



CAMROSE POLICE COMMISSION

2017 Chief of Police Hiring Process

OUR HIRING PROCESS INVOLVED STAKEHOLDERS FROM THE COMMUNITY

Sworn Members of the Service

Civilian Staff

Management of the Service

Members of Council

Department Heads within the City of Camrose

Camrose and District Support Services

University of Alberta, Augustana Faculty



RESOURCES WE USED

City HR

City Lawyer

Chief and Deputy Chief

Police Act

Police Regulations

Other postings

Existing Job Description for Chief of Police

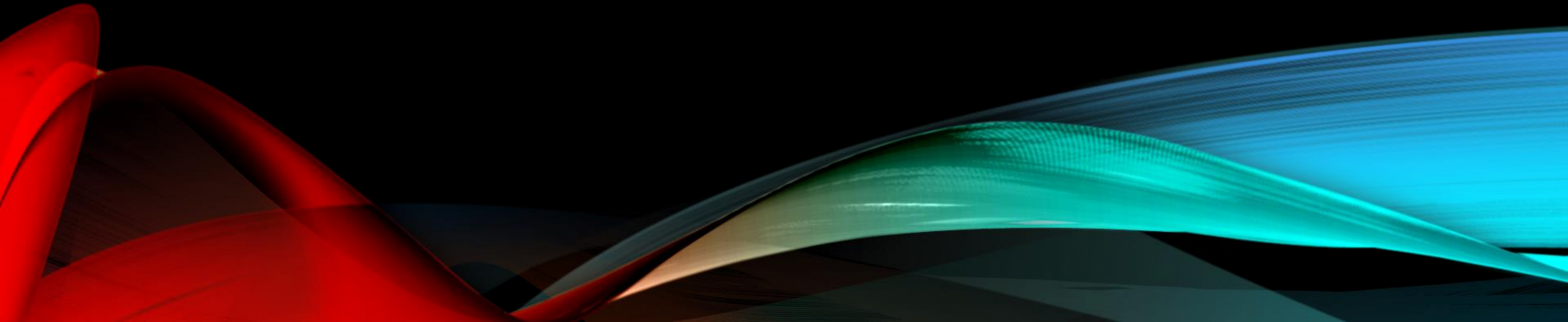


NOVEMBER/DECEMBER 2016

Strike Sub-committee (Chair, Vice-Chair, Member of Commission, City HR,
Deputy City Manager)

Research Other Ads and Postings

Send Memo to Service asking for input on qualities of a new chief

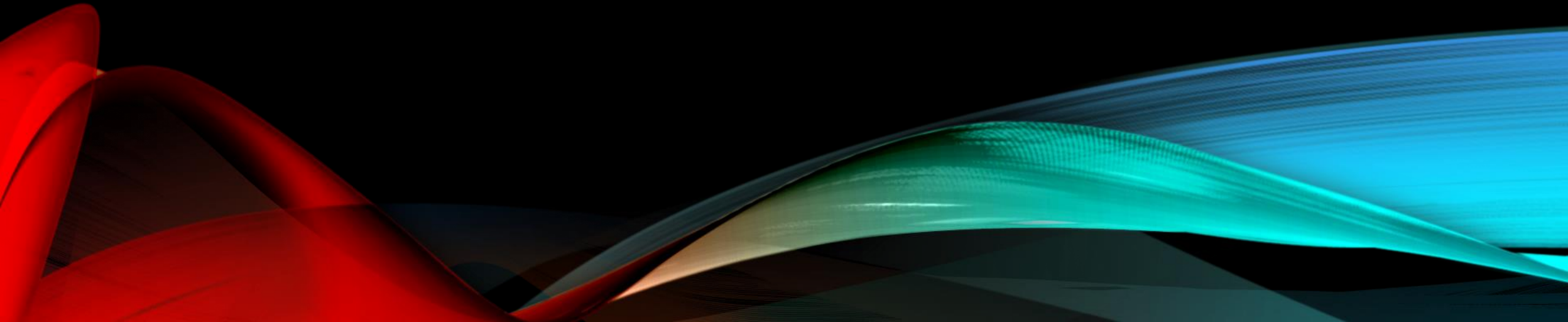


JANUARY 2017

Develop Job Posting

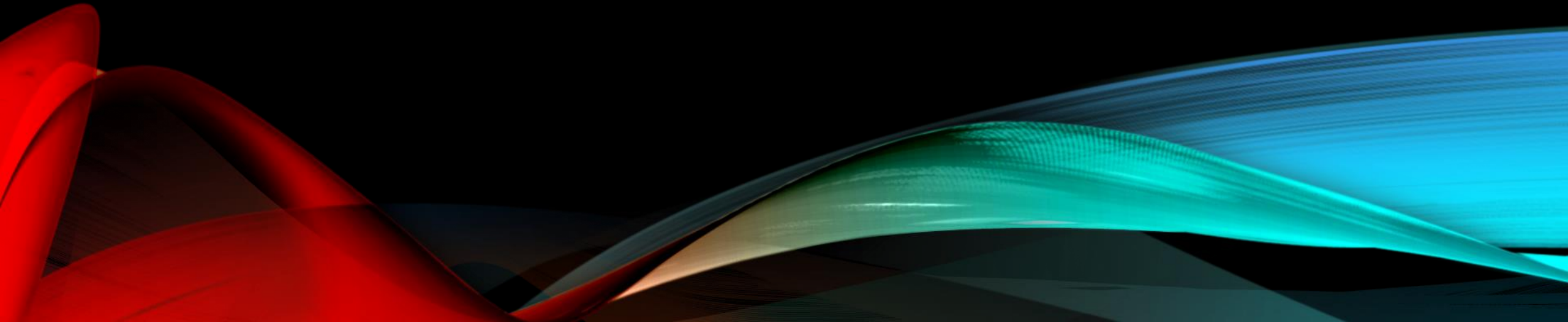
Develop Position Profile

Determine coverage for advertisements (Edmonton, Calgary, Lethbridge,
Blue Line, CAPG)



FEBRUARY 2017

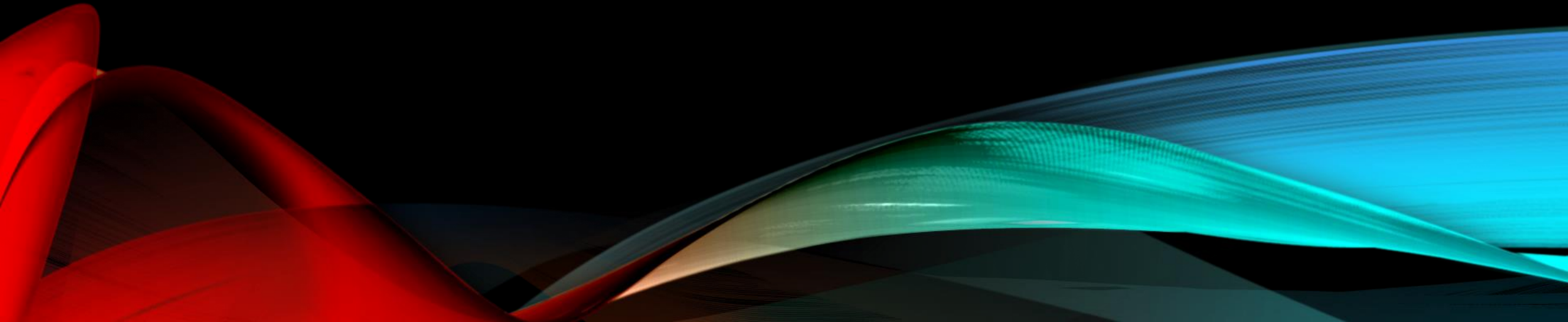
Posting was up for two weeks, ending February 24th, 2017



MARCH 2017

Early March Short-listed Candidates to 5

Late March Scheduled the Candidates for a short Skype Interview



APRIL/MAY 2017

Develop Interview Questions

Further Short list candidates to 3 for in person process

Schedule Interview Days with the Candidates

Final Decision in Mid- May

Reference Checks Completed

Development of Employment Contract

Offer & Negotiation with successful candidate



JUNE 2017

Final Negotiation

Ratification from City Council

JULY 2017

New Chief Started

Change of Command Ceremony



INTERVIEW DAY

Full Day Process Consisting of the Following:

- 10 minute presentation followed by Q&A with the sworn members
 - 10 minute presentation followed by Q&A with the civilian staff
- 1 hosted meal with a commission member, the mayor, cdss and UofA
- 1 hosted meal with a commission member and representatives of council
 - 1 hosted break with Department heads from the City of Camrose
 - Short tour of Camrose
 - Formal Interview
- Stakeholders were asked to provide anonymous feedback

FORMAL INTERVIEW

Candidates were asked to research and develop a presentation on the Unfounded Report in the Globe and Mail and focus on the following:

Community confidence and trust is crucial for effective policing. In light of this report, what could a future Chief do to enhance community confidence in the police service?

What could a future Chief do within the Police Service to address the complex nature of sexual assault investigations?

What could a future Chief do with community stakeholders to support an environment of safe disclosure?

FORMAL INTERVIEW

Candidates were then asked questions within the following 4 categories:

Professional Competencies (Body of Knowledge)

Contextual Competencies (Ethical Standards)

Social Competencies (Manage the role of police in a democratic society)

Individual Competencies (Leadership Capacities, Actions, Management, Initiative)

The interview was conducted by the Entire Commission with the Chair asking all the questions. City HR the Deputy City Manager and the Deputy Chief were also in attendance as resources for the Commission.



WHY DID WE DO THIS?

- We knew it was very likely that our new Chief would be from outside our community.
- Engaging the service in the process would create buy-in with the goal of making the transition to a new chief easier
- An open process with stakeholders that demonstrated to the community our commitment to a serious and robust process
- Transparent Process
- Needed City Council to be confident in our final choice
- Wanted a top rate individual

LESSONS LEARNED

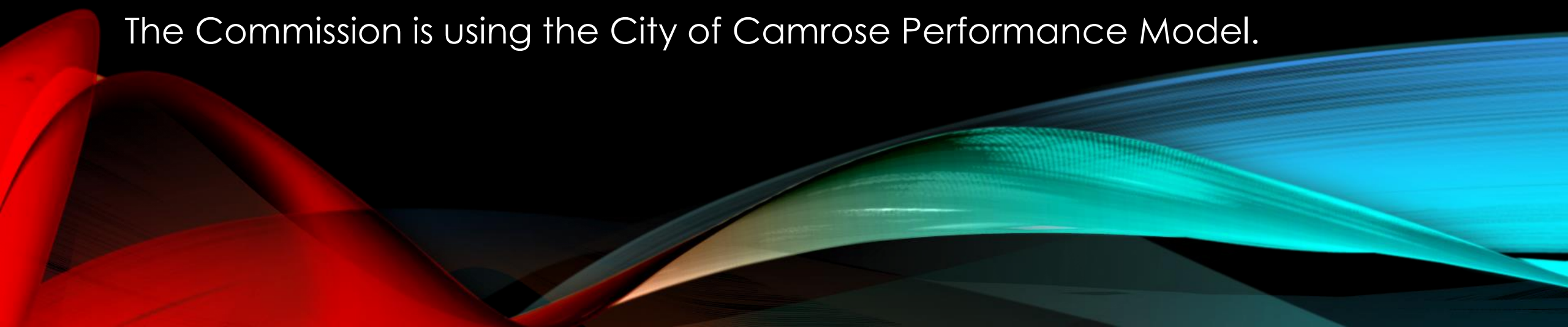
- I would communicate different time-lines to the candidates. The process took a few unexpected turns and the length of time it took from the First Skype Interview to the Final Employment Contract was very long.
- I would engage stakeholders earlier and communicate our wishes and expectations with greater lead time.
- I would engage the city Lawyer sooner and have a few more details started on con-currently with our process (for example, we could have mapped out the Employment Agreement earlier so that a draft was ready at the time of verbal offer.

A QUICK NOTE ON PERFORMANCE

The Commission Struck a Sub-committee to monitor the 1 year probationary period for the Chief.

At Hiring, it was made clear there would be quarterly meetings with the Chief to manage goals and outcomes with a 360 review conducted in the last 3 months of the probationary period.

The Commission is using the City of Camrose Performance Model.



Thank You
Robert Ford
rford@camrose.ca

Copies of the Following are available:

- Job Posting
- Position profile
- Interview questions

History

Our previous hiring process took approximately 7 months to complete. A contributing factor to this was due to the linear nature of decisions and development of key components of the process, including; development of a position profile, ad, interview questions, etc. Below is an updated process, using similar elements from the previous process, including rationale.

