

City of Santa Ana
Police Commander 2022
Enhanced Resume Instructions

Formatting & Submission: Candidates must submit an Enhanced Resume no longer than three standard white letter-sized pages in the following format:

- Times New Roman
- 12 point font
- 1 inch margins
- Single-spaced

A cover page titled “Enhanced Resume” with the candidate’s name, submission date and badge number should be included. This is not counted towards the allotted **three** pages. Candidates must upload the Enhanced Resume to their Police Commander online application. The application with the attached Enhanced Resume must be submitted by the end of the filing period.

Assessment Areas: The Enhanced Resume should address four dimensions: 1) Technical and Procedural Knowledge; 2) Problem-solving and Decision-making Skills; 3) Interpersonal and Communication Skills; and 4) Supervisory, Leadership, and Management Skills. Each dimension in your Enhanced Resume will be evaluated independently; candidates must pass each of the four (4) dimensions with a score of 70% or higher. A score below 70% in any dimension will result in not passing the Enhanced Resume examination component.

- Candidates **may** use the same information in different dimensions of the Enhanced Resume to support their qualifications for that specific area.
- Candidates **must be** specific regarding their levels of participation and/or roles for the various projects/assignments addressed in the Enhanced Resume.
- Candidates **must be** accurate with the information provided in the Enhanced Resume.
- The information included in the Enhanced Resume **must be** verifiable.

The Enhanced Resume should cover each outlined dimension as it relates to Police Commander:

1. Technical and Procedural Knowledge (includes commendations since 2017)

The candidate should list experience as it relates to the position of Police Commander including the different assignments, committees and projects they have participated in. In this section, the candidate should include educational achievements and any related training they have attended. Describe any departmental orders, training bulletins or staff work the candidate has authored. Include any areas of law enforcement where the candidate was recognized for their expertise. Candidate may list full-time, part-time, paid and unpaid experience.

2. Problem-solving and Decision-making Skills (includes analytical skills)

The candidate should include information that best describes their ability to understand, organize and analyze a variety of information; arrive at alternative solutions; provide acceptable courses of action or recommendations; selecting an alternative course of action and providing appropriate justification regarding criminal and non-criminal incidents and behaviors of individuals. Additionally, the candidate may use this section to address any problems within the department which they have identified and their proposed solutions. The candidate should address if their solutions were implemented, as well as the results following implementation.

3. Interpersonal and Communication Skills

The position of Commander requires the ability to provide ethical leadership and direction; in addition to an ability to perform supervisory and administrative police work to ensure the effective and efficient delivery of police services to the community. In this section, the candidate should illustrate how they demonstrate ethical leadership and serve as a role model for others through active participation within the Police Department and City of Santa Ana at large. The candidate should include information on how they demonstrate composure and presence of mind in volatile or high-pressure situations including the ability to diffuse these situations and how the candidate treats all members of the department and the community with dignity and respect. The candidate should include information on how they are able to establish and maintain effective working relationships with others by correctly perceiving/reacting to their needs, listening and communicating in a clear, concise and easily understood manner.

4. Supervisory, Leadership, and Management Skills

The candidate should have the ability to influence others to perform to their maximum potential by expressing and serving as an example of high ideals and professionalism. In this section, the candidate should address their experience in applying sound principles and practices to a variety of management areas, including recommending, developing, and implementing policies and procedures, budgeting, staff and program supervision, and evaluation in order to effectively plan, organize, coordinate, and direct staff, activities, projects and programs. In addition, the candidate should include their experience in leadership positions, such as team leader or case agent on projects or investigations. List commendations and disciplinary actions received in the last 5 years (official reprimands and above).

Enhanced Resume Assessment Panel: The members of the internal assessment panel include three Commanders; once identified, they are off-limits from candidates and should not be contacted on matters that pertain to the Police Commander recruitment process.

Grading: The Enhanced Resume panel will discuss with the candidate their enhanced resume and will explore through questions the suitability of each candidate. Each candidate will be rated in the dimensions listed above, based on their Enhanced Resume and their responses to the Oral Assessment questions. Each assessment dimension will be given an assigned score from the corresponding numerical range that reflects the degree to which the candidate fits the description for each particular dimension. The candidate's Enhanced Resume with Oral Assessment score will be computed as follows:

1. For each dimension, the panel will evaluate relevant information presented in writing and verbally by the candidate to assign a score (from 50 to 100) that is consistent with provided guidelines
2. After all dimensions have been rated, the scores assigned by each panel member to each dimension will be averaged; this average will be the score for that dimension.
3. The final score in the Enhanced Resume assessment will be the average of the scores in each dimension. In order to pass the Enhanced Resume assessment examination component, applicants must receive a score of 70% or higher in each of the 4 dimensions.
4. The final score is weighted 40% of the overall score for Police Commander.