

## **DRAFT Assessment Criteria for Seattle's next police chief**

Successful candidates will have demonstrated the following skills and competencies:

### **1. Professional Education:**

- A four-year college degree and a graduate degree are preferred or a combination of other training and experience which provides the essential knowledge, skills and abilities.

### **2. Professional Experience:**

- A minimum of 10 years of command-level experience in an urban police agency is required, with operational and administrative experience in multiple areas of policing.
- City, County, or State experience in an organization of comparable complexity to the Seattle Police Department.
- Significant successful experience in working with members of the community and Police Department employees in a diverse urban multi-cultural environment.

### **3. Integrity (Strong character)**

- A commitment to honesty, fairness and ethical decision-making.
- Ability to communicate and enforce adherence to the stated values of the Seattle Police Department.
- An unwillingness to tolerate police misconduct combined with the confidence to do the right thing.
- Sets standards for officers' performance and effectively enforces those standards.
- Self-confident and approachable. Respected by peers, superiors, subordinates and constituency.
- A strong work ethic.
- Committed to social justice and cultural competency.
- Unwilling to tolerate discrimination in any form.

### **4. Strategic Leadership**

- Work effectively with courts, corrections, prosecution and defense representatives.
- Ability to develop a clear vision for the department. Effectively garners support for vision internally and outside the department.
- Commitment to the development of community partnerships.
- Embodies the highest professional standards and ensures that policies and procedures are established, communicated and enforced.
- Creates environments where others can succeed.
- Proven ability to make critical decisions based on facts and best practices.
- Actively engages the community, including other community justice stakeholders, in problem solving and promotion of public safety.
- Strives to reduce conflict through collaboration. Fosters a culture of mutual respect that is reflected in the daily work of the department in the community.
- Holds individuals and the organization accountable for performance and results.
- Openness to new ideas.
- Knowledge and experience with successful implementation of community policing.
- Proven track record of working collaboratively across the justice system to develop and implement innovative strategies to reduce crime.

### **5. Management**

- Ability to effectively plan, direct and coordinate police resources to preserve order, protect life and property in the enforcement of laws.

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- Ability to deal with ambiguity and process.
- Experience in improving diversity within the department.
- Commitment to incorporating nationally recognized best practices in policing into department policies.
- Possessing administrative experience and business acumen to effectively respond to resource challenges. Proven ability to develop effective budgets to deliver police services in an efficient and cost effective manner.
- Proven ability to delegate responsibilities effectively and appropriately in a manner that facilitates development of leadership skills and career advancement opportunities. Advocates and supports recruitment, training and development initiatives within the department.
- Experience in performance-based approaches to police staffing and training
- Experience in data driven decision-making and the deployment and use of technology.

### **6. Interpersonal and Communication Skills**

- History of establishing strong working relationships to create a collaborative approach to preventing and combating crime.
- Ability to develop rapport with elected officials to advocate on behalf of departmental needs, objectives and initiatives.
- Includes minority and other disenfranchised communities through open, honest dialogue. Is visible and engaged in these communities.
- Ability to effectively communicate to a variety of audiences.
- Works effectively with and communicates through television, print and social media.
- Ability to develop strong interpersonal communications. Committed to listening to the department's workforce.

### **7. Labor Management Experience**

- Commitment to work strategically and collaboratively with labor organizations.
- Track record of ensuring departmental compliance with collective bargaining agreements.
- Adjudicates employee performance and disciplinary actions in a fair and consistent manner.

### **8. Policing Expertise**

- Ability to implement programs and initiatives to reduce crime.
- Has a passion for policing – finds the work of policing personally fulfilling and rewarding. Active ambassador in promoting the profession and the role of police within the community.
- Accepts feedback and willingly embraces the City's accountability structure and supports the need for outside perspective and review.
- Commitment to re-obtaining accreditation with the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- Willingness to work collaboratively with regional law enforcement and criminal justice organizations on joint crime prevention and crime suppression efforts.
- Supports the need for politeness and civility by officers in their interactions with community members.
- Ability to effectively lead police personnel.
- Possess knowledge regarding trends, research and current issues impacting policing and public safety.
- Understands various communities' perspectives on key policing issues such as:
  - Use of force
  - Immigration enforcement
  - Pre-booking diversion for low-level offenses
  - Alternatives to incarceration
  - Innovative approaches to drug law enforcement
  - Seattle's Neighborhood Policing Plan

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- Cultural, economic and racial profiling
- Emergency operations
- Crisis management
- Youth outreach