

THE BOROUGH OF MANTOLOKING

Report of the Public Safety Committee

TO: Mayor and Council of the Borough of Mantoloking
FROM: Council Public Safety Committee

Robert S. McIntyre, Chairperson	Evan S. "Steve" Gillingham
Courtney B. Bixby	Lynn O'Mealia
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REFERENCE: **Report of Committee Activities, Deliberations, and Recommendations in Regard to the Position of Chief of Police**

DATE: November 19, 2014

Please consider this the report of the activities and deliberations of the Borough Council Public Safety Committee and a recommendation for appointment of a Chief of Police of the Borough of Mantoloking.

This committee report and recommendations are based on more than 250 hours of committee member time developing criteria, strategies and instruments for assessing the relative qualifications of the three members of the department currently eligible for promotion to the vacant position of chief of police. The committee members' diverse professional experiences were valuable resources in the process. Members deliberated long and hard to be able to assure Mantoloking residents that they had identified the best eligible candidate.

Accordingly, the Council Public Safety Committee recommends the Mayor and Council appoint Stacy Ferris, currently a sergeant in the Mantoloking Police Department, to a one-year probationary term as police chief to be effective immediately upon appointment. That appointment should be contingent on an employment contract being mutually executed within 15 days.

The committee bases its consensus findings and recommendation on three things: (1) a written profile each candidate prepared to demonstrate seven management characteristics the committee feels a Mantoloking police chief should possess, (2) a structured interview designed to provide evidence of desired leadership qualities, and (3) careful consideration of each candidates length and merit of service.

In regard to management characteristics:

Each candidate completed a *Professional Development, Experience, and Leadership Profile* (PDELP) that had been prepared by the Public Safety Committee during four three-hour meetings under the guidance of Frank E Rodgers, a retired New Jersey State Police Lt. Colonel, now operating a consulting service called the Rodgers Group, LLC.

The profile is intended to give the candidates for promotion the opportunity to detail in writing the job-related experience, knowledge, skills and abilities that they have gained. Candidates were provided the opportunity to document their accomplishments, experience, education, professional services, and community activities. The profile also includes their responses to several leadership questions.

Members of the committee assessed the profiles after being trained in how to do so by the instrument's designer, Joseph C. Blackburn, President of Blackburn Strategies Inc. Mr. Blackburn has more than 35 years of law enforcement experience including service as deputy commissioner of the Pennsylvania State Police and chief of police in two Pennsylvania municipalities.

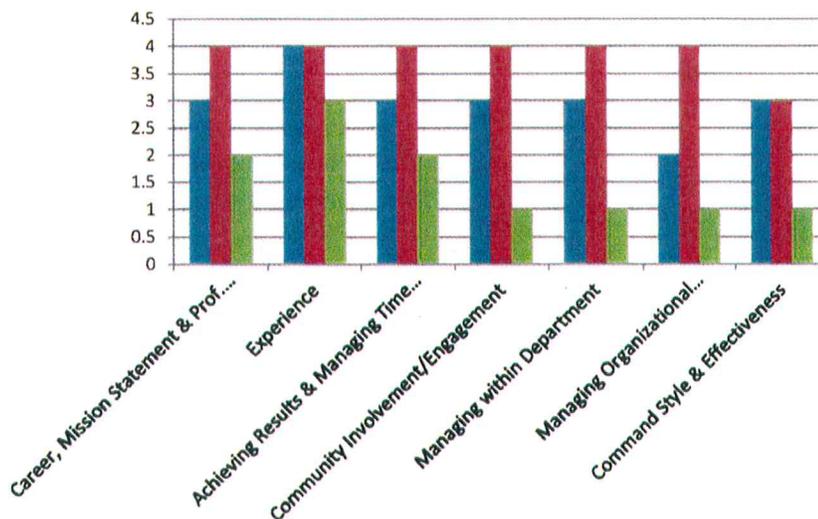
The seven competencies assessed in the PDELP are:

1. Career, mission statement and professional development
2. Experience
3. Achieving results while managing time and resources
4. Community involvement/engagement
5. Managing within the department
6. Managing organizational effectiveness
7. Command style and effectiveness

Submissions were rated as:

- 5 Significantly Exceeds Expectations
- 4 Somewhat Exceeds Expectations
- 3 Meets Expectations
- 2 Somewhat Below Expectations
- 1 Well Below Expectations

With Mr. Rodger's help, the committee jointly developed its consensus scores for the PDELP submitted by each candidate. As depicted on this chart, Sgt. Ferris (red column) consistently scored significantly higher than the other participants in five of seven competencies:



In regard to leadership qualities:

The committee conducted highly structured interviews with each candidate. The interview questions were developed during four three-hour meetings under Mr. Rodger's guidance. The hour-long interviews were videotaped and a stenographic record was made.

The purpose of the interviews was to give each candidate the opportunity to discuss the approach that he/she would take to common management problems and situations and to describe their applicable experience and training.

