

EL DORADO

K A N S A S

TO: City Commission
FROM: David Dillner, City Manager
SUBJ: Police Chief Recruitment Plan
DATE: October 8, 2021

Senior leadership positions in an organization require a balance of organizational fit and credentials. To that end, management must take deliberate steps in the recruitment and selection process for any department director.

The selection of a police chief is especially important given law enforcement's statutory authority and ability to infringe upon citizens' rights. The application of law enforcement in a community must be administered with integrity and discipline; recruiting and selecting the best person for the position is paramount. I am providing the City Commission with this memorandum outlining the recruitment and selection process for Police Chief amid Police Chief Curt Zieman's recent retirement announcement.

First, I will outline the principles that will guide my recruitment and selection process for this position.

- The City seeks the best personnel to fill its positions as a means of providing the best service possible to the public. Therefore, the process will seek a broad and diverse applicant pool. Internal candidates will be encouraged to apply for the position, although they will have to compete with other candidates based on qualifications, experience, leadership philosophy and organizational and community fit.
- The City Manager takes full responsibility for the hiring decision in the Commission-Manager form of government. Even so, I plan to solicit feedback from members of the Police Department, regional law enforcement partners, department directors, and the public to ensure that candidates receive the necessary scrutiny to ensure a prudent appointment.
- The City will strive to streamline the recruitment process to make it easier for candidates to navigate and engage. This does not mean that the process will be weak; rather it means the process will flow in an efficient and user-friendly manner. I do not want to lose good candidates because of a long, drawn out process.
- The City will not release the names of candidates at any time during the process to provide candidates with confidentiality. Releasing names of candidates may dissuade some of the best candidates from applying. Management understands the desire for transparency, especially for a leadership position with law enforcement authority. Even so, the process will prudently evaluate candidates without unproductive public involvement.
- Police Chief Zieman provided sufficient notice of his impending retirement to allow most, if not all, of the process to occur while he remains with the department. The City will strive to complete the process and select a successor prior to his departure. I will designate an interim Police Chief in the event the process takes longer than anticipated and extends beyond Curt's retirement date.

- In the event an interim Police Chief is appointed, I will seek to balance the need for temporary department leadership with the desire to minimize any perceived advantage to an internal candidate, especially if more than one internal candidate expresses interest.
- Staff will make a determination on whether to hire a recruiter focused on police executives or if we will manage the process internally. At this time, I do not have a preference one way or another. There could be some benefits to using an executive recruiter to provide exposure to a broader audience. Recruiters often come with a price tag that must be considered against the potential benefits.

Recruitment Process *(subject to change)*

1. Determine and prioritize specific traits that the El Dorado Police Department and community desire in the Police Chief. *Estimated time: 2-4 weeks*
2. Determine the short-term and long-term challenges facing the El Dorado Police Department and specific community challenges related to law enforcement. *Estimated time: 2-4 weeks*
3. Develop a position profile highlighting the position, community, organization, and department to prospective candidates. *Estimated time: 1-2 weeks*
4. Recruit candidates for the Police Chief position. *Estimated time: 4-6 weeks*
5. Select a Police Chief who identifies and bonds with the department culture (organizational fit), who is compatible with and capable of achieving organizational goals, and who understands community demographics and challenges. *Estimated time: 6-15 weeks*
 - a. First review of candidate resumes and short-listing of candidates. *Estimated time: 1 weeks*
 - b. Initial interviews (in-person or virtual) with highest ranked five to six candidates. *Estimated time: 1-2 weeks*
 - c. Second interviews (in-person) with highest ranked two to three candidates. *Estimated time: 1-2 weeks*
 - d. Final candidate negotiations. *Estimated time: 1-2 weeks*
 - e. Police Chief Announcement and Commencement of Duties. *Estimated time: 2 to 8 weeks.*