

CHIEF OF POLICE
Madison, Wisconsin

APPLICATION PACKET

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*Application Form, including initial written examination
and optional Authorization for Release of Personal Information*

The Board encourages you to learn more about our City and Department at the official websites:
<http://www.cityofmadison.com/> and <http://www.cityofmadison.com/police/>

How to Apply:

Return the completed Application Form and Achievement History Questionnaire to: Board of Police and Fire Commissioners, c/o Scott N. Herrick, 16 North Carroll Street; Madison, WI 53703. Phone (608) 257-1369. If you have not previously provided a resume, you should include one with the Application Form. Applications must be received, in office, by 4:30 p.m. on January 10, 2014.

POSITION ANNOUNCEMENT

The Board of Police and Fire Commissioners has published the following announcement:

The Police Department of the City of Madison, Wisconsin, is an organization with a long tradition of excellence in problem oriented and community policing. It is now searching for its next leader after the retirement of Chief Noble Wray, who led the department for nine years during his 30 years as a Madison police officer.

Madison is the state capital and home of the University of Wisconsin. Madison has a long standing tradition of honest and progressive government, a strong economy and high quality of life. The city and our police department face the realities and challenges that police are now commonly confronting in many communities, such as changes in demographics; big city problems in smaller communities; the high priority given to terrorism; limitations in police budgets; cutbacks in services by other agencies that inevitably make new demands on the police; increased charges of abuse and misuse of information and surveillance. We acknowledge that the always difficult job of policing in a democracy has become even more difficult.

The Madison Police Department is an educated, diverse, community-oriented team of men and women ready to continue its world-class reputation and be the benchmark of delivering quality police services which intensely protect the rights of all citizens under the rule of law. The Board of Police and Fire Commissioners expects the Department to respond with even more innovation and creativity to contemporary challenges and not to succumb to pressures to abandon the progress and accomplishments of the past several decades. The Board enthusiastically supports the Department's intensified efforts to bring its principles and management style to new challenges.

Madison's top police leader is expected to be roundly educated, with an intimate understanding of diversity, a focus on the community, and a track record of improving an existing organization; a staunch protector of the Constitution with deep, sensitive, and compassionate listening skills. The department's leader must strongly model the desired behavior of a police officer in a democracy - must walk his or her talk.

Within this department's ranks, a significant percent of officers have college degrees and advanced educations, over one-third of the department's sworn officers are women, and the percent of people of color is reflective of the community. This is a great opportunity for a visionary leader with a passion for continuously developing and bringing democratic policing in America to its highest level.

An open Advisory Council of officers has been in existence for three decades to advise the chief and the employee association (union) president is a member of the chief's management team. More specialized Citizen, Detective, and Leadership Advisory Councils also work with the chief. The chief of police is selected under state law by a board of five citizens appointed to staggered 5-year terms by the mayor of the city, providing effective tenure to the chief, who can be removed only for cause, not political whim. The Madison Board of Police and Fire Commissioners anticipates that the new chief will wish to serve at least seven years.

This is a unique opportunity for a man or woman who has not only a gift of leadership but a clear vision of how police are to operate in our society, especially when confronted with diverse community expectations, political protests in the city and on the campus, and controversy regarding the use of physical force.

This position anticipates a baccalaureate degree and three years of responsible and varied managerial experience in local law enforcement. Salary range is \$109,671 - \$148,056 annually.

If you seek the opportunity to lead this department you are invited to apply for the position of our City's CHIEF OF POLICE. Contact the Madison Board of Police and Fire Commissioners c/o Atty. Scott Herrick, 16 North Carroll Street, Suite 500; Madison, WI 53703: snh@herricklaw.net.

CLASSIFICATION SPECIFICATION

SALARY RANGE: \$109,671 - \$148,056F Annually

GENERAL DESCRIPTION: This is responsible managerial and administrative work in planning, organizing and directing the programs, services, and activities of the Madison Police Department. Work primarily involves responsibility for the efficient operation and administration of the department; maintenance of law and order within constitutional constraints; and development and implementation of measures designed to prevent crime and protect lives and property. Under the general direction of the Mayor and in coordination with the Police and Fire Commission, the incumbent must exercise considerable judgment and discretion in meeting departmental objectives.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

Plan, organize, and direct the programs, services, and activities of the Madison Police Department, both directly and through subordinate supervisors. Provide policy direction and/or interpretation. Prioritize the Department's overall efforts.

