



Conducere

# Proposal for Cheverly Police Talent Services

**Prepared by:**

Conducere. An Organization Development Consulting Firm

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**Prepared for:**



## Engagement Letter



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Greetings Chief of Police Jarod Towers,

This document is our formal service proposal responding to your request for a proposal for talent support in your Police Department. In this service proposal, you'll find background on Conducere, details regarding the results we hope to deliver for your company as well as proposed pricing.

Should you have any questions, comments, or concerns once you've reviewed the service proposal in its entirety, please feel free to email ([info@conducerellc.com](mailto:info@conducerellc.com)) or call (240 285 2076) for more information.

Regards,

Juliet Aiken, PhD  
Managing Director & Principal Consultant, Conducere

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## **Who We Are**

Conducere is a minority-owned organizational development firm. We partner with leaders to strengthen their organizations during times of transition. Conducere has been successfully assisting organizations through these transitions as they build their business, during periods of uncertainty or change, or at times when organizations need to restructure or reduce offerings or workforce. Core to the Conducere partnership style is becoming a trusted advisor to organizations to facilitate needed change, define or refine organizational vision, and develop sustainable strategic plans for long term organizational success. Conducere prides itself on being a valuable partner of organizations of all types and sizes during all kinds of transitions. We are especially passionate about working with organizations that serve communities, such as Police Departments and local government organizations.

Conducere uses inclusive, anti-racist, and anti-oppressive organizational development techniques to drive both our own decision-making and to help our clients navigate complex organizational changes. Our methods and our interactions with our clients are sensitive to both their internal and external environments. As a multiracial and multicultural organization at all levels, Conducere is passionate about fostering inclusive working environments among multiracial/multicultural teams and organizations. A statement of our capabilities and the CVs of our Principal Consultants are enclosed in Appendices A and B, respectively.

## **Project Description**

The Cheverly Police Department is in the process of hiring and onboarding leadership talent over the next year. Additionally, the Police Department is moving toward a community policing model, and intends to re-develop a performance management process that enables rewarding and supporting community policing efforts.

The Cheverly Police Department needs support in managing and developing its talent, from recruiting through performance management.

## **Objective: Scope of Work (A)**

Conducere proposes to provide multiple services for the Cheverly Police Department (CPD), as outlined below.

### **I. Organizational diagnosis:**

- Organizational diagnosis is a evidence-based method for getting to know an organization at all levels- from the surface levels to the deepest levels that aren't directly visible to the eye. Such a diagnosis includes both qualitative and quantitative data collection from members throughout the organization to inform where potential gaps and misalignments may arise in the existing systems. Organizational diagnosis would include, as appropriate, barrier analysis which examines the movement of different applicant/employee subgroups from entry-level positions through to the highest levels of the organization.

### **II. Development of Key Competencies, Outcomes, and Tasks**

- From the organizational diagnosis, we will:
- Create a master list of desired competencies for the position(s) within the Department. Competencies will be tied to desired attributes in community policing, and will be determined based on conversations with Chief Towers, other identified subject matter experts (SMEs), and best practices.
- Work with Chief Towers and other identified SMEs to determine quantitative outcomes metrics at the individual and Department level.
- Work with Chief Towers and other identified SMEs to build set of task responsibilities (i.e. work behaviors)/key outcomes for each position.

### **III. Recruiting as needed:**

- If additional positions open, we will support targeted recruiting efforts for each open position.

### **IV. Selection as needed:**

- If additional positions open, we will support selection for each open position. This may include:
  - Developing interview questions that tap into key competencies, outcomes, and tasks that are critical and needed at entry
  - Developing benchmarks for evaluating responses to interview questions
  - Providing training for running structured interviews

### **V. Talent development model:**

- We will work with Chief Towers to develop a library of developmental suggestions linked to the competencies and tasks required for each position.

- These suggestions can be used both to design ongoing personnel and talent training as well as for coaching and mentoring in proactive performance management.

