

APPLICATION FORM

All applications must include the following information. Separate applications must be submitted for each eligible program. **Deadline: June 1, 2016.** Please include this application form with electronic entry.

PROGRAM INFORMATION

County: Hanover County

Program Title: Supervisor Leadership Development

Program Category: Criminal Justice and Public Safety

CONTACT INFORMATION

Name: Colonel David R. Hines

Title: Sheriff

Department: Hanover County Sheriff's Office

Complete Mailing Address: P.O. Box 40, Hanover VA 23069

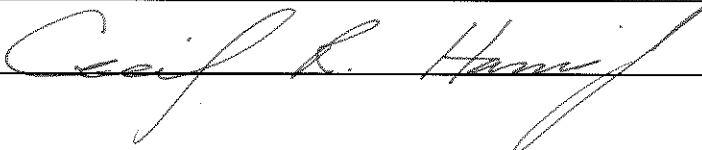
Telephone: 804-365-6249 Website: www.hanoversheriff.com

Email: drhines@hanovercounty.gov

SIGNATURE OF COUNTY ADMINISTRATOR OR CHIEF ADMINISTRATIVE OFFICER

Name: Cecil Rhu Harris, Jr.

Title: County Administrator

Signature: 

Hanover County Sheriff's Office

Leadership Development First-Line Supervisor Process

Summary

The Hanover County Sheriff's Office has developed an innovative promotional process, the success of which can be directly attributed to dynamic leadership development beginning with front-line supervisors. An assessment of the old promotional process provided an opportunity for the Sheriff's Office to review, evaluate, and develop new strategies and opportunities that would benefit the applicants, the department, and the community.

Historically, the promotional process has consisted of a written examination and oral board interview comprising members of the Hanover Sheriff's Office, surrounding jurisdiction agencies, and a member of the Sheriff's Citizens Advisory Board. The applicants would then interview with the Sheriff's command staff and the Sheriff himself at a later date. This only assessed an individual's ability to perform via written examination and oral communication. The practical component and citizen involvement were not included yet are considered a vital process of determining law enforcement leadership.

The new promotional assessment still included the written exam and utilized the same format for the oral interview; however, practical scenarios were added with citizen involvement in order to evaluate each candidate's ability to handle him or herself in various situations. Officers were afforded the opportunity to not only interact with the citizens and learn from their suggestions, each interview conducted with panel members was videotaped as well. The result being a well-rounded performance evaluation which also served as a learning opportunity for both the officer and the community.

Hanover County Sheriff's Office
Leadership Development First-Line Supervisor Process
Press Release

The Hanover County Sheriff's Office has developed an innovative promotional process, the success of which can be directly attributed to dynamic leadership development beginning with front-line supervisors. An assessment of the old promotional process provided an opportunity for the Sheriff's Office to review, evaluate, and develop new strategies and opportunities that would benefit the applicants, the Hanover County Sheriff's Office, and the entire community.

The new promotional assessment includes a written exam and oral interview; however, new to the process was the development of practical scenarios in partnership with members from the community in order to evaluate each candidate's ability to handle him or herself in various situations. Officers were afforded the opportunity to not only interact with the citizens and learn from their suggestions. The result being a well-rounded performance evaluation which also served as a learning opportunity for both the officer and the community.

Hanover County Sheriff's Office
Leadership Development First-Line Supervisor Process
Detailed Summary

The Hanover County Sheriff's Office has developed an innovative promotional process, the success of which can be directly attributed to dynamic leadership development beginning with front-line supervisors. An assessment of the old promotional process provided an opportunity for the Sheriff's Office to review, evaluate, and develop new strategies and opportunities that would benefit the applicants, the Sheriff's Office, and the entire community. After careful consideration, the Hanover County Sheriff's Office promotional process was transformed into a promotional assessment.

Challenge

Historically, the promotional process has consisted of a written examination and oral board interview comprising members of the Hanover Sheriff's Office, surrounding jurisdiction agencies, and a member of the Sheriff's Citizens Advisory Board. The applicants would then interview with the Sheriff's command staff and the Sheriff himself at a later date. This only assessed an individual's ability to perform via written examination and oral communication. The practical component and citizen involvement were not included yet are considered a vital process of determining law enforcement leadership.

The new promotional assessment still included the written exam and utilized the same format for the oral interview; however, practical scenarios were added with direct citizen involvement in order to evaluate each candidate's ability to handle him or herself in various situations.

Innovation and Community Collaboration

The innovation consisted of understanding the need to allow candidates an opportunity to actionably display their ability to perform as a supervisor. These scenarios incorporated community collaboration by inserting citizens into the practical exercises and giving them opportunities to provide immediate feedback in the form of constructive criticism as well as affirmative comments.

Officers were afforded the opportunity to interact with the citizens and learn from their suggestions. In addition, each interview conducted with panel members was videotaped, and the candidates were provided the sole copy of their interview. The purpose of the recording was to help each candidate develop their individual interview skills. The result being a well-rounded performance evaluation which also served as a learning opportunity for both the officer and the community.

