



## STAFF REPORT

**Meeting Date:** September 10, 2015  
**To:** Honorable Mayor & City Council  
**From:** Dominick Rivetti, Chief of Police  
**Subject:** Plan to Implement Recommendations from Management Partners' Review of Police Department Hiring and Disciplinary Practices  
**Attachments:** 1. Implementation Matrix

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### INTRODUCTION

During FY14/15, the City entered into an agreement with Management Partners, a professional management consulting firm specializing in helping government leaders improve their operations, to review the Police Department's hiring and disciplinary practices. On June 16, 2015, Management Partners' findings and recommendations were transmitted to the City Council. This report is provided for information. A comprehensive report with specific implementation strategies and resource needs will be presented in December 2015.

### DISCUSSION

The consultant's report concluded with 24 recommendations for improving the Police Department's operations in areas such as hiring, promotions, discipline, succession planning, communication, strategic planning, and teambuilding. Where practical and to the extent possible, the consultant suggested that employees and labor association representatives be engaged in the implementation of these recommendations.

Below is a summary of the recommendations and comments that detail how staff plans to implement them along with anticipated dates of completion. It should be noted that five (5) of these recommendations have already been implemented.

#	RECOMMENDATION	STATUS/ESTIMATED COMPLETION DATE	NOTES
1	Prepare a formal recruitment plan that contains goals, milestones and timetables for achievement.	11/30/2015	A consultant will be hired by HR to assist staff in completing this plan.

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#	RECOMMENDATION	STATUS/ESTIMATED COMPLETION DATE	NOTES
2	Establish a formal recruitment team comprised of a diverse representation of officers and sergeants, along with staff from the Office of Human Resources.	9/30/2015	Interested PD staff will be assigned formally and collaterally to this team.
3	Assign members of the department to provide coaching to individuals close to passing the physical ability test to prepare them to pass at a later time.	<u>IMPLEMENTED/</u> <u>ONGOING</u>	Individuals failing the physical ability test are now invited to participate in a monthly physical conditioning program.
4	Modify the composition of the first interview panel to include a lieutenant, a senior experienced police officer, and a staff member from the City's Office of Human Resources in each interview.	<u>IMPLEMENTED/</u> <u>ONGOING</u>	Beginning with the testing on 09/12/2015, first level interviews will be conducted by a lieutenant, a senior officer or sergeant, and a representative from HR. In order to sustain the HR involvement, additional resources will be requested.
5	Develop a training program to teach interviewing and assessment skills to Police Department employees who will serve on interview panels.	12/31/2015	Needs to occur after the development of revised interview process/materials. Consultant and/or HR will develop this program and conduct these trainings.
6	Develop written standards, including qualities and characteristics, for assessing police officer candidates.	10/31/2015	A consultant will be hired by HR to develop these standards and guidelines, utilizing POST standards and input from selected PD staff. Work will start in September.
7	Revise the questions used in the first interview to focus on job-related competencies.	10/31/2015	A consultant hired by HR will develop these interview questions with participation/input from selected PD staff.
8	Create a short pre-screening questionnaire to obtain information about disqualifying factors (e.g., prior drug use, criminal history, traffic citations) to be given to candidates at the time of application.	<u>IMPLEMENTED/</u> <u>ONGOING</u>	A pre-screening questionnaire is now included as part of the online application process.
9	Develop a rating sheet that incorporates the written standards for an ideal candidate into rating factors upon which candidates can be objectively assessed.	10/31/2015	A consultant hired by HR will develop this rating sheet aligned with the established standards and competencies.
10	Establish categories for rating candidates in the first interview.	10/31/2015	A consultant hired by HR will develop these categories and criteria based upon POST standards and interviews with PD stakeholders.