#### **VI. Leadership coaching and onboarding:**

- We will provide one-on-one leadership coaching both to Chief Towers and to his leaders (Lieutenant and Supervisors) as part of both onboarding and as part of leadership development processes. Coaching will be directed toward helping each leader be effective both in their day-to-day work and in implementing coaching, talent management, and performance management processes with the officers and employees who report to them.

#### **VII. Performance management system development:**

- **Create goal setting process:** Develop, along with Chief Towers, a process for helping the Department set Department-wide goals for each year, as well as a process for goal-setting with each individual officer. This process will be documented, and specified individuals within the Police Department will be trained on conducting these processes and ensuring individual goals: a) align with Department goals and b) enable individual officers to develop professionally in desired areas.
- **Create appraisal forms:** Develop appraisal forms for specified position(s) pulling from the identified critical competencies at each level, tasks/behaviors, as well as quantitative outcome metrics. A primary function of these appraisal forms will be to work as “change drivers” to help drive change at a Department level toward engaged, community policing. Goals for the upcoming year will also be built into these forms.
- Concurrent with the development of appraisal forms, we will work with Chief Towers to identify and/or provide guidance in the development of software that will enable Chief Towers to implement an electronic performance appraisal system. One anticipated benefit of implementing an electronic system is the ability to provide benchmark data to officers to inspire further engagement.
- We will support the roll out of this process, including assisting in determining administrative logistics and training personnel in the use of the Performance Management process.

#### **VIII. Ongoing Evaluation Processes:**

- We will develop strategies and processes for evaluating the effectiveness of talent development (including recruitment, selection, training, coaching, and performance management) in an ongoing way over time.
- Continuous improvement

All work will be thoroughly documented.

### Fee Proposal: Estimated Cost (negotiable)

| Activities  | Fee         |
|---|-------------|
| Talent Management System Development and Implementation | \$30,000.00 |

The fee for talent support, including: a) organizational diagnosis, b) competency and task model development, c) recruiting, d) selection, e) training and development, f) coaching, g) performance management system re-development and launch, and h) ongoing evaluation over the course of one year will be \$30,000.00.

### Consultant Qualifications and Roles

Principal consultants of Conducere are science-practitioners who are well experienced at designing qualitative and quantitative studies, and gathering, analyzing and utilizing data to inform a comprehensive strategic planning process. Trained to engage environmental scanning and organizational diagnosis for problem identification across systems/structures, our Principals are well-practiced facilitators from socially and technically diverse groups who are equipped with a unique ability to engage stakeholders at every level to procure input from individuals from various sectors. Our consultants also have experience engaging and challenging leadership and other key stakeholders.

#### **Juliet Aiken, PhD**

*Principal/Organizational Strategy*

Juliet Aiken holds a PhD and MS in Industrial Organizational Psychology, a Certificate in Statistics and Measurement, and a Bachelor's of Science in Psychology.

Juliet is an organizational psychologist with a specialization in diversity and inclusion, statistics, and aligned strategic change management. Juliet serves as a trusted advisor to help organizations pivot during periods of uncertainty (internally and externally), supporting them in developing systems for hiring, training, promoting, and retaining talent as well as guiding strategic plans and principals to direct these talent efforts. Her guidance is based in evidence, best practices, risk analysis, and deep relationships with organizational leaders that enable her to provide customized, impactful solutions. She provides her clients with the tools they need to function independently, wherever possible. Juliet has over a decade of experience in consulting and leadership roles in government, private sector, and nonprofit sectors. Her work focuses on creating spaces and services for the underserved.

She serves as the Program Director of the Master's in Industrial Organizational Psychology at the University of Maryland, College Park. Her academic interests focus on diversity and inclusion, particularly in the field of Industrial Organizational Psychology, and complex change.

