

NO: **P010**

COMMITTEE DATE: **September 14, 2015**

PUBLIC SAFETY COMMITTEE

TO: **Mayor & Council**

DATE: **September 10, 2015**

FROM: **City Manager
General Manager, Human Resources**

FILE: **2770-01**

SUBJECT: **Director, Public Safety Strategies Recruitment Update**

RECOMMENDATION

The City Manager and the General Manager, Human Resources recommend that Council receive this report as information.

INTENT

The intent of this report is to update Council on the status on the ongoing recruitment for the role of Director, Public Safety Strategies.

BACKGROUND

At the April 27, 2015 Closed Council meeting, a report was provided by staff highlighting the plan to introduce the role of Director, Public Safety Strategies to the City of Surrey. This role will expand collaborative work environments both internal and externally that support the alignment of all City initiatives in the realm of public safety, both for the effectiveness of current service delivery models and for future success. The Director, Public Safety Strategies partners with internal resources, the Officer in Charge, the Fire Chief, and external agencies to optimize all public safety resources available to the City of Surrey, and to develop and implement future innovation, with the overall vision of ensuring the safety and well-being of every City resident.

The focus of this role is to foster integration across all public safety portfolios and City Departments to achieve results which align with the vision of Council's strategic goals and coordinate with the goals of Provincial Agencies, and the RCMP. This role's success is linked to building strong, collaborative relationships that serve to integrate a broad range of City and external partner initiative. Appendix I provides a job description for the role.

After meeting with Council in April, staff met with internal stakeholders to gain further insights to the role, to confirm internal alignment with the proposed organization structure, to define working relationships, to identify work priorities, and to discuss recruitment process structures for a national search.

The City is partnering with Harbour West Consulting, an expert on leadership recruitment, on this national search. Appendix II provides a copy of the advertisement (posted on July 7, 2015) that was used to promote the opportunity on various electronic job boards and with a wide variety of potential candidate sources. In addition to the job posting, Harbour West engaged in significant outreach to experts in the field of public safety to identify additional qualified candidates. This phase of the recruitment process was completed at the end of August.

Appendix III provides a summary of the recruitment process.

The recruitment strategy was successful in attracting approximately 65 applicants with a diverse range of skills, education and experiences. Upon reviewing these applicants, the City is confident that it will be able to fill the role with a highly qualified candidate.

DISCUSSION

In the next step in the recruitment process (Appendix III), the City Manager and the General Manager, Human Resources, met with the recruitment consultant to review the "A" and "B" lists of applicants (August 27, 2015). 16 candidates were identified for further review and focus. Applicants not identified to move to the next phase of the process, were thanked for their interest in working for the City of Surrey and released from the process.

The recruitment consultant then conducted additional telephone interviews with the remaining 16 candidates to confirm their availability, and their suitability for the role. Interim reference checks were also completed (3 per candidate). Based on a review of this material by the General Manager, Human Resources and the Fire Chief, 9 candidates were identified to move forward to the next round of City interviews. These interviews will be completed by September 18, 2015 by the Fire Chief and the General Manager, Human Resources.

On September 18th, the interviewers and the consultant will meet with the City Manager to provide an update on the recruitment process, including sharing the results of the interviewing and reference checking processes to date. It is anticipated that at this step, the candidate pool will be further narrowed to the 3-5 most qualified candidates. The City Manager will interview those candidates the week of September 21st.

During the first 2 weeks of October, the remaining candidates will participate in psychometric testing, complete Police Information Checks, and engage in additional interviews by internal stakeholders. During the week of October 20th, the City Manager will review the results of all the steps in the recruitment process and will conduct final interviews with the remaining candidates. Additional reference checks will be completed.

It is anticipated that an offer will be made to the successful candidate in late October and transition planning will begin. The actual start date of the successful candidate will be determined by his/her availability, as most candidates are currently working for other employers.

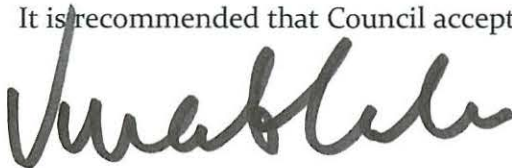
SUSTAINABILITY CONSIDERATIONS

This initiative assists in achieving the objectives of the City's Sustainability Charter; more particularly the following action items:

- SC5: Plan for the Social Well Being of Surrey Residents;
- SC11: Public Safety and Security; and
- SC17: Crime Reduction Strategy

CONCLUSION

It is recommended that Council accept this report as information.



Vincent Lalonde, P. Eng.
City Manager



Nicola Webb
General Manager, Human Resources

- Appendix I Position Profile
- Appendix II Job Advertisement
- Appendix III Summary of Recruitment Process



Position Profile

Director, Public Safety Strategies

City of Surrey

Presented By:



404 — 999 Canada Place, Vancouver, BC V6C 3E2 Canada

Tel: 604-998-4032 | Fax: 1-888-443-4028

Email: info@hwest.ca

www.hwest.ca

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CITY OF SURREY

Guided by our core values of Community, Integrity, Teamwork, Innovation and Service Excellence, the City of Surrey provides municipal government services to the residents and businesses of Canada's 12th largest city. We value the contributions of our 3400+ employees and are proud to be recognized as one of BC's Top Employers and one of Canada's Top Employers for Young People. We've created a culture that reflects our desire to work collaboratively with our employees, our residents and our communities. Originally incorporated in 1879, the City of Surrey has received national and international awards for financial reporting, building excellence, recreation, policing and sustainability initiatives.

The City of Surrey (the City) is a place of transformation and accelerated growth, where the future is limitless and the possibilities are endless. The City is proud to be recognized for many achievements in community service, innovation and employee satisfaction. The Director, Public Safety Strategies will join a collaborative and inclusive team that serves the more than 500,000 residents that live in Surrey, the fastest growing and most diverse city in the region.

Community

We care about and contribute to the broader well-being of the community; we strive to make Surrey a great place for our citizens to live, work, invest, recreate and raise a family.

Innovation

We welcome change; we actively look for leading edge initiatives and welcome new approaches and original thinking; we are committed to continuous improvement; we recognize all experiences as important learning opportunities.

Integrity

We are honest; we are accountable for our decisions; we meet our commitments; we are forthright in our communications; we understand and comply with all laws, regulations and policies.

Service

Customers are important to us; we want to help our customers; we seek to understand our customers' needs and actively work to achieve responsive balanced solutions.

Teamwork

We support each other; we trust each other; we respect each other; we take a Citywide view of the challenges we face; we value everyone's ideas.

Inclusion and teamwork are hallmarks of the City's culture and it is no surprise that the City has been recognized as one of BC's Top Employer's for six years running.

USEFUL LINKS

To learn more about the City of Surrey please visit: <http://www.surrey.ca>.

SURREY, BC

Situated 35 minutes southeast of Vancouver and directly north of the US border, Surrey (population: 508,000) is an attractive place to live, with its seamless mix of abundant green space and urban amenities. From beautiful parks, art galleries and museums to golf courses and spectator sports like hockey and rodeos, British Columbia's second-largest city is a multicultural 21st century destination. Surrey is full of young families with active lifestyles and diverse ethnic backgrounds.

Surrey is one of Canada's fastest growing municipalities, and includes the Region's second City Centre that is in the early stages of rapid change. Six "town centres" (Fleetwood, Guildford, Newton, South Surrey, City Centre and Cloverdale) create the community of the City of Surrey. Surrey is home to Kwantlen Polytechnic University and one of Simon Fraser University's three campuses in the Lower Mainland.

One third of Surrey's geography is made up of designated agricultural land, farming a range of produce throughout the seasons. The City's unique setting allows urban amenities and natural resources to co-exist, offering its residents some of the lower mainland's best city and rural landscapes.

USEFUL LINKS

To learn more about Surrey, British Columbia, please visit: www.surrey.ca or <http://www.tourismsurrey.com> or <http://www.hellobc.com/en-CA/RegionsCities/Surrey.htm>.

POSITION RESPONSIBILITIES

FUNCTION

Reporting to the City Manager, the Director, Public Safety Strategies works collaboratively with the RCMP Officer-in-Charge (OIC), the Fire Chief, other City Departments (e.g. Legal, PRC, Planning and Development, Engineering), and external agencies to develop and implement future innovation, with the overall vision of ensuring the safety and well-being of every City resident.

Building on current service delivery models, the Director will enhance program integration and effectiveness while identifying and implementing new initiatives that reflect an innovative and progressive approach to public safety. Direct reports to this role include: Crime Reduction, By-Laws and the RCMP Support Services. The Director is a member of the City's Senior Management Team.

KEY OPPORTUNITES & CHALLENGES

- Foster integration across all public safety portfolios and City Departments to achieve results which align with the vision of Council's strategic goals and coordinate with the goals of Provincial Agencies, and the RCMP
- Build strong, collaborative relationships that serve to integrate a broad range of City and external partner initiatives with the goal of enhancing public safety through strategies, values and effective systems that achieve results through and with people
- Develop and implement initiatives to address the safety and well-being of the City's culturally and demographically diverse residents
- Responsible for the City's Crime Reduction Strategy
- Foster the collaboration/integration of all public safety portfolios and City Departments
- Coordinate the City's public safety efforts with the goals of other levels of government, and the RCMP
- Partner with the OIC, the Fire Chief, other department heads and external agencies to optimize public safety resources available to the City
- Build sustainable community resources and practices that promote prevention and proactive models of service delivery

RESPONSIBILITIES

- Develop and implement public safety initiatives, plans, programs and services across stakeholders that are innovative, creative and responsive to the community; build constructive collaborative relationships with individuals and groups (internal and external) on shared public safety goals
- Support the success of the RCMP Surrey Detachment, and the Surrey Fire Services