Prior to the scheduled time for each interview, each candidate was given sixty minutes to read the questions that would be asked and make any notes that they wished to use during the interview. Once the interview began the candidates had sixty minutes to answer all of the questions. Candidate interviews were scheduled in alphabetical order. Mr. Rodgers read candidates the exact same questions in the exact same order. The questions and candidate answers were recorded in their entirety. The candidates' responses were then assessed by individual members of the Public Safety Committee who had been trained how to do so by Mr. Blackburn, the instrument's designer.

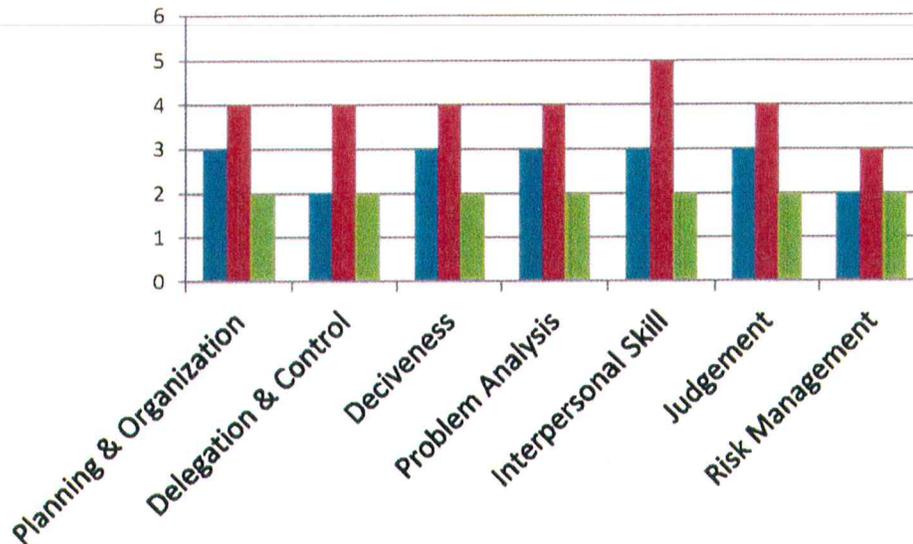
The seven competencies assessed in the highly structured interviews, in addition to overall oral communication ability, were:

1. Planning & organization
2. Delegation & control
3. Decisiveness
4. Problem analysis
5. Interpersonal skill
6. Judgment
7. Risk management

Submissions were rated as:

- 5 A great deal of dimension shown (Excellent)
- 4 Quite a lot of dimension shown
- 3 A moderate amount of dimension shown (Adequate)
- 2 Only a small amount of dimension shown
- 1 Very little or no dimension shown (Poor)

With Mr. Rodger's help, the committee jointly developed consensus scores for each candidate's structured interview. As depicted on this chart, Sgt. Ferris (red column) consistently scored significantly higher than the other participants in all competencies:



In regard to length and merit of service:

Mr. Rodgers and Borough Attorney Edwin J. O'Malley, Jr., Esq. instructed members of the committee about N.J.S.A. 40A:14-129 which governs police promotions in non-civil service municipalities. That statute requires that municipalities grant preference to candidates with greater seniority, but only when their qualifications are approximately equal.

The committee relied on the above referenced assessments of 14 competencies, the results of the background investigations of each of the candidates, and the candidates' responses to an additional related question addressed to each of them during their structured interviews to conclude that the qualifications of the candidates are manifestly different and, therefore, the statutory preference which must be granted to a candidate with seniority in service is not applicable in this matter.

At the conclusion of the Public Safety Committee meeting on November 6, 2014, Committee Chairperson Robert McIntyre polled members regarding the ranking of the three candidates for promotion to the rank of Chief of Police. Relying upon their extensive personal participation in the selection process as set forth in Borough Resolution Number 9/16/2014 – 07, the members unanimously decided to recommend Stacy Ferris for the position.

A complete record of the committee's activities is included in the accompanying three volume, 24-section document submitted with this report.

Additional Recommendations:

The committee hereby submits two additional recommendations to the Mayor and Council:

1. That it engage a veteran police administrator to mentor the newly appointed chief of police during her first few months on the job.

Access to an experienced police department administrator for advice and assistance will be especially valuable to a chief with limited front-line experience.

2. That it encourage and support the police department's participation in a professional accreditation program administered by the New Jersey State Association of Chiefs of Police.

Accreditation is described as a time-proven method of assisting law enforcement agencies to implement policies and procedures generally accepted as police officer and department best practices. During the accreditation process, the municipality and its police department adopt professional standards and objectives and conduct a thorough self-analysis to determine how existing operations can be adapted to meet these standards and objectives. Once local officials are convinced appropriate procedures are in place, a team of trained, independent assessors verifies that the applicable standards have been successfully implemented.

Committee members look forward to submitting and discussing this report with the mayor and council.