Provide direction, leadership, information and recommendations on diverse police programs, projects, services and procedures. Organize and oversee the development of police policies, programs and strategies. Facilitate the accomplishment of multiple and diverse departmental assignments. Hire, train, supervise, coordinate, coach and discipline a diverse law enforcement and administrative staff. Perform and/or oversee related management functions in the areas of personnel, affirmative action, labor relations, etc. Oversee and/or develop and administer operating and capital budgets.

Develop and maintain effective working relationships with other law enforcement and judicial agencies, city departments, community groups and other governmental bodies.

Serve on the Mayor's Management Team and related interdepartmental committees. Provide advice, counsel and staff services to the Common Council, Police and Fire Commission and other boards and committees as appropriate.

Represent departmental interests both through the media, and in meetings with individual citizens and community groups.

Perform related work as required.

MINIMUM QUALIFICATIONS:

Knowledge, Skills and Abilities: Thorough knowledge of the principles and practices of modern police administration. Thorough knowledge of the principles and practices of public administration (consistent with the management of a City department). Thorough knowledge of the full range of supervisory principles and practices, labor relations and personnel management. Working knowledge of budgetary principles and procedures. Working knowledge of and ability to use tools such as computers, webinars, IP phone, cellular phones, video conferencing, etc. Considerable skill in planning, organizing and administering Police Department programs and services. Ability to manage a municipal law enforcement agency and to develop and implement police programs to maintain law and order within constitutional constraints, prevent crime,

and protect lives and property. Ability to organize, direct, coordinate, evaluate and control the activities of clerical, technical and professional employees. Ability to plan, develop and manage departmental resources (including capital and operating budgets). Ability to manage a large and diverse staff. Ability to effectively lead and/or participate in diverse committee efforts inherent in the department's management. Ability to exercise considerable judgment in the development and application of departmental work rules, standards, policies and procedures. Ability to represent departmental interests in a wide variety of contexts (e.g., before public policy bodies, community groups and the media). Ability to effectively develop and communicate technical recommendations to Boards, Commissions, elected officials, other governmental officials and the public. Ability to work with a high degree of independence. Ability to provide specialized police administration counsel, and staff services to public policy makers. Ability to work effectively with diverse agencies, committees, community groups and departments. Ability to develop and institute police department programs, policies and procedures in response to the department's mission, goals, and objectives. Ability to train and manage a large staff of law enforcement and administrative employees. Ability to establish and maintain effective working and public relationships. Ability to communicate effectively, both orally and in writing. Ability to effectively manage diverse emergency incidents, necessitating the ability to effectively and quickly process visual and auditory data. Ability to attend meetings and other functions during the evening and/or on weekends. Ability to maintain adequate attendance.

Training and Experience: Three years of responsible and varied managerial experience within a local law enforcement agency. Such experience would normally be gained after considerable experience in progressively responsible line and administrative positions; and following graduation from an accredited college or university with a related bachelor's degree in police science, criminal justice, or a related field. Advanced Police Executive training such as FBI Academy Northwestern or Southern Police Institute is preferred. Other combinations of training and/or experience which can be demonstrated to result in the possession of the knowledge, skills and abilities necessary to perform the duties of this position will also be considered.

SPECIAL REQUIREMENTS:

U.S. citizenship at time of appointment.

Possession of a current driver's license (and be eligible for a Wisconsin Driver's License), or to otherwise be able to meet the transportation requirements of the position.

Must not have been convicted of a felony (unless pardoned by the Governor of the State).

Must not have a conviction record or pending charge which substantially relates to the work of a law enforcement officer.

Must be able to secure and maintain State of Wisconsin certification as a law enforcement officer.

Must be sworn Law Enforcement in the State of Wisconsin or able to certify within a reasonable time.

Must establish Wisconsin residency upon appointment.

Ability to be bonded.

Physical Requirements:

The physical demands of Police Chief include: visual and auditory acuity; ambulatory ability and physical strength and dexterity inherent in assessing incident parameters/conditions in a field command capacity (under adverse working conditions).

The incumbent of this position will be expected to attend frequent Common Council and meetings of the Police and Fire Commission as well as other public meetings as required. Such meetings generally take place outside the regular work day during evening hours.