- Lead and manage By-Laws, Crime Reduction Team and RCMP Support Services
- Move diverse and complex public safety initiatives forward effectively and inclusively, building community engagement, accountability and trust
- Build on and cultivate constructive stakeholder relationships to secure and expand resources for new and existing projects to best support shared public safety goals
- Lead the coordinated annual public safety budget process; coordinate the preparation of the budget, obtain Council buy-in, and lobby other levels of government for funding
- Working with internal and external resources to identify and implement service optimization opportunities; this process includes determining and optimizing city-wide public safety resourcing strategies
- Report out to City Council on the performance and positive outcomes of public safety initiatives along with the OIC, Fire Chief and Senior Management Team
- Participate in the internal auditing of public safety initiatives on the achievement of the defined performance metrics
- Facilitate the communication of public safety initiatives, metrics, budgets, etc. as appropriate
- Plan, organize and lead the activities of the public safety teams that report directly Plan, organize and lead the activities of the public safety teams that report directly to this role; hire, train and evaluate staff
- Research, track and understand developments, trends and innovation in public safety in the municipal environment and beyond
- Support the Mayor and Council, the City Manager and the Senior Management Team in preparing and presenting public safety information
- Respond to resident and media inquiries, explaining public safety programs, policies and activities, deferring to the OIC, Fire Chief and Senior Management Team as appropriate
- Participate on a variety of boards, commissions, professional groups and committees; serve, at times, as the City's representative to committees and community organizations concerned with public safety strategies and improvements; may be involved in public education and broader communications on public safety
- Seek opportunities to develop joint stakeholder meetings/engagement models on public safety opportunities; coordinate public safety initiatives and best practices with other municipalities
- Liaise with the Surrey Crime Prevention Society

CANDIDATE QUALIFICATIONS

GENERAL

The successful candidate will hold a Bachelor's degree in public administration, planning, business administration, public safety or a related field (or will have equivalent experience). S/he will have a background in public safety and a minimum of 10 years of progressive experience at a strategic level in municipal, provincial or federal government. S/he will be an innovative, inclusive and transparent leader who motivates and engages others while implementing complex projects with enthusiasm and diplomacy.

REQUIREMENTS

- Innovative, inclusive and transparent leader; motivates, develops, empowers and engages others
- Collaborative decision maker focused on practical, timely solutions
- A sense of drive, and the ability to stay focused on results despite changing conditions
- Diplomatic, politically aware; able to respond to high profile topics and situations
- Excellent leadership skills to function at an executive level with initiative and the appropriate level of accountability; ability to think out of the box, and excellent problem solving ability
- Learns quickly; recognizes and adapts to evolving conditions; able to get things done effectively and inclusively while handling a broad scope of challenges
- Delegates effectively and ensures individual and team accountability
- Understands municipal safety models, and how the field is evolving
- Inclusive
- Translates knowledge and ideas into action and tangible outcomes
- Proven experience implementing programs with a preventative model and intent
- Proven experience building complex partnerships/coordinating efforts across sectors and disciplines to achieve like-minded goals that have a collective impact
- Demonstrated experience managing complex and demanding projects with competing interests and resources

ASSETS

The following experience, knowledge and skills would be considered assets:

- Participation in, and with, diverse community groups
- Private sector experience in a relevant field or sector
- Understanding of the not-for-profit sector and the current demands on community resources
- Experience in research, metrics and program evaluation

- Experience in change management
- A graduate degree

INTERPERSONAL SKILLS

- A team player who is trustworthy and accountable
- Mature and respectful; level-headed
- Excellent communication and presentation skills; for example, the ability to effectively and persuasively articulate public safety goals and initiatives with broad audiences, constituencies and organization levels
- A demonstrated ability to forge partnerships and strong working relationships with diverse stakeholders
- A community-minded focus, with a commitment to improving the quality of life in the City

THE FINE PRINT

Should you be interested in learning more about this leadership opportunity please contact Kelly Baron or Carol Robinson or forward your CV, a letter of introduction and the names and contact information for three referees, in confidence, to info@hwest.ca

We will respond to all who express interest.

Director, Public Safety Strategies

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DIRECTOR: PUBLIC SAFETY STRATEGIES CITY OF SURREY - WORK PLAN

Date	Action
June- August 2015	Job posted on various electronic job boards. Consultant supplemented posting with calls to experts in the field for qualified candidate links. Consultant spoke with interested candidates to clarify the position and evaluated 65 formal applicants.
August 27	Meeting with City Manager, HR and consultant to review potential applicant pool and to confirm the candidates for next step in the process (16 candidates identified for the intermediate list). Release of unsuccessful candidates commenced.
August 27 – September 9	Consultant conducting preliminary interviews and reference checking with intermediate listed candidates. Report out on September 9 th to Fire Chief and GM, HR.
September 14-18	First City interviews with intermediate listed candidates and the GM HR, Fire Chief and consultant.
September 18	Review interview results of the first City interviews with the City Manager and confirm 3-5 short listed candidates to move to the next step in the selection process.
Week of September 21	First interviews with City Manager. Debrief with consultant to confirm next steps.
Week of October 5 – October 19	Psychometric testing for finalist candidates. Finalist interviews with City Panels (including the OIC and selected General Managers). Complete additional reference checks and Police Information Check.
Week of October 20	2 Finalist interviews with the City Manager. Review all relevant information and decision made.
End of October	Offer Made and accepted.