

Police Chief Executive Search Firm

The City of Roanoke has secured the services of an Executive Search Firm – GovHR USA <https://www.govhrusa.com/> to assist in the search for a new Police Chief. The Scope of Services that will be provided by GovHR are attached. As noted in the Scope of Services, GovHR will assist the City in preparing recruitment materials, promoting the recruitment, initial screening of candidates, assisting in interview logistics, etc. ***Determination of the interview process, which candidates will be interviewed and who will be offered the position rests solely with the City Manager.*** The City Manager will make each of these decisions in consultation with GovHR, Senior City Staff, interview panels, community stakeholders, elected officials and others.

The work of GovHR will complement the City's continued efforts at engaging the community in the process of selecting a new Police Chief. This has and will include – stakeholder interviews, a community survey, regular public updates of the process, involvement on interview panels, etc. The schedule presented in the Scope of Services is preliminary and outlines only the relevant steps associated with the services provided by GovHR.

Once the recruitment information is complete it will be posted to the City's website.

SCOPE OF SERVICES

Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

The initial kick-off meeting will be one day and will be with the City Manager, two (2) Assistant City Managers and other designated staff. The City Manager will provide a summary of all work with stakeholders and the results of the citizen survey.

- Development of a **Position Announcement**.
- Development of a detailed **Recruitment Brochure** for your review and approval.
- Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes 90 days from the time the client signs the contract until the client is ready to appoint the finalist candidate.

Phase II – Advertising, Candidate Recruitment and Outreach

GovHR makes extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, GovHR's website is well-known in the local government industry with typically 5,000 visits to the website each month. Finally, GovHR develops a database customized to the client's recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following steps:

- Placement of the Position Announcement in appropriate professional online publications. In addition to public sector publications and websites, outreach will include LinkedIn and other private sector resources. GovHR can provide the City with a list of where GovHR intends to place the position announcement, if requested.
- The development of a database of potential candidates from across the country unique to the position and to the City, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I. This database can range from several hundred to thousands of names depending on the parameters established for the outreach. Outreach will be done in person, and through e-mail and telephone contacts. GovHR consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, GovHR often has inside knowledge about candidates.

Phase III – Candidate Evaluation and Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure.

- Candidates will be interviewed by video to fully grasp their qualifications, experience and interpersonal skills. The interviews include asking specific questions about their experiences and skill sets as well as asking questions specific to the Police Chief. GovHR will ask follow up questions and probe specific areas. By utilizing video interviews, the consultants will have an assessment of the candidates' verbal skills and their level of energy for and interest in the position.
- Formal and informal references and an internet/social media search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR, ensuring that the City's process is professional and well regarded by all who participate.

Phase IV – Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report that presents the credentials of those candidates most qualified for the position. GovHR will advise the City of the number of reports needed for the individuals involved in this phase of the recruitment and selection process. GovHR will provide a binder that contains the candidate's cover letter and résumé. In addition, the firm will prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. GovHR will provide the City with a log of all candidates who applied. The City may also review all the résumés, if requested.
- GovHR will meet with City Administrators on-site to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving City Administrators the opportunity to fully review it. In addition to the written report, GovHR will spend 2 to 3 hours discussing the candidates by reviewing their skype interviews and providing excerpts from the references the vendor will have conducted on the individuals.
- As part of the review process, the City may request that GovHR provide information on all candidates who applied and how they were eliminated at this phase of the process.
- At the request of the City Administration, GovHR will provide one-way, pre-recorded video interviews of the final candidates for the City Administration's view. The video interviews will include the candidates' response to questions as determined by City Administration and will be available for view online at the request of the City Administration.

Phase V – Interviewing Process

Phase V will include the following steps:

- After the Recruitment Report is presented, the Interviewing Process will be finalized including the discussion of any specific components the City deems appropriate, such as a writing sample or oral presentation.

- GovHR will develop the interview questions for the City's review and comment. GovHR will provide the City with interview books (paper or electronic) that include the credentials each candidate submits, a set of questions with room for interviewers to make notes, and evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.
- GovHR will work with City Administration to develop an interview schedule for the candidates, coordinating travel and accommodations. In addition to a structured interview with the City, the schedule will incorporate a tour of Roanoke's facilities and interviews with senior staff, if the City so desires.
- Once candidates are selected for interviews, additional references will be contacted, along with verification of educational credentials, criminal court, credit, and motor vehicle and records checks.
- GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

Phase VI – Appointment of candidate

- GovHR will assist the City as much as requested with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Leadership/Personality Assessments

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Typically these tools cost \$300 per candidate to administer. This fee is not included in our proposal.

One-Way Video Interviews

Candidates recommended for the City's consideration can complete a one-way video interview with three to five questions that will be recorded for an additional fee. City Administrators can then review these interviews at their convenience prior to making any interviewing and/or hiring decisions.

Optional 360° Evaluation

As a service to the City, GovHR offers the option to provide you with a proposal for a 360° performance evaluation for the appointed Police Chief at about six months into his or her employment. This evaluation will include seeking feedback from both Elected Officials and Department Directors, along with any other constituent the City feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR USA will prepare a proposal for this service.

Recruitment Schedule

A detailed recruitment schedule will be determined in Phase I. GovHR's typical recruitment process includes the following milestones and deliverables:

<ul style="list-style-type: none"> ➤ Weeks 1 – 2 ➤ November 4th – November 15th 	<p>On-site interviews with City officials and staff; Development and approval of recruitment brochure</p> <p>Deliverable: Recruitment Brochure</p>
<ul style="list-style-type: none"> ➤ Weeks 3 – 8 ➤ November 18th 	<p>Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant</p>
<ul style="list-style-type: none"> ➤ Week 9 	<p>Consultant recommendation to the City of qualified candidates</p> <p>Deliverable: Recruitment Report</p>
<ul style="list-style-type: none"> ➤ Week 10 	<p>Selection of candidate finalists by the City; additional background and reference checks, report preparation and presentation</p> <p>Deliverable: Interview Reports including suggested questions and evaluation sheets</p>
<ul style="list-style-type: none"> ➤ Weeks 11-12 	<p>Interviews of selected finalist candidates; recommendation of final candidate; negotiation, offer, acceptance and appointment</p>

Summary of Costs (per recruitment)	Price
Recruitment Fee:	\$14,000
Recruitment Expenses: (not to exceed)	
➤ Expenses include consultant travel, postage/shipping, telephone, support services, candidate due diligence efforts, copying, etc.	\$6,000
Advertising:	
Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	\$2,500
Total:	\$22,500**

**This fee does not include travel and accommodations for candidates interviewed. Recruitment brochures are produced as electronic files. Printed brochures can be provided, if requested, for an additional cost of \$900.00.

The above cost proposal is predicated on no more than three (3) visits to the City; the first for the recruitment brochure interview process (one full day and one night, depending upon the client's needs; if additional days are needed, the City will be billed at \$500 per half day and \$950 for a fully day, plus additional hotel charges, if required); the second to present recommended candidates; and the third for the candidate interview process. Any additional consultant visits requested by the City will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

GovHR Guarantee

It is the policy of GovHR to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the City not make a selection from the initial group of recommended candidates and request additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to Roanoke beyond the planned three visits.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the City or the employee's own determination, leave employment with the City within the first twelve (12) months of appointment, GovHR will, if desired by the City, conduct one additional recruitment for the cost of expenses and announcements only, if requested to do so within six (6) months of the employee's departure.

In addition, in accordance with the policy of the firm as well as established ethics in the executive search industry, GovHR will not actively recruit the placed employees for a period of five (5) years.