

## Contract Opportunity

### Executive In Residence, Philadelphia Police Department

The Philadelphia Police Department, in partnership with the Mayor's Fund for Philadelphia, seeks qualified applicants for an Executive In Residence role to support organizational innovation and reform efforts for the PPD, as outlined below. The Executive In Residence position is grant-funded and offered as a contract through the Mayor's Fund for Philadelphia.

**EXECUTIVE IN RESIDENCE PROGRAM:** The Philadelphia Police Department (PPD) has an exciting opportunity for a mid to senior level career individual with demonstrated knowledge and experience in law enforcement operations, policies and procedures to serve as an Executive in Residence.

The term Executive-In-Residence (EIR) most often describes executive-level experts who lend their specialized knowledge and experience to complex organizations on a limited-term basis as they go through phases of innovation and reform. The academic world has adopted the EIR model, enlisting the experience of professors of practice and such positions have become increasingly widespread among top business school programs and law schools in the United States and abroad. This evolution stems from the recognition that to bring about lasting innovation and reform in organizations, theory and practice must merge and be jointly operationalized by a person with enough experience in both areas to effectively meet the inherent challenges.

Policing is among the most complex municipal endeavors, and the need for sweeping innovation and reform in the profession has never been more urgent or acute. To meet this need, the Philadelphia Police Department has chosen to create the role of an "Executive in Residence" (EIR) to assist in key organizational change and reform efforts. The EIR Fellow will allow the police department to leverage the experience and expertise of a thought and practice leader who would otherwise not be able to assist a department in traditional staff roles. It is envisioned that the initial area of focus of the EIR will be in the area of internal affairs and standards and accountability within the Office of Professional Responsibility.

**BACKGROUND:** The Philadelphia Police Department (PPD) is the nation's fourth largest police department, with over 6300 sworn members and 800 civilian personnel. The PPD is the primary law enforcement agency responsible for serving Philadelphia County, extending over 140 square-miles in which approximately 1.5 million reside. Commissioner Danielle Outlaw was appointed in early 2020 because of her reform agenda, and has publicly committed, as described in the Philadelphia Police Department Action Plan for Violence Reduction (Action Plan)<sup>1</sup> "that the PPD will be a learning organization. The learning will focus on three organizational pillars: Organizational Excellence, Community Engagement and Inclusion, and Crime Prevention and Violence Reduction."

PPD will host the EIR, residing in the Chief Strategy Officer's office, to work on internal accountability, organizational change and procedural justice practices across the organization. In other police agencies, especially those under a consent decree, positions like this often fall under the leadership of a Compliance Director or Commander. Given PPD reforms are not court ordered, the EIR will work on a series of long-term projects that will be complimentary in nature, and support the complex reform

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<sup>1</sup> <https://www.phillypolice.com/assets/programs-and-services/CrimePreventionViolenceReductionActionPlan62020.pdf>



efforts outlined in the PPD Action Plan. Each of the Action Plan's identified focus areas will have discrete projects that consist of a series of deliverables including process maps for business functions, the development of metrics and case studies focused on organizational change, and documenting the successes and challenges in transforming internal accountability in policing, specifically at the PPD. The EIR will manage all aspects of achieving these deliverables.

### **EXECUTIVE IN RESIDENCE DUTIES:**

Executive in Residence will have the following responsibilities:

- Providing functional subject matter expertise in police operations, best practices in police policies and procedures and current issues facing the law enforcement community;
- Supporting the development of reform and organizational change communication plans including: determining appropriate audiences, emphasizing key aspects, communicating with selected audiences and providing specific information needed for a variety of audiences. This includes contributing public safety public information campaigns and promotion of innovative community policing strategies;
- Managing and overseeing successful implementation of a comprehensive set of policies and SOPs for the Internal Investigations Process at PPD;
- Developing, disseminating, implementing, testing and updating policies and procedures that meet requirements of applicable laws;
- Collaborating with command staff on Police Board of Inquiry practices to ensure matters are detected and handled effectively and promptly;
- Managing and implementing the ABLE program and the Early Intervention System;
- Developing traditional and non-traditional partnerships across a wide variety of stakeholders, in order to increase awareness of and develop support for the changes in transparency and accountability in the PPD;
- Improving data collection and monitoring efforts to provide meaningful performance metrics.
- Supporting the development and management of internal data products as well as ad-hoc data analysis and related work as directed;
- Communicating project related progress and final reports within all levels of the department, including presenting findings to PPD Command Staff, both in written and oral forms.

A successful candidate for the EIR position will possess the following qualifications:

### **Qualifications**

- Bachelor's required.
- Juris Doctorate or Master's degree in Organizational Change, Criminal Justice, Sociology, Public Administration, or other related field preferred.
- At least four (4) years of service as an executive manager in a professional setting.
- Must have demonstrated ability in implementing and overseeing large scale change initiatives and process re-engineering with successful outcomes.
- Experience working with investigative personnel and/or law enforcement preferred. Experience working in one or more of the following: police litigation, civil rights litigation, representation of law enforcement agencies, representation of the Department of Justice (federal or state), local, state or federal criminal prosecution.



**The Mayor's Fund  
for Philadelphia**

- Distinguished service record, including excellent performance ratings.
- Demonstrated excellence as a leader and manager, with superior oral and written communication skills.

**OR**

**If a current or former certified law enforcement officer<sup>2</sup>:**

- Master's degree in a field related to the specific position.
- At least eight (8) years of service as a member of Command Staff with direct responsibility for management of at least 30+ sworn members that fall under his/her command, in a police jurisdiction serving 250,000+ residents, with specific experience managing internal affairs functions
- Must have experience in an internal affairs unit of a police department with more than 8 assigned individuals and your experience must include supervisory experience.
- Must have demonstrated ability in implementing and overseeing large scale change initiatives and process re-engineering with successful outcomes.
- Distinguished service record, including excellent performance ratings.
- Demonstrated excellence as a leader and manager, with superior oral and written communication skills.
- Completion of national policing leadership development courses such as FBI National Academy, Senior Management Institute for Police (SMIP), and/or School of Police Staff and Command (SPSC), etc.

Because of the confidential, sensitive nature of information handled, successful completion of a background investigation will be required. This position is intended to be an onsite position at the Philadelphia Police Department, but with COVID 19 concerns, this role can be remote as well.

The desired starting date for the role is negotiable, although it is expected that the EIR would begin work mid to late November 2020.

**COMPENSATION:** The Executive in Residence is a contract position through the Mayor's Fund for Philadelphia and does not include benefits. Compensation is negotiable depending on experience and qualifications. This is grant funded position for a term for up to three years.

**HOW TO APPLY:** Applicants should send a letter of interest, a resume or curriculum vitae, and two writing samples to the following via email to Lieutenant Colleen Billups, Chief Strategy Office, Philadelphia Police Department: [colleen.billups@phila.gov](mailto:colleen.billups@phila.gov). **Incomplete submissions will not be considered.**

The City of Philadelphia and the Mayor's Fund for Philadelphia are Affirmative Action/Equal Opportunity Employers. Women, minorities, people with disabilities, and candidates of all backgrounds are encouraged to apply.

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<sup>2</sup> Currently certified or former police officer under Pennsylvania Municipal Police Officer Education and Training Commission or similar certification from another state.