

Councilmembers:

Hope all is well, now that the assessment center has concluded I wanted to provide an update on the search process for the next New Orleans Police Department (NOPD) Superintendent and an overview of the process undertaken by the International Association of the Chiefs of Police (IACP).

Candidate Profile Development

The IACP, in cooperation with the City of New Orleans, worked to define the qualifications of the ideal candidate by crafting the candidate profile. The candidate profile was created leveraging the feedback gained from six in-person community meetings held in each Council district, internal and external stakeholder interviews, interviews with each City Councilmember, a job analysis, an evaluation of the policing environment in New Orleans, and community and NOPD employee surveys.

Recruitment

Once the candidate profile was completed, the IACP developed a digital full-color [recruitment brochure](#) describing the position, an overview of the police department, and overall information about the City designed to elicit responses from the most qualified applicants. The recruitment brochure includes the candidate profile. The application was opened on June 6, 2023 and closed on June 23, 2023. The IACP received [33 applications](#).

Resume Review

All application materials were submitted directly to the IACP. The IACP conducted an initial review of all resumes and cover letters as they were received. Applicants were categorized based on their qualifications relative to the department's needs, as identified through the candidate profile. Evaluation factors included:

- Experience as a chief or at a command level, including breadth and depth of experience.
- Patterns of employment, including frequency of job changes and employment gaps.
- Experience in an agency and policing environment similar to the New Orleans Police Department.
- Demonstrated record of accomplishments in areas of specific relevance to the New Orleans Police Department.
- Formal education and training.
- Written communication skills and the extent to which the candidate expresses an understanding of the New Orleans Police Department. The candidate’s ability to present and correlate their qualification to the agency’s needs.

This initial review process resulted in independent ratings by an IACP panel of trained police executive subject matter expert (SME) assessors. The SMEs identified 17 highly qualified candidates for initial screening.

Initial Screening

The seventeen highly qualified candidates who were identified after the initial resume review moved on to the initial screening, which included an internet screen to identify information about a candidate’s current agency, news stories, and social media accounts and a structured virtual interview. The structured interview included a mix of standard executive search questions as well as questions tailored to the candidate profile. The interviews were independently scored by SMEs. At this stage, the IACP search team recommended a group of six of the most capable and compatible candidates for consideration to become semi-finalists. The number of candidates that advanced to the semi-finalist round was not predetermined.

Semi-Finalist Candidates

The IACP recommended six semi-finalist candidates to participate in the Assessment Center – their candidate profiles are included below.

Semi-Finalist Candidate Profiles in Alphabetical Order:

- Thedrick Andres, Sr.
- DeShawn T. Beaufort
- David Franklin
- Anne E. Kirkpatrick
- Jarad L. Phelps
- Michelle M. Woodfork

Assessment Center

The six semi-finalists participated in a full-day assessment center held in New Orleans on July 20 and 21. The IACP assessment center is designed in accordance with the “Guidelines for Ethical Considerations for Assessment Center Operations” issued by the International Task Force on Assessment Center Guidelines.

At the Assessment Center, candidates completed several exercises that evaluated both the technical competence and appropriate fit for the position. Exercises included some or all the following types:

- **Written Exercise** - The written exercise presented candidates with many problems or specific scenarios at varying levels of complexity. The candidates were given a scenario typically handled at the target rank and instructed to provide appropriate responses in writing. These scenario(s) may be presented in the form of a letter, email, memo, graph, table, or other internal document. Candidates were required to respond to questions about the scenario(s) presented.
- **Structured Interview** - This exercise allowed the candidate to respond to questions regarding their skills and experience. The questions were a mix of behavioral questions (in which candidates describe their relevant skills and experience) and performance-based questions (in which candidates respond to scenarios that are commonly handled by a police chief).

- **Analysis Presentation** - Candidates were presented with background information on a selected relevant topic and directed to prepare a presentation. They were given a designated period to give their presentation, which was followed by a question-and-answer session designed to challenge their presentation. The analysis presentation exercise simulates public presentations and/or presentations to command staff or subordinates.
- **Role Play Exercise** - The role play exercise simulates a meeting between the candidate and a citizen, a subordinate employee, or a stakeholder of some kind. Although the exercise is a simulation, candidates reveal their supervisory/interpersonal skills in establishing rapport with the role player, uncovering relevant information, assessing the problem, listening carefully to the role player's responses, and making use of that information, and coming up with a solution that will address the problem.

Candidates were systematically evaluated by a group of trained police executive-based SMEs who have not participated in earlier portions of the screening process. Candidates were evaluated on hundreds of benchmarks tied to a series of behavioral dimensions that capture the leadership competencies necessary to effectively lead a police agency. The individual benchmarks are considered proprietary by IACP, however their scores on each benchmark will be analyzed and compiled and reported against the following dimensions:

- Oral Communication
- Written Communication
- Judgement
- Problem Solving
- Delegation and Control
- Planning and Organization
- Decisiveness
- Interpersonal Insight

Each assessor reviewed the data collected on each candidate to assign a numerical score on the job-related dimensions measured by the assessment center exercises. The scores were made independently and without discussion with other assessors. Not only were the numerical scores recorded, but the ratings are supported by specific examples of behavior observed in each exercise. A copy of this report will be provided once received from the IACP.

After the completion of exercises and report writing, data concerning candidates are combined. This integration is accomplished by a statistical combination of data. The final rating on each performance dimension is based on multiple raters evaluating performance in different situations. The result is a comprehensive picture of each candidate's capabilities and a quantitative evaluation of job-related dimensions.

Additionally, each candidate participated in two panels which include internal and external stakeholders. The panels interviewed each candidate and provided written recommendations that the IACP will include in the finalist evaluation report that will be provided to the City.

Finalist Evaluation Report – Next Steps

The IACP is currently amalgamating the candidate's performance at the Assessment Center and finalizing the Finalist Evaluation Report. The report will be provided to the City by July 31, 2023 and will be shared with Councilmember's and the public. The Finalist Evaluation Report will include a summary of each candidate's performance data. This will include overall scores on each dimension, ratings, and behavioral information concerning each candidate's strengths and weaknesses in performance-related dimensions.

Additionally, the IACP will compile and create a detailed report that outlines the search process and will provide additional information on how the IACP evaluated candidates at each step of the process, which will also be made available to the Council and the public.

Finalist Selection

Once the City has reviewed the Finalist Evaluation Report, the City will select the finalists to interview with the Mayor. All candidates that move to the finalist round will undergo a full background report conducted by IACP. The background report includes civil history, criminal history, social security trace, credit history, education verification, employment verification, motor vehicle driving record, national criminal record locator, professional licensure verification, restricted parties list search, sex offender registry search, social media search, and evaluation of all references.

City Council Confirmation Process

Once the final candidate has been selected by the Mayor, they will participate in the City Council confirmation process. Please reach out directly to me if you need more information.

Sincerely,
Gilbert A. Montañó
Chief Administrative Officer
City of New Orleans
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