CITY OF WEST ST. PAUL
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MEMORANDUM

DATE: June 4, 2019

TO: Ryan Schroeder

FROM: Sherrie Le

SUBJECT: Background for the Police Chief Hiring Process

As background for the Police Chief process, I have reviewed past upper level management processes. We have filled several management positions in the past five years.

When considering whether to post vacancies internally or externally, it is common in the industry to determine if there are qualified candidates internally who meet or exceed the minimum requirements for the position and who, based on past work experience, demonstrate the ability to be successful in the vacant position. Employees appreciate knowing that if they do good work, there is an opportunity to advancement within the City. Although that is not always possible, when they exist, it is good for morale.

With the Police Chief's retirement, we find another department head position vacant. Three individuals in the Department meet the qualifications; two are Police Lieutenants and one a tenured Police Sergeant.

The process to fill the last three department head vacancies (Human Resource Director, Finance Director and Parks and PW Director/City Engineer) was external because there were no qualified internal candidates. Prior to that, we promoted to fill the Finance Director from the position of Assistant Finance Director.

The process to fill a position internally is as follows:

1. Update the Job Description – Done.
2. Post the position for qualified internal candidates for 7 – 10 days.
3. Interview all qualified candidates.
4. Conduct a background check and determine if there is strong candidate who will be successful in the position (City Manager's judgment and discretion).
5. Offer the position subject to successful completion of a pre-employment drug test and post-offer, pre-employment psychological exam (Police positions only).
6. Schedule a start date upon successful completion of the exams.

There is essentially no cost, other than staff time for an internal recruitment. External recruitment is a much more lengthy process and there are added recruitment costs. However, the determination on whether to use and internal versus external process is generally not based primarily on cost.