Juliet has developed a vision, mission, and values and provided strategic planning support to the Jefferson County Commission. During her work with the Jefferson County Commission, she led an overhaul of their selection, training and organizational development, and equity and inclusion divisions in Human Resources while supporting the federally appointed Receiver in exiting a consent decree around discrimination in hiring. She has also served as an expert witness for the Department of Justice for issues surrounding disparate treatment and impact. Juliet also designs selection systems (e.g., for a construction union apprenticeship program) and provides executive coaching to organizational leaders during times of crisis and evolution.

Juliet is part of the team that won the 2017 Innovation in Assessment Award from the International Personnel Assessment Council (IPAC) for "Hiring Quickly and at a Low Cost under a Consent Decree." She also received the 2020 Society for Industrial Organizational Psychology (SIOP) Early Career Award in Practice.

Practice & Skill Areas:

Strategic statistician, focusing on small, large, and big data analytics; Psychometrician and survey design expert; Strategic planning rooted in qualitative and quantitative data; Aligned organizational change efforts, with attention to people, processes, structures, and tasks; Networks, emergent change, and informal and formal models of influence; Leadership development and succession planning; Diversity and inclusion; Decision making at individual, group, and organizational levels; Virtual and remote collaboration/work; Selection and assessment

**Preston Lindsay, PhD**

*Principal/Organizational Development*

Preston holds a PhD in Business/Industrial Organizational Psychology, a Masters of Science in Organization Development and Management, and a Bachelor of Arts Sociology and Psychology.

Preston is an organizational psychologist with a specialization in organization development and change management. Preston is an expert strategic planning facilitator who guides management through a collaborative team planning process for integrated and data driven strategic, operational and implementation plans. He teaches the strategy formulation/conceptual process and is a strategic planning consultant, a trusted advisor on strategy, leadership, process improvement and system issues for leaders in government, nonprofits, and corporations. Preston has over a decade of combined senior and executive leadership experience in both the nonprofit and corporate spaces. As a mission oriented and results driven leader, Preston's professional experiences include leading organizational change, designing and implementing systems for improving organizational efficiency, designing and implementing strategic plans, managing organizational advancement and people & performance.

Oriented as a transformational leader, Preston is well practiced at motivating followers, developing leaders, achieving big vision by way of strategic planning and effective capacity building strategies. As an academic, his discipline areas of focus are industrial-organizational psychology and management. Presently, his research explores the impact of organizational trauma on worker cognition, consciousness and behavior.

Preston is a Professor of Industrial Organizational Psychology at the University of Maryland Department of Psychology. Is on Faculty at New York University's Robert F. Wagner School of Public Service, Suffolk University, St. Peter's University, and has taught courses ranging from Leading Organizational Change, strategic management, managing people and people and performance to research methods and multivariate statistics for social scientist.

Preston has facilitated strategic planning processes of many nonprofits such as the San Francisco Foundation HOPE SF, From Within, Lift Up the Vulnerable, Freedom of Unity, the People's Coalition, Around the Way Girl, and more.

Practice & Skill Areas:

Evaluation Techniques inclusive of qualitative and quantitative methodologies; Survey design and instrument development; Logic modeling; Organizational sustainability theory of change and evaluation frameworks; Performance Measurement, managing people and performance; Strategic Planning, Process Mapping & Improvement, Change Management; Program Planning & Assessment; Root Cause Analysis; Leadership Development; Selection; Antiracist/Antioppressive organization development

**Paul J. Hanges, PhD**

*Principal/Organizational Strategy*

Paul Hanges holds a MA and Ph.D. in Industrial Organizational Psychology from the University of Akron in 1986. He is a Full Professor of Industrial/Organizational Psychology at the University of Maryland and is also the academic director of the university's MPS (Master's in Professional Studies) in IO Psychology program.