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11	Create a summary sheet that combines the results of interview panel members for each candidate and establish a rating level that a candidate must achieve to move forward to management-level interviews.	10/31/2015	A consultant hired by HR will develop these categories and criteria based upon POST standards and interviews with PD stakeholders.
12	Initiate a review of the promotional process and involve employees in discussions.	11/30/2015	Staff will work with HR, a focus group of employees, and the employee associations to refine this process.
13	Establish written competencies and associated success factors for the position of sergeant, lieutenant and captain for promotional purposes.	12/31/2015	Needs to occur after #12 (review of promotional process) is complete. Staff from PD and HR will work with the employee associations to establish these competencies and success factors.
14	Create a tiered ranking system for promotions and eliminate precise scores.	12/31/2015	Needs to occur after #12 (review of promotional process) is complete. Staff from PD and HR will work with the employee associations to establish these competencies and success factors.
15	Develop a comprehensive succession plan that engages all employees within the department. Once developed, communicate the plan to all employees.		Recommendation will be implemented by permanent Chief of Police in 2016.
16	Rotate special assignments on a three to four year basis to provide professional development opportunities to a variety of personnel.	12/31/2015	Staff will work with the City Attorney, HR, and employee associations to implement.
17	Incorporate the support of the Office of Human Resources as a strategic partner throughout the entire recruitment and hiring process.	<b><u>IMPLEMENTED/ONGOING</u></b>	Ongoing task. HR will be assessing the need for additional staff resources to allow for continued and expanded support in this area.
18	Revise the BHPD department manual to incorporate standards related to disciplinary practices published by the Commission on Accreditation for Law Enforcement Agencies	10/31/2015	Staff will be assigned to research and develop the recommended policies.
19	Explore the development of a disciplinary matrix to guide discipline based on offense.	12/31/2015	Staff will work with the City Attorney, HR, and employee associations to implement.
20	Assign additional resources to the Professional Standards Unit to complete investigations in a timely manner.	12/31/2015	A request for an additional Police Sergeant position and civilian resources will be submitted in December 2015.

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#	RECOMMENDATION	STATUS/ESTIMATED COMPLETION DATE	NOTES
21	Improve communications within the department through a variety of formal and informal communications channels.	10/31/2015	Standing committees made up of a diverse cross-section of employees will be established to provide more employee input into decision making in areas such as technology, recruitment, firearms/safety equipment, and vehicles.
22	Initiate a strategic planning process for the department.		Teambuilding work, which is a precursor to strategic planning, will begin in 2015. Actual strategic planning development and implementation will be led by the permanent Chief of Police.
23	Conduct teambuilding workshops and training exercises focused on team skills that involve members from throughout the department.	10/31/2015	All employee trainings scheduled for September; supervisory and management teambuilding sessions scheduled for October.
24	Establish teams comprised of members of the department and Human Resources to create action plans for implementing recommendations in the Management Partners report	<b><u>IMPLEMENTED/ ONGOING</u></b>	Ongoing task. Teams composed of staff from both PD and HR will be utilized to implement many of these recommendations.

In regards to Recommendation #23, the department is planning a series of teambuilding workshops. The first round of these workshops will be conducted in September and October 2015 and will be facilitated by an outside consultant who is a recognized expert in the leadership of law enforcement agencies.

As it relates to staff's ongoing efforts to recruit Police Officers, the City currently has nine (9) sworn Police Officer vacancies. Three (3) well-qualified candidates are currently in the background investigation process. Additionally, the department is preparing for up to five (5) sworn officers to retire by December 31, 2015.

In order to provide the recommended level of support for the Police Department's hiring and disciplinary practices on an ongoing basis, the Administrative Services Department will be submitting a request for additional staffing in the Human Resources Division. The resources requested will increase personnel to provide a higher level of analytical/strategic support for the ongoing administration of all recommendations.

**FISCAL IMPACT**

None at this time.

**RECOMMENDATION**

No action needed as this is an informational item.



Dominick Rivetti, Chief of Police

Approved By

# **Attachment 1**

# IMPLEMENTATION MATRIX FOR RECOMMENDATIONS FROM MANAGEMENT PARTNERS REPORT

Updated 09/10/2015

#	RECOMMENDATION	NOTES	STATUS/ ESTIMATED COMPLETION DATE	AUG	SEP	OCT	NOV	DEC
3	Assign members of the department to provide coaching to individuals close to passing the physical ability test to prepare them to pass at a later time.	Individuals failing the physical ability test are now invited to participate in a monthly physical conditioning program.	Implemented/ Ongoing	✓				
17	Incorporate the support of the Office of Human Resources as a strategic partner throughout the entire recruitment and hiring process.	Ongoing task. HR will be assessing the need for additional staff resources to allow for continued and expanded support in this area.	Implemented/ Ongoing	✓				
8	Create a short pre-screening questionnaire to obtain information about disqualifying factors (e.g., prior drug use, criminal history, traffic citations) to be given to	A pre-screening questionnaire is now included as part of the online application process.	Implemented/ Ongoing	✓				
4	Modify the composition of the first interview panel to include a lieutenant, a senior experienced police officer, and a staff member from the City's Office of Human	Beginning with the testing on 09/12/2015, first level interviews will be conducted by a lieutenant, a senior officer or sergeant, and a representative from HR. In order to sustain the HR involvement, additional resources will be requested.	Implemented/ Ongoing	✓				
24	Establish teams comprised of members of the department and Human Resources to create action plans for implementing recommendations in the	Ongoing task. Teams composed of staff from both PD and HR will be utilized to implement many of these recommendations.	Implemented/ Ongoing	✓				
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