Program Design

Applicants were required to express interest by submitting a standardized résumé. All applicants as well as other sworn members of the agency were invited to participate in a mock assessment two weeks prior to the real assessment. The format of the mock assessment was similar to the real assessment but was slightly shorter and less intense. It provided the participants an opportunity to experience the format of the real thing. Only those members who had applied to take the test prior to the mock assessment were eligible to participate in the actual promotional assessment.

The Hanover County Sheriff's Office Administrative Order 34-1 details the promotional process for the rank of sergeant. All positions above sergeant are appointed by the Sheriff. All promotions in the Hanover County Sheriff's Office shall be made according to merit and fitness. Merit and fitness may be ascertained by examinations, which are approved by the Sheriff. Examinations relate to those matters which will test fairly the capacity and fitness of the candidates to discharge efficiently the duties of the position for which the examinations are held. Examinations may be written, oral, physical, performance tests, or any combination of these. These tests may take into consideration such factors as education, experience, aptitude, knowledge, character, physical fitness, or any other qualifications or attributes which, in the judgment of the Sheriff, enter into the relative fitness of the applicant.

Three majors, four captains, one lieutenant, and three sergeants with a total of over 230 years of law enforcement experience collaborated on and evaluated three different scenarios. Once the written exam, oral interview questions, and the scenarios were finalized, they were submitted to Colonel David R. Hines, Sheriff, for his review.

Three scenarios consisted of the following:

1. Speaking to a neighborhood watch group. Citizens from the Hanover Sheriff's Office volunteer program were utilized as role players. For consistency, the same steps were followed for each applicant:
 - a. The applicant was given a brief description about the reason he or she had been called to speak to the group and ten minutes to prepare. The scenario was based on the past experiences of all the evaluators. The applicant then spoke to the 'neighborhood watch group' about the topic.

- b. Role players were given a list of questions to ask of each applicant, and the questions were presented the same way each time. The questions were based on the past experiences of all the evaluators.
 - c. The two evaluators used the same form to complete each evaluation, and the volunteers were asked to describe their perception of the applicant. This was an important part of this scenario. We received feedback from actual citizens during a citizen-based scenario.
2. Roll Call with Executive Order. Citizens from the Hanover Sheriff's Office volunteer program were utilized as role players. For consistency, the same steps were followed for each applicant:
- a. The applicant had to prepare for roll call. He or she had ten minutes to review information and prepare a line-up, then conduct the roll call and explain a new executive order that would not be perceived as favorable to the patrol deputies. The executive order was fictitious; however, the collaborators used their years of experience to know what would not be looked on favorably.
 - b. Role players were given a script to ask questions/make statements from. These questions and statements remained the same for each applicant. Again, the collaborators relied on their years of experience to know what the deputies would say and ask.
 - c. Two of the collaborators/evaluators used the same form to complete the evaluation on each applicant.

3. Performance Evaluation/Counseling of Deputy. A seasoned deputy with the Hanover Sheriff's Office was used as a role player for this scenario.
 - a. The applicant was given information about the performance of the officer he or she was preparing to evaluate. The performance of the deputy was based on the evaluators' years of supervisory experience.
 - b. The role player deputy was given a list of statements/questions to be used. These statements/questions were consistent for each applicant. The statements/questions made by the deputy were based on the evaluators' years of supervisory experience.
 - c. Two of the collaborators/evaluators used the same form to complete the evaluation on each applicant.

The Sergeant's Promotional Assessment was held at the Hanover Sheriff's Office, where applicants were given a schedule as to when they would be participating in each 'event.' Each applicant was allotted the same amount of time for each event. At the conclusion of the assessment, each candidate was ranked based on scores received in the written exam, oral interview, and the three scenarios.

Applicants were interviewed by the Hanover Sheriff's Office executive staff (majors and captains). Each major and captain submitted questions he wanted asked/answered for the panel interview, and these were reviewed and approved by Colonel David R. Hines, Sheriff of Hanover County. Each applicant was asked the same questions and received the same allotted time. At the

conclusion, the staff ranked the candidates based on this oral interview score. The final step of the promotional assessment consisted of a one-on-one interview with Colonel Hines.

Results

The purpose of this process is to develop leaders within the Sheriff's Office by enhancing the assessment through not only written testing and interviews, but a hands-on approach. This approach incorporates scenario-based events that involve not only sworn law enforcement personnel, but citizens in the community. The result is a more well-rounded method of assessing the leadership capability of each applicant and furthering leadership development.

This created a transparent promotional process allowing the community to play an active role. In today's law enforcement environment, now more than ever, law enforcement must operate in partnership with the community. This is the key to success. Each component of the agency must operate so scrupulously that public sympathy and approval are not alienated.

This promotional process provides educational opportunities for both those desiring to serve in leadership for the Hanover County Sheriff's Office and the citizens we serve. This process defines what makes a law enforcement agency successful and reaffirms the Sheriff's belief of "***strong partnerships create safe communities***".