Paul specializes in human resource practices, team/organizational diversity, organizational climate, leadership, team-processes, and cross-cultural issues. He has worked with public and private organizations (e.g., Central Intelligence Agency, Federal Bureau of Investigation, Maryland Administrative Office of the Courts, Personnel Board of Jefferson County, S. C. Johnson & Son) as well as various consulting firms (e.g., American Management Systems, Emerson Human Capital, Mercer, Inc.) and has been retained as an expert witness by several law firms. Dr Hanges created a competence model for the information technicians (IT) job family for a federal agency. He has recently completed a 3 year study on the conflict culture of the US Congress. Paul was also on the executive board of OBA Bank from 2012 until the bank was sold in 2015. His expertise enabled him to work with the bank's HR specialist to review the effectiveness of their compensation and evaluation system. The majority of his applied work focuses on developing human

resource practices and aligning organizational policies, practices, and procedures to produce desired organizational climate and improve organizational efficiency.

His work has received numerous awards and recognition. His 2004 co-authored book, *Culture, Leadership, and Organizations: The GLOBE study of 62 Societies*, won the M. Scott Myers Award for Applied Research from SIOP. This project is the largest cross-cultural leadership project of over 15,000 middle managers/CEOs from over 60 countries. Paul won this award again in 2011 for his work developing a new human resource selection assessment tool. Finally, his 2014 co-authored book, *Strategic Leadership Across Cultures: The GLOBE Study of CEO Leadership Behavior and Effectiveness in 24 Countries* won the 2015 International Leadership Association and San Diego University's leadership book award for scholarship. His publications have appeared in such journals as *Journal of Applied Psychology*, *Journal of International Business Studies*, *Psychological Bulletin*, and *The Leadership Quarterly*, among others. Finally, he is a fellow of the American Psychological Association, Association for Psychological Sciences, and the Society for Industrial/Organizational Psychology.

#### Practice & Skill Areas:

Quantitative Methodology (Statistical Analyses both traditional and big data techniques); Psychometrician and survey design expert; Selection development and validation; Training design and delivery; Qualitative Methods, such as job analysis, interviews, content analysis.; Leadership assessment and development; Diversity and inclusion; Organizational climate/culture assessment, Because all consultants take on leadership roles with the project and the project requires collaborative effort our consultants aim to demonstrate high level interpersonal skills such as: Forging and maintaining relationships, project confidence, and the ability to go beyond the content area. Forging and maintaining relationships involves the process of building on new client relationships which is critical to the success of any project and the sustainability of any newly formed business relationship.

#### **References**

1. Hope SF (San Francisco City, Enterprise Community Partners, Inc., and The San Francisco Foundation.) Strategic Planning Facilitation and Group Facilitation Intervention. 2019-2020. Brandon Jones, Program Director - Cultural Resilience. 101 Montgomery Street, Suite 1350, San Francisco, CA 94104. (415) 400-0975.
2. Quest Movement Inc.,. Strategic Planning Facilitation and Leadership Training and Development: Executive Coaching and Board Governance Training Sessions. 2019-2020. Desiree Guyton, Executive Director. Philadelphia, PA 19104. (856) 264-7811.
3. Jefferson County Commission. Organizational DEI transformation including Strategic Planning at County Level (vision, mission, values); Recruiting; Selecting; Training/Organizational Development; Climate/Culture Assessment; and Diversity, Equity, and Inclusion. 2016-2020. Mr. Lorren Oliver. Director, Personnel Board of Jefferson County 2121. 8th Avenue North - Suite 100. Birmingham, AL 35203 (205) 919-5514

4. Association of Research Libraries. Assessment of organizational climate across within multiple associated organizations, including ongoing advice and support as needed. 2008-2020. M. Sue Baughman, Deputy Executive Director, 21 Dupont Circle #800, Washington, DC 20036, (202) 296-2296.

### **Closing**

We are so excited about the prospective opportunity to provide our services to such a socially responsible organization. We look forward to working with CPD. Should you have any questions or comments, please do not hesitate to contact us.

w/ attachments

Appendix A - Capabilities Statement

Appendix B - Curriculum Vita of Conducere Principals