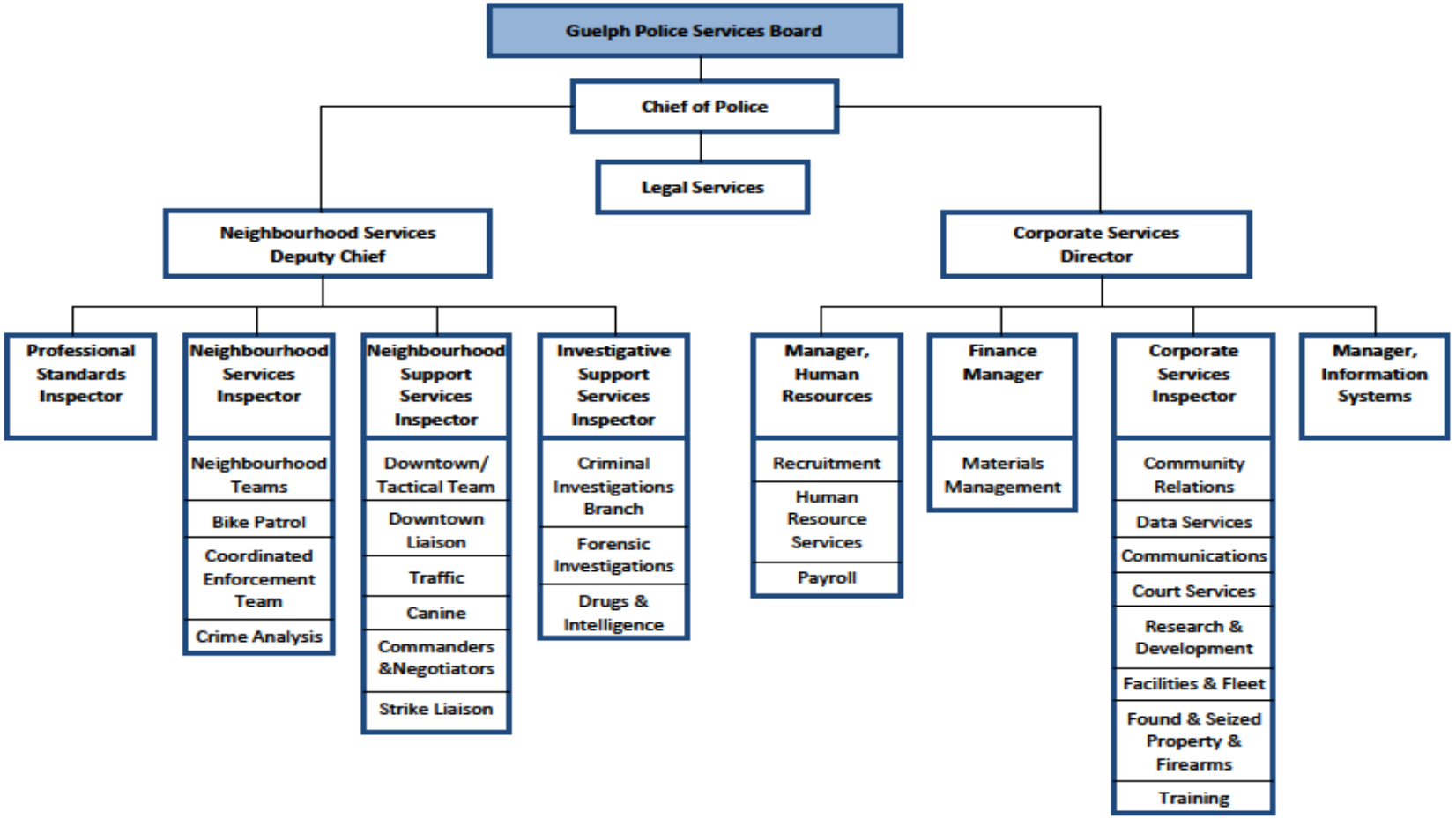
Executive Selection



PSC Leadership Workshop
Executive Selection

2005 Process:

- Board has legislated responsibility to recruit and hire Deputy chief – Board determined process.
- No experience with executive police recruiting process.
- Asked Chief and Director to be Advisors.
- No consultant or legal assistance retained.
- No assistance from Ministry Police Advisor – no information from Ministry available.
- No resource documents other than minimal, dated information from OAPSB.

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Process Considerations:

- Desired Tasks?
- Desired Competencies?
- Internal/external competition?
- Advertising?
- Recruitment Process?
- HR Processes?
- Selection Panel?
- Applicant Screening?
- Interview Questions?
- Presentation?
- Candidate Assessment?
- Candidate Selection?
- Reference and Background Checks?
- Contract Negotiations?
- Communication – during and after?

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Process:

- Full Board involved.
- No in-house HR manager at the time.
- Chief and Director did research and prepared most documents.
- Reviewed Position Description and updated.
- Competencies included but not tied to interview.
- Questions developed in-house – not competency based, not behavioural questions – all situational or JK.
- Questions scored by Board but no matrix used.
- Little communication through process.

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Late 2010: – Deputy Chief Recruitment Process

- Organization chart same.
- Position Description same – hadn't been updated.
- Board chair remains (but leaving) and all other Board members new – Chief and Director same.
- HR Manager – qualified resource for Board on HR practices and legal considerations.
- No consultant or legal assistance requested.
- No resource material from Ministry or OAPSB.
- **All recruiting process considerations same.**

PSC Leadership Workshop
Executive Selection

Process Considerations:

- Desired Tasks?
- Desired Competencies?
- Internal/external competition?
- Advertising?
- Recruitment Process?
- HR Processes?
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New Police Sector Council Guide

Police Executive Selection

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Benefits for Board:

- Nationally validated Rank Task lists.
- Nationally validated Rank Competency profiles.
- Job-related selection criteria – BFOR.
- Assessment tools for evaluation and selection of candidates, and interview guidelines and questions.
- Defensible process – public accountability.
- Provides flexibility – Board can build process to meet local needs using templates.

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Board Direction for Process:

- Consistent, transparent and defensible process.
- Ensure best candidate selected – open competition.
- Ensure position description identified Board's required job responsibilities and competencies for the position.
- Board to manage the process with Chief and Director as advisors.
- HR Manager involved in assisting Board with process.
- Established timelines for process based on retirement date.

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Assisting the Board:

- Review draft Police Executive Selection Guide.
- Prepared for the Board:
  - **Task** list for DC position (define "task").
  - **Leadership competencies** list for DC position (define "competency").
  - Other **job requirements** (education, knowledge, experience).
  - Defined **assessment process**- resume review and screening, competency based interviews, sample questions, reference checks, background investigation, selection requirements.
  - Definition of three types of **interview questions**.
  - **Interview** guide.

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Assisting the Board (cont'd):

- Detailed schedule developed identifying key steps and timelines in process based on material from Police Executive Selection Guide.
- Board adapted to their needs and approved.
- Board has been using schedule and updating in the process – keeps them on track and in sync.
- HR Manager working with the Board on screening and selection matrices.

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Comments:

- Boards will still rely on consultants and/or staff to help with the process.
- Guide may be intimidating to Board but if broken down into steps customized to meet local needs it gives them a good understanding of the process and the need for consistency, fairness and transparency, and importance of competency based selection.
- Not bound by lists tasks and competencies – can add or subtract as locally needed.

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Questions?