CALENDAR

The Board of Police and Fire Commissioners has established the following working calendar for the recruitment, selection, and hiring of the next Chief of Police. Dates are subject to adjustment. Note: actions by Board are shown in **bold**; actions by staff/counsel are shown in *italics*

2013

- December 2: Ads and announcements published; application period opens
- December 9: Board Meeting

2014

- January 10: Application period closes; begin application screening; file review, initial candidate evaluations
- January 13: Board Meeting; continue initial candidate evaluation; confirm surviving candidates; distribute second-round written examination materials
- January: Review second-round examination responses; plan and schedule interviews and backgrounding *Note: interview scheduling and date of final appointment remain flexible*
- February 10: Board Meeting
- March 11: Board Meeting

SAMPLE PERSPECTIVES

A police administrator must be fully aware of the sensitive and delicate nature of the police function. It means that s/he must attach a high value to protecting constitutional guarantees of free speech, due process, and freedom from unreasonable search and seizure. S/he must fully appreciate the need for various systems to assure accountability on the part of the police to the body politic. S/he must be knowledgeable regarding the legislative process, the functioning of the criminal justice system, and the operation of the various other systems which the police employ. S/he must be well informed about different categories of deviant behavior, the range of behavioral problems of concern to the police, and the dynamics of various political and social movements in our society. And s/he must be conversant with the major issues of current public interest that involve the police and be articulate in discussing them in the public forum.

- Herman Goldstein

The police chief should be a visible and accessible leader who thoughtfully strives to improve the effectiveness of police services. The leadership ability of the chief is the single most important ingredient in a good police agency...Improvements can be made only if the person at the top is willing to challenge the status quo, take risks, be innovative, and build a coalition of support for change...Finally...add personal integrity, the respect of the community and elected officials, and the ability to inspire and motivate the officers to work to the best of their capabilities.

The chief sets the tone for the agency through both actions and words...

The chief must mediate complex community problems, speak out on controversial public safety issues, and generally offer the citizens a coherent definition of the role of police in a democratic society. The chief's roles are many and complex: spokes[person] on crime control and public safety; advisor on personal security; preserver of due process guarantees; defender of minority rights; protector of the weak, the poor, the sick, and the injured; manager of a complex bureaucracy; and guardian of the rule of law.

- David C. Couper

Special Wisconsin and Local Notes for Your Information

JOB TENURE AND THE P.F.C.: Chief of Police Noble Wray retires in January, 2014, after serving as Chief of Police for more than 9 years. The position reports to the Mayor of the city. In matters of hiring and promotions, the Chief reports to and works with the Board of Police and Fire Commissioners (PFC), a statutorily constituted body of citizens appointed for rotating 5 year terms by the Mayor. The Chief can be removed, demoted, or suspended only after specific charges are filed with the PFC and a due process hearing is conducted. In effect, the Chief enjoys tenure. Madison chiefs of police have commonly served in terms of office approaching or exceeding a decade.

Under Wisconsin law not only the Chiefs of the police and fire departments but all commissioned personnel are subject to the jurisdiction of the PFC with respect to removal, demotion, or suspension. Charges may be filed by the chief or by any aggrieved party. [See Wis. Stats. 62.13]

RELATIONSHIPS WITH OTHER AGENCIES: The department enjoys a close relationship with the University and particularly the University of Wisconsin Law School. For decades the department has worked with Professors Herman Goldstein, Frank Remington, David Schultz, Michael Scott, and others on problem oriented policing, police training and improving the ability of police officers to operate in the complicated area of arrest, search and seizure. The University of Wisconsin has a police department on campus. They are responsible for policing the campus and events at the sports stadium. The State Capitol Police are responsible for the protection of the Capitol and surrounding state buildings and executive protection of the Governor. The Dane County Sheriff is an elected position, filled in recent years by professional law enforcement personnel. The Sheriff's department is responsible for the jail and court system. They also patrol unincorporated areas of the county. The Madison Police Department also works closely with the University, Capitol Police, and Sheriff's departments, with police departments of other Dane County municipalities, and with state and federal law enforcement agencies stationed in Madison. Dane County government runs the 911 emergency communications center, providing primary dispatching for the city and Sheriff's departments and most of the phone answering for suburban police, fire and emergency medical system (EMS) units.

WEBSITES: The Board encourages you to learn more about our City and Department at the official websites: <http://www.cityofmadison.com/> and <http://www.cityofmadison.com/police/>

REGARDING THE CONFIDENTIALITY OF YOUR APPLICATION: Wisconsin law presumes that the identity of applicants for this position will be public information, unless the applicant indicates otherwise in writing. An optional form requesting confidentiality is included in this packet and in the applicant's discretion may be completed and returned with the application materials. [See Wis. Stats. 19.36(7)]

Regardless of any request for confidentiality, the confidentiality of applicants' identities and the ability of the Board of Police and Fire Commissioners to honor requests for confidentiality are subject to Wisconsin law.