Date	Action Items	Rationale
March Commission Meeting	Approve existing Position Profile and One Page Ad	Our previous process engaged Police Service stakeholders by submitting comments re: qualities of a Chief of Police. These documents are relevant and in conversations with some members of the service, using them in their existing form is acceptable.
	Add a separate web page that describes the one-day process and that confidentiality is not guaranteed after that date.	We don't want candidates to be surprised by the public nature of the interview day. To that end, see below for alternate process.
	Create a Subcommittee composed of the Chair, Vice-Chair, one member of the Commission, City HR Rep and City Manager Rep. Pre-approved budget of \$20000.00 for advertising and recruitment.	This committee is the same structure and guarantees our process will take into consideration other critical points of view. Our previous process required the commission to approve a budget that the committee created for advertising. A pre-approval will allow the committee to begin advertising immediately.
Time between March and April Commission Meetings	Posting with due date of April 12 th . Concurrent Actions include:	We need to move quickly.

	Review Interview Questions & develop Presentation question. Update Employment contract (City Legal) Create Interview Day indemnity Map out all days available for a recommendation to City Council. Committee Shortlists to 6 for the Commission to consider. Update council on the process. Stakeholder confidentiality agreement Identify and Notify stakeholders of future opportunity to participate, articulate their purpose Confirm Interview Venue	These processes can be worked on so that we can move quickly to interview day and offer. Rank all six candidates with the intention of inviting the top three to an interview day. In the event that a candidate backs out or is clearly a bust, the committee can bring the next candidate on the list without having to go back to the commission for a decision. This supports transparency. See Below The previous process did not give stakeholders enough notice, nor did they fully understand their role. Do this in advance to avoid any surprises, refine once candidates are selected.
April Commission Meeting	Rank 6 short listed candidates.	As per above.

	All Applications will be available for commission members to review. Approve compensation range, review draft employment agreement. Confirm interview Team members.	This supports transparency. This puts us into a position to quickly generate an offer once the commission makes a final decision. Last time we had All members of the Commission, City HR Rep, City Manager Rep and either the Deputy or Staff SGT as subject matter experts.
Late April, Early May	Interview Days Confirm with stakeholders dates and times for participation. Book Spaces for interview and other meetings.	
May Commission Meeting, or an earlier Special Meeting.	Review applicants and make a decision to offer. Empower the Chair and Vice-Chair to negotiate Employment Agreement with the successful candidate. Approve a compensation range to enable the Chair and Vice-Chair to negotiate elements of the Agreement.	If the interviews are completed more than 1 week prior to the May Commission meeting, I recommend we hold a special commission meeting to approve the final candidate. Basically we need to know the high end tolerance for the commission before having to come back to the commission for a revised number.
Post Meeting +/- 10 days	Candidate Negotiation Draft Bio and Media Release with photo of candidate.	We will want to know the earliest date after our decision to approach council for a ratification vote.

Post council Meeting	Media Release	
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Elements of the Interview Day

A whole day gives us a great opportunity to learn about the candidate and for the candidate to learn about us. The risk to the candidate is that this activity is public. We should be up front with this process so that it is not a surprise, however, a great candidate may self exclude if they are concerned about confidentiality. In this circumstance we could take steps to minimize this risk (the candidate should acknowledge in writing that there is no guarantee):

- Invite stakeholders who are willing to sign a confidentiality agreement to meetings with the candidate this could be:
 - Select members of the police service, community stakeholders, etc.
- Hold the formal interview at City Hall (which we did previously)

Formal Interview

Attached are the interview questions we used before. We had the candidates take time to do a presentation to the commission and I feel this is a beneficial activity. We can avoid questions related to their ability to research and present by:

- Demonstrates ability to research a topic of significant social interest
- Demonstrates ability to present to stakeholders
- Demonstrates key communication competencies

Recommended topics include (high level, this can be flushed out later)

- What elements of the TRC Recommendations do you feel apply to policing and how would you apply them to policing within the City of Camrose.
- What actions could you as Chief take to encourage applicants from marginalized groups apply for police positions within the Camrose Police Service.

Open Meeting Motion

That the commission create a subcommittee composed of the Chair, Vice Chair, _____, City Manager (or representative, and a representative from City HR to manage recruitment, shortlisting and interview process for hiring a new Chief of Police. The Subcommittee is empowered to develop and manage the milestones discussed during the closed meeting. Further, the Commission is authorized to spend up to \$20000 for advertising the position.



CHIEF OF POLICE

CITY OF CAMROSE

An opportunity exists to join the City of Camrose as its Chief of Police. The City of Camrose is an attractive and vibrant regional centre of 18,000 + people, situated in east-central Alberta. The Police Service consists of 30 sworn members and 17 fulltime civilian staff in addition to casual staff that take pride in the quality of policing services provided to the Community. Since 1993 the Police Service has been an accredited Police agency with CALEA, meeting some of the highest professional policing standards in North America.

POSITION PROFILE

Chief of Police, City of Camrose – Camrose, Alberta

POSITION SUMMARY:

Reporting to the Camrose Police Commission, the Chief of Police is responsible for leadership of the Police Service, collaboration with the Police Commission and with senior staff in strategic planning and the continuation of the strong community based policing model. The ideal candidate possesses a proactive, cooperative and engaging management style and is fully conversant with all aspects of the Police Act and Human Rights legislation.

MINIMUM QUALIFICATIONS:

Education and Qualifications

- A Bachelor's degree in criminology, law enforcement, police science, public or business administration or an equivalent combination of education and experience.
- Extensive years of experience in a progressively responsible law enforcement role, including senior policing leadership and management experience, ideally in a civilian governance environment.
- Successful completion of the Executive Development Program from the Canadian Police College is preferred.
- Consideration will be given to other combinations of education and experience.

Key Competencies

- A history of progressive thinking and creative innovation.
- Considerable law enforcement experience including responsibility for budget preparation, financial planning and resource allocation at the command level or higher.
- Change management experience, such as a demonstrated history of managing cultural and operational changes.
- Comfortable delegating responsibility to others, yet maintaining accountability for the overall performance of the Police Service.
- Demonstrated ability to develop effective relationships, maintain trust and elicit respect with the community, Commission, Council and staff.
- Proven leadership and teambuilding skills, specifically in setting professional standards and strategic planning.
- Visionary, insightful and strategic thinker, able to understand and identify issues that will impact the community and the Police Service.
- Strong and effective communication skills, both oral and written.

- Influential presence that goes beyond managerial presence.
- Comfortable leading and conversing with a diverse team of staff.
- Willingness to listen and communicate with all personnel.
- Technical skills, knowledge of the requirements of personnel and the Police Service.
- Open to new concepts of social media and embracing the change and culture of society.

The Chief is accountable to the Police Commission for:

- The operation of the Police Service.
- The manner in which he/she carries out their responsibilities under section 41(1) of the Alberta Police Act which describes the duties of the Chief of Police, specifically;
 - the preservation and maintenance of the public peace and the prevention of crime within the municipality;
 - the maintenance of discipline and the performance of duty within the Police Service, subject to the regulations governing the discipline and the performance of duty of police officers;
 - the day to day administration of the Police Service;
- and CALEA 12.1.1
 - the application of professional police procedures;
 - the planning and research function of the Police Service.
- The administration of the finances and operations of the Police Service in keeping with the yearly plan; prepare and present the annual budget to the Police Commission and supervise the administration of the approved budget.
- The reporting to the Commission of any information concerning the activities of the Police Service that the Commission may request, other than information concerning individual investigations or intelligence files.
- The reporting to the Commission of any complaints made against the Police Service or its members and the manner in which the complaint is resolved.
- The implementation of an employment equity plan in compliance with accreditation standards.

Specific Responsibilities

- Set the direction for and evaluate the implementation of change management and sustainability.
- Maintain a commitment to delivering the highest level of Police Service to the citizens of Camrose.
- Perform a variety of complex administrative, supervisory and professional work in planning, coordinating and directing the activities of the Police Department.
- Develop and maintain effective working relationships with staff, managers, the public and other stakeholders including elected officials, senior administrators from all three levels of government, the legal community, police unions and the media.
- Develop departmental policies in accordance with City Council guidelines.
- Handle grievances; maintain departmental conduct and general behavior of department personnel.
- Hire, supervise, evaluate and discipline department personnel.
- Organize and conduct training of officers.
- Preparation of required reports and reporting forms.
- Direct all police activities including patrols, complaint intakes and investigations. Maintain accurate records on all police investigations.
- Create and maintain an atmosphere that is conducive for personnel to be innovative in the provision of services for purposes of increasing efficiency and effectiveness.
- Seek opportunities for personal growth and professional development.
- Promote a culture of continuous learning and ensure that all staff participate in the required training programs.
- Lead the development of crime prevention programs.

- Attend meetings and participate in committees, task forces and associations representing the Police Department on various issues and the concerns related to all department operations.
- Provide assistance to neighboring governments per mutual aid agreements.
- Report on departmental activities to the Police Commission as requested.
- Other duties, as assigned.

CONDITIONS OF EMPLOYMENT:

- Participate in an enhanced security clearance and provide a current driver's abstract.
- Intrinsically motivated to become an integrated and active resident of the City of Camrose.
- Ability to perform duties conducive to the needs of the Service and community.
- Capable of interacting positively with a diverse population.

Salary for this position will be commensurate with experience.

HOW TO APPLY:

All qualified candidates are encouraged to submit a cover letter and resume in confidence by mail or email to:

Camrose Police Commission
Chief of Police Selection Committee
5204 – 50 Avenue
Camrose, AB T4V 0S8

Email: cps2017@camrose.ca

The application deadline is: **Friday, February 24, 2017 at 4:00 p.m.**

We thank all applicants for their interest, however, only those under consideration will be contacted.

For more information about the City of Camrose, visit our website at www.camrose.ca



CHIEF OF POLICE

CITY OF CAMROSE POLICE SERVICE

Camrose, Alberta

The City of Camrose is an attractive and vibrant regional centre of 18,000 + people, situated in east-central Alberta. The Police Service consists of 30 sworn members and 17 support staff that take pride in the quality of policing services provided to the Community. Since 1993 the Police Service has been an accredited Police agency with CALEA, meeting some of the highest professional standards in North America.



This is an incredible opportunity for a progressive senior policing professional to lead a community police service that is committed to “Public safety through Policing excellence.” The City of Camrose Police Commission seeks to appoint an exceptional leader with an excellent reputation of success within the law enforcement community.

The selected candidate will be a progressive and innovative leader, known for approachability and strong and effective communication skills. He/she has the ability to drive towards specific objectives using innovative initiatives and measures, embracing technology with a forward-thinking approach. The ideal candidate will have extensive years of service with a career based approach on stakeholder involvement and community based partnerships. The new Chief will have a proven and demonstrated ability to build outstanding relationships both internally and externally.

Ideally, the candidate will have recent operational experience and have worked with a Police Board/Commission or a related governance body on strategic planning issues, has experience in setting and monitoring capital and operational budgets, and has created effective policing priorities which reflect the changing needs of an involved, diverse community.

Beyond the skills and abilities to lead the Camrose Police Service, the selected candidate must be willing to relocate and be highly visible in the community. The new Chief will have exceptional strength of character and integrity, enthusiasm and innovation as well as a commitment to leading the dedicated members and civilian staff of the Camrose Police Service.

If this is the next step in your professional career, we invite you to email your resume with cover letter in confidence to: cps2017@camrose.ca by **4:00 p.m. on Friday, February 24, 2017.**

For additional information, please visit the Camrose Police Service website: www.camrosepoliceservice.ca

CHIEF OF POLICE INTERVIEW EVALUATION GUIDE

Candidate Name: _____

Date/Time: _____

State Objectives of Interview & Establish Rapport	- Welcome, introductions - Interview process (e.g. time allowed, etc.) - Describe company, position		SCALE 5 Exceptional 4 Very suitable 3 Suitable 2 Marginal 1 Not suitable
PANEL MEMBER	QUESTIONS		EVALUATION
	Section 1. Interest of Position/Policing		
	I. Please tell us what attracted you to the position of Chief of Police with the City of Camrose? II. In your research about the City of Camrose, please tell us what stood out to you. III. When did you first realize policing was for you and describe a time while as a police officer you knew you had arrived and were in the right profession? IV. How do you support your operations and team members with rapidly changing legislation?		5 4 3 2 1
Section 2. Professional Competencies (Body of Knowledge) Ongoing Training			
	I. What is your philosophy around ongoing training for sworn and civilian staff of the City of Camrose? II. Do you support rank and file training initiatives? III. Can you please give some examples of how you have supported training initiatives? IV. Are there any training initiatives that you wished could have been implemented in your current organization? Can you please provide an example? V. How do you support your operations and team members with rapidly changing legislation?		5 4 3 2 1
Section 3. Accreditation			
	As you are aware, the Camrose Police Service has maintained a high standard of accreditation through the Commission on Accreditation for Law Enforcement Agencies. I. What do you see as the prime advantages for a small agency like the CPS to maintain this high standard of accreditation? II. How do you ensure compliance of the standards within the accreditation process?		5 4 3 2 1

CHIEF OF POLICE INTERVIEW EVALUATION GUIDE

Section 4. Police Service

	I. When you hear about the Camrose Police Service, what comes to mind when you think about the culture of our service? (Looking for: Culture of standards, small, community oriented, dedicated) II. The Camrose Police Community is small in comparison to larger centres like Edmonton or Calgary. What advantages/disadvantages does this pose? III. Recruitment and retention is a challenge for all police agencies. Do you see any gaps in current recruitment practices? For example, recruiting for diversity within the service? How would you go about recruiting qualified candidates? What initiatives do you see as beneficial for retention in a police service? IV. As you may be aware, in a small service, opportunities for promotion are slim. What is your philosophy around internal succession and promotion within the service? V. How do you support the wellness of your team during particularly stressful times? VI. We know that the police are under a magnifying glass in society. How do you coach and mentor members of your team to handle the pressures of being in such a public career? VII. What is your experience with labor negotiation, grievance and arbitration? VIII. Do you support rank and file feedback and initiatives for operational changes to the service? Do you have an example where a suggestion has come forward and was implemented? Not Implemented? IX. How important is civilian oversight to policing and can you describe a time when you observed oversight in action that was a benefit to policing?	5 4 3 2 1
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Section 5. Contextual Competencies (Ethical Standards) Questions around Integrity

	I. Please share a time when you had to deal with criticism (personal complaints about your work). a. What did you learn from that experience? b. What would you do differently? In general, how do you handle personal criticisms or complaints? II. The owner of a local business contacts you to offer uniformed members a steep discount on goods and services. How do you respond to the good intentions of the business owner? III. A member of the service accesses CPIC to find out information on a new neighbour. How do you handle this situation? IV. In large organizations, following organizational policies and procedures is important. Can you think of a time when you followed a policy with which you didn't necessarily agree? How did you reconcile your difference with that policy?	5 4 3 2 1
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CHIEF OF POLICE INTERVIEW EVALUATION GUIDE

Section 6. Questions around Judgement

I. Can you please provide an example of a time when you used good judgement and logic when solving a problem? What do you feel your success was with this?	5 4 3 2 1
II. What steps would you take in rendering a decision on an internal investigation?	

Section 7. Social Competencies (Manage the role of police in a democratic society) Relationship Building

I. Each leader brings a different style which may result in change. Please tell us how you would go about introducing change to your new team?	5 4 3 2 1
II. Tell us about the most challenging situation that you have faced when leading a team? What did you learn from that experience? Would you do anything differently?	

Section 8. Community Policing

I. How do you define community based policing and how would you go about enhancing this model, if you were the successful candidate?	5 4 3 2 1
II. Describe a time when you went beyond the call of duty to assist a member of the public?	
III. You have heard that members of City Council have been approached by several citizens who are upset over the actions of 2 police officers. The citizens have not come to you with a complaint. What could you do pro-actively to manage this situation?	
IV. You have been asked to conduct a community satisfaction survey. What steps would you take to ensure this happens and what media would you use to promote the survey to the citizens of Camrose?	

Section 9. Relationship with the Commission

I. Tell us what you feel would be the ideal relationship between you and the Camrose Police Commission?	5 4 3 2 1
II. Explain the techniques you would employ to keep the Commission informed about projects, problems, issues, etc.	
III. Members of the Commission routinely engage the service through ride-a-longs. How do you think this activity benefits the service and the commission?	
IV. What supports and resources do you feel you will need to perform your role effectively?	

CHIEF OF POLICE INTERVIEW EVALUATION GUIDE

Section 10. Relationship with community partners

	I. Describe the role of the Chief of Police in building connections between stakeholders and the Police Service? II. Thinking of the Camrose Community, can you identify specific partners you would have to work with? How do you enhance the profile of the service with these community partners? III. One of the community partners has requested a member of the service to sit on a committee to work on a specific initiative. How do you respond to that partner? How do you choose a suitable candidate?	5 4 3 2 1
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Section 11. Individual Competencies (Leadership Capacities, Actions, Management, Initiative - Analytical Thinking

	I. Adequate funding for policing is a challenge for all communities. What other issues or challenges to you see faces policing today? How do these affect you? What can you do about them? II. Developing a strategic plan is an important role for the Chief of Police, a. How do you go about identifying operational needs of the service? b. How do you go about identifying policing objectives for the community? c. How do you weave the operational needs and policing objectives into a vision and plan? III. The Chief and the Commission closely collaborate on the development of the budget for the Police Service. a. How would you go about prioritizing the needs of the service with a limited budget? b. How would you keep the commission informed of any potential deviations to the budget?	5 4 3 2 1
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Section 12. Communication Skills

	I. Describe the processes you use in providing constructive feedback to your team or individuals? II. Performance management is an important part of maintaining operational outcomes. How do address deficiencies in performance? III. Communication problems exist in most organizations. If you felt there were communication issues, what steps would you take to improve communication between City Council, the Mayor, The Commission, Community organizations, sworn and civilian staff or the public at large? IV. A reporter has approached you for comment on a high profile investigation. How do you respond to the reporter? What steps do you take to determine an appropriate response to the reporter?	5 4 3 2 1
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Section 13. Self-Control/Decision making

	I. Can you recall a time when you were less than pleased with your performance? What did you learn from this experience? II. Give an example of a situation where others were intense and you were able to maintain your composure?	5 4 3 2 1
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CHIEF OF POLICE INTERVIEW EVALUATION GUIDE

Section 14. Achievement Orientation (Professional development for self)

	I. What challenges are you looking forward to if you were selected as our Chief of Police? II. Can you provide three examples of course-work, training or professional development that you found particularly rewarding? Describe how those experiences impacted your work performance? III. Have you identified any future training or professional development you would like to take? Please provide examples. IV. Please describe three specific accomplishments in your policing career that you consider to be the most significant. V. How have you personally changed the life of another person?	5 4 3 2 1
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Next Steps:	• We will need references and permission to contact the references. • The Commission will bring forward a recommendation to City Council potentially on Monday, May 27th.
Closing Remarks	• Provide any additional information and explain the next steps in the selection process.
	• Thank candidate for participating

FINAL EVALUATION AND COMMENTS:	FINAL SCORE



CAMROSE POLICE COMMISSION

5204 - 50 Avenue, Camrose, Alberta T4V 0S8
Phone (780) 672-4426 ext. 237
e-mail:camrosepolicecommission@camrose.ca

May 27th, 2019

For Immediate Release

The Camrose Police Commission is pleased to announce the appointment of Dean LaGrange as Chief of Police effective July 8th, 2019.

Dean has over 27 years in law enforcement having worked in various capacities with the Calgary Police Service and most recently the Royal Canadian Mounted Police. He has a broad range of experience in both operational and administrative capacities.

Dean is a strong believer in building relationships with the community and leveraging partnerships both internally and externally. He has a demonstrated commitment to people within his organization. Dean states, "Employees that are valued, empowered and consulted with, feel respected, and are more productive and provide better service each and every day." Rob Ford, Chair of the Camrose Police Commission notes, "I congratulate Dean on his appointment, I am impressed with his commitment to community and to the well-being of those he works with. I am excited to see how he will build upon and support the incredible work of the Camrose Police Service."

The Camrose Police Commission launched the hiring process at our March 20th, 2019 regular meeting, following the announcement of Chief Neufeld's appointment to the Calgary Police Service. Chief Neufeld's last day with the Camrose Police Service is June 7th, 2019. The Camrose Police Commission is grateful for Chief Neufeld's support during this transition period and thank him for his service to the citizens of Camrose and the Camrose Police Service.