

**Recommendations, Part 2, to Spokane Mayor David Condon
From the Police Leadership Advisory Committee (PLAC)
February 8, 2016**

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Community Volunteer**

**Naima Quarles-Burnley,
President, Spokane NAACP**

**Gabe Caballero,
Federal Defense Investigator**

**Ken Hohenberg,
Police Chief, Kennewick WA**

**Toni Lodge,
CEO, the NATIVE Project**

**Mary Ann Murphy, Chair,
Executive Director,
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**Blaine Stum,
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Use the an outside consultant to assist the search

Beyond the City HR Dept and Search Committee, we recommend specialized help to hunt for highly-qualified matching candidates from a national pool, and persuade them that this job in Spokane need not be a career-ending post.

PERF will not be a bidder for the consulting work, but offers this assistance:

- 1 Distribute our posting to the PERF email list of several thousand individuals “which include many of the most educated and progressive” police professionals.
- 2 Refer qualified people to us, including appropriate people from these other WA searches, and encourage them to apply
- 3 Send to us the descriptive materials from the above searches underway.
- 4 Comment on the PLAC Recommendations

Former Chiefs Kirkpatrick and Bragdon have offered to assist in the promotion, hunt, and screening efforts as volunteers, and would make valuable contributions as Committee members or panelists.

Recommended concepts for a search firm process & contract

- Clear contract detail if the process fails to produce an acceptable result
- The firm must have or quickly achieve high understanding of Spokane and SPD
- The firm must show experience in recruiting persons of color and diversity
- Finalist partner/family concerns & relations in the contract offer stage are vital to the final result

Volunteer assistance with the search firm contracting has been offered by Evelyn Torkelson (recruiting physicians and healthcare executives for Deaconess/Empire Health for decades) and Phyllis Gabel, former HR Director for INHS (and a police chief search in Hillsboro OR).

Potential Volunteer Search Committee Members

This short draft list is not meant to exclude unnamed persons or constituencies.

Person	Background/affiliation	Part of the 2012 Chief search?	Other search experience?
	Youth or young adult		
	Behavioral Health		
Judi Carl	SPD retired officer		
Roger Bragdon	SPD Chief, retired	Y	Y
	Avista		
Brian Newberry	Leadership Spokane, Air Force	N	Y
	Providence Health Care HR leader		
	Smart Justice organizations		
	SPARC		
Philip Tyler	NAACP VP, former Sheriff Deputy		
	City Human Rights Commission		
	Active police captain or lt., elected (not appointed), not a candidate		
Gavin Cooley	City Finance Director	Y	Y
	Faith Community		
Deb Conklin	Ombudsman Commission		
Anne Kirkpatrick	Former SPD Chief	Y	Y
Ron Louie	Portland State University		
	The police Guild and/or Association		
	Crime victims agency or interest group		

The PLAC members think it presumptuous to recommend themselves for further duty, but some may stay involved if asked, depending on their interest, availability, and confidence in the process.

Additional Panels of Reviewers

The involvement of technical experts in policing is vital, but such individuals should be blended together with committees or panels, rather than compartmentalized. This allows other members to hear candidate responses to professional experience questions posed by the experts.

All panelists should be provided the full document of desired qualifications, and should use a scoring mechanism as objectively as possible. Candidates should be measured against the criteria, not against each other.

Relationship Between the Culture Audit and the Chief Search

Both processes should continue quickly and thoroughly, in accordance with our understanding of the DOJ expectations, with continuing citizen advisory involvement.

The Culture Audit should be seen not just as status description followed by improvement recommendations. In its search for explanations, the questions and answers are a significant opportunity for growth in public awareness and confidence, not just a potential improvement in policies and methods. For instance:

Is the “rule book” too long to be useful? What’s no longer needed? What are the most vital portions?

Which “unwritten rules” support strategic goals, and which detract?

How has a greater representation of veterans changed the manner of policing?

Is the force a safe place to work for women, people of color, sexual identity? How are they vital to the future identity of the SPD?

How are officers trained in interpreting and responding to public opinion?

What degree of isolation from community/social involvement is required for personal safety?

Are current programs of employee assistance welcoming, and effective? Why is this important?

Background information on the Applicants

We recommend a very thorough background investigation, reference discussions (with members of their current community), and even Internet search about the most highly qualified applicants *prior to their approval as final candidates*.

The Search Committee should seek legal and professional interpretations of the findings, including onsite inquiry by a PI in their home city.

Review by panelists (that is, persons beyond the staff and Search Committee) should not take place for any applicant who has not been thoroughly vetted through this process.

We suggest this question in the initial application requirements:

Send weblinks for daily or weekly newspaper articles about you or your department over the last 3 years, which you would like to bring to our attention.

The “red flags” must be worked over very thoroughly and accurately, because undiscovered information revealed by others outside the process could doom public confidence in the process and the result.

Confidentiality and transparency of the process

By CONFIDENTIALITY, we mean the protection of the privacy of the applicants,¹ including their identities, until the release of the names of only the semi-finalists. We believe this conforms with public records law.

By TRANSPARENCY, we mean the maximum public sharing of information about the search process, such as the timelines, criteria, methods, definitions, decision-making and advisory personnel, and evaluation yardsticks. Such transparency should continue from now, in all aspects, as a permanent part of trust-building accountability.

To encourage applications from persons who are initially unsure of their own qualifications, their interest in Spokane, or their willingness to give up their current employment, applicant names must be held in permanent strictest confidence by the Search Committee, panelists, consultants, and staff.

¹ We recommend a consistent & progressive naming convention for persons under consideration, such as applicants, then candidates, then semi-finalists, then finalists.

Such confidentiality is easiest to achieve through the use of a full-service outside search firm. If local employees manage this information, extraordinary steps may be necessary to safeguard the identities and details of the applicants.

We recommend that a City Council person be named to the Search Committee, to facilitate communication with Council about the progress.

Recruitment Flier & Position Specifications

Background on living and working in Spokane should be provided by DSP, GSI, or other recruitment agency.

The Positions Specifications can be distilled from PLAC Recommendations Part 1, with specific legal vetting for accuracy. Brevity and prioritization is recommended.

Brief description of WA labor law and open records requirements should be considered, plus links to the Blueprint & DOJ Reports.

Internet posting and distribution of the position announcement and instructions should be the method for which these materials are designed, rather than a printed packet of information.

Interview Questions

On the assumption that past practice is the truest indicator of the future, most questions should probe experience. Additional hypothetical and role-playing scenarios may be valuable, planned very carefully to elicit real-time personal responses to specific law enforcement situations.

Policing experts on the Committee/Panels should dig in hard on the “stress questions”, and give considerable time for extended responses. Other members in this interview may not understand the technicalities of the answers, but leadership behavior is an equally important part of this test.

A candidate’s knowledge of Spokane and the SPD will be discovered, and can’t help but become a component of consideration, but questions should not assume such prior knowledge.

In the earliest stages of interviews, some uniformity of questioning is useful. But the further along a candidate advances, the more his or her background should be studied for specific paths of inquiry. Assertions of past experience that are not clearly documented deserve special scrutiny.

Reference conversations may reveal information that yields customized questions.

The PLAC is willing to keep working with the Mayor’s office on interview questions..

Communications with the public during the search

We recommend that the Mayor and the Search Committee Chair speak jointly about the process and the outcomes, on a pre-established schedule, towards the goal of encouraging citizen interest and ownership.

Press conferences should be supplemented with town hall-style Q & A events about the process. Such town hall events should be hosted by community organizations in convenient public gathering places. Recordings and documentation of such discussions should be made available to persons not in attendance, and used to inform upcoming parts of the process.

In addition to messaging provided (or refused) by the conventional media, we recommend engagement with interest groups that have their own communication networks (email or printed newsletters, weblinks, etc.). Establishment of such channels may yield permanent improvement to openness and confidence in City Hall.

Citizen opportunity to meet and hear the finalists during the interview in Spokane is vital.

Channel 5 and City website postings are valuable, inexpensive, and convenient methods. They accomplish the City's duty to communicate, but cannot be considered thorough or adequate because they are not accessible to everyone and the key points are hard to quickly pull out from the mass of information. Provision of data is not enough; useable summary information is important.

Welcome to the New Chief

The public opportunities during the initial few months are very important to the accomplishment of the general goals we've described.

Please consider these concepts towards public confidence:

- Town hall events should be hosted by community organizations in convenient public gathering places.
- Chief should meet leaders and interest groups on their own turf, on their own schedule, whenever possible.
- Chief should always explain a few aspects of mis-understood roles or methods of policing, with the emphasis on education, not defensiveness.
- Chief should rely on his official spokesmen only for routine matters.
- Manage an apparent balance between external and internal constituencies

Applicant Eligibility, Level 1 Screening

The following objective characteristics are qualifying requirements.

Their yes/no consideration can be made by staff, subject to review by 2 Search Committee members.

Disqualified applicants will not be further reviewed. Their identities will not be revealed.

Applicants should be asked to provide documentation as part of their initial application.

- | | | |
|---|---|---|
| 1. Bachelor Degree | Y | N |
| Degree: | | |
| School: | | |
| Date: | | |
| 2. Currently certified as a police officer | Y | N |
| Type: | | |
| State/City: | | |
| 3. 15 years of police experience | Y | N |
| City/organization: | | |
| 4. U. S. Citizen | Y | N |

Candidate Qualifications Review, Level 2

This Level 2 objective review should be based on materials provided by the applicants, plus a first-stage Internet search of public information. A scoring convention should be applied as uniformly as possible by each reviewer.

This list of ideal professional competencies and experience is the yardstick for consideration. There should be no additional unwritten or implied criteria, for either individuals or panels, for this level of review.

This level 2 competency list should be made public.

The Search Committee, with input from the Mayor and others, will create its own general priorities in this list. These characteristics are shown here in the order in which they appear in PLAC Recommendations Part 1.

1. A record of honesty and integrity
2. Commitment to organizational health
3. Experience with police unions
4. Experience in public communications
5. Experience creating & defending budgets to higher decision-makers
6. Experience with tribal law
7. Experience with law-enforcement diversion programs (LEAD)
8. Leadership in community-oriented policing
9. Career progression of increasing levels of leadership
10. Patrol Officer experience
11. Experience in/of Spokane
12. Additional education in law enforcement or related fields
13. Experience in a department under civilian oversight
14. Experience in a mid-size city
15. Experience in a city with a diverse ethnic population
16. Commitment to evidence-based substance abuse and mental health training (e.g., CIT & MI)
17. Leadership in intra-agency collaborations
18. Experience with body cameras
19. Experience in open records

Candidate Qualifications Review, Level 3

For the most-qualified candidates advancing from Level 2, this Level 3 subjective review should be based on:

- Closer review of certain Level 2 findings
- Telephone interview with referees named by the candidate
- Second-stage Google search, including information about the police climate in the candidate's city.

There should be no unwritten or implied criteria, for either individuals or panels, for this level of review.

The list of these level 3 qualities should be made public.

- A. Honesty and integrity
- B. Trusted and respected by subordinates
- C. Skilled at acting independently
- D. Trainer and mentor
- E. Civil service skill
- F. Working knowledge of the law
- G. Implementation of best practices in law enforcement
- H. Success with crime-reducing strategies
- I. Commitment to racial, social, and economic justice
- J. Endorses community policing
- K. Endorses LEAD
- L. Welcomes civilian oversight
- M. Endorses "guardian" approach to policing

These are shown here in the order in which they appear in PLAC Recommendations Part 1.

Candidate Qualifications Review, Level 4

These most subjective criteria, applied to the top candidates (semi-finalists) are the basis for phone calls with named referees, and electronic interviews with candidates directly.

Both stock questions and individualized follow-up questions will probe a candidate's personal nature and professional experience and mind-set.

Such semi-finalists (6-8) must give their approval for the publication of their names, and of deeper background investigation.

- a) Personal response to a controversial circumstance
- b) Transparency
- c) Courage
- d) Servant leadership
- e) Respect, care, and dignity for all employees
- f) Leadership on issues of racial equity and inclusion
- g) Methods of winning respect and support from the rank and file
- h) History of collaboration with all segments of the community and their leaders
- i) Multi-dimensional learnings from patrol and "street" experience
- j) Technical questions on policing

These are shown here in the order in which they appear in PLAC Recommendations Part 1.