



## MINUTES

Board of Selectmen Meeting

Wednesday, June 15, 2016 at 2:30 P.M.

Council on Aging Media Room, 328 North Main Street

East Longmeadow, Massachusetts 01028

Present: Paul L. Federici, Chairman, Board of Selectmen, Kevin M. Manley, Clerk of the Board, Selectman William Gorman was not present for the meeting.

The Chairman of the Board opened the meeting at 2:30 P.M. with the Pledge of Allegiance. Moment of Silence. Announcements were made in accordance with M.G.L. 30A, §20 (e), and noted that the meeting was being recorded by the Board of Selectmen, East Longmeadow Community Access Television and Chris Goudreau, The Reminder.

### INTERVIEW – POLICE SERGEANT CANDIDATE

2:30 P.M. - Michael Sousa

#### QUESTIONS:

Questions were asked in the order of: Police Chief, Selectman Manley, Selectman Federici and Selectman Gorman

1. What leadership traits and qualities do you possess? What strengths would you bring to your new position as Sergeant?
2. Tell us why we should pick you for promotion to the rank of Sergeant?
3. Give us an example of an interpersonal conflict you've experienced with a fellow officer. What was the nature of the disagreement and how did you resolve the tensions?
4. Tell us what experience you've had functioning in a leadership role, and describe your current philosophy and approach to leadership.
5. Tell us about the ways your role will change as you move from a patrol officer to a supervising Sergeant with the department.
6. Why do you want to become a Sergeant with this department?
7. Tell us about a time when you demonstrated that you have leadership ability and skill in your current position as a patrolman.
8. If you were told you could make one change in the department (any change you wanted) what would it be and why?
9. Explain how you would handle an employee who is not working up to acceptable performance.
10. Scenario: The command staff has put a new policy in place. They know it to be an unpopular directive and you personally have serious questions about this new guideline. Your job, however, is to train your officers about this new directive and to motivate them to abide by the new regulation. How do you manage your own personal feelings and objectives regarding the new policy? What personal reactions would you share with your patrol, and which ones do you keep private, and why?

INTERVIEW:

1. Lot of experience in leadership rolls. In Military for ten years, seven as an NCO in charge of three to twenty people. Building team work, earn teams respect. Strength is years of experience. Got to not only practice but observe a lot of people in leadership positions and take the good traits that they had and learn from the negative ones.
2. Have been on the force for about five years. Have done for a while in other jobs, have done evaluations and training. Have experience, makes a good qualification for the position.
3. Have not run into to many problems here. It's a small department and people seem to get along pretty well. Stays out of small personality conflicts. Have had instances in other jobs, specifically the military, butted heads with someone who was his supervisor. You have to address something like that with that person. Always have to maintain a level of professionalism in that circumstance. The Police Chief asked Mr. Souse to follow up on the issue, the outcome was positive.
4. In Iraq was in charge of three other people. The job was to mitigate civilian interference with military operations. Had a lot of responsibility. Important as a leader to build respect teamwork to get people involved. Make a team or shift productive.
5. Would move from patrolman to commanding a shift. Being the younger sergeant would probable include the experience of the older patrolman they wouldn't be able to say what to do but its important to include the experience that they have in the decision making but also to maintain control of what is going on to supervise incidents etc. You don't need to be the smartest person, need to be an effective leader and coordinator.
6. Goes with the career progression. Moving up from patrolman is added responsibility, likes the challenge it's the best way to do it. May seek out higher positions in the future, will first see how this position works out.
7. If the first person on a scene it's your scene until you are relieved of it. In that capacity you do have supervisory opportunities until a supervisor relieves you.
8. The Department is now going in the right direction. Currently working on policies and procedures. Hiring another detective to the detective bureau, 2<sup>nd</sup> shift. would be beneficial.
9. This needs to be addressed in policies. Could verbally council the employee in private about what the deficiencies are how to fix them if it starts to reoccur it will be a written counseling if occurs again would need to be forwarded up. As a sergeant you only have so much disciplinary power. It's important to document.
10. Important to speak with the command staff and ask why the policy is being implemented and for what reasons and to take the reasons given and forward to the patrol and have to get them to buy into the positive aspects of the policy, why it's important, and why it's important to them and the department. If had negative reservations about the policy would not share that with the

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Interview continued

patrol staff. Would discuss with other supervisors/sergeants. Don't think sharing personal negative reservations with patrol staff is a good practice.

Selectman Federici said that as last time Mr. Sousa did an outstanding job and fortunate to have on the force. The Chief told the Board that there was nothing disciplinary that would work against him since the last interview. The other Board members did not have any comments.

Motion:

P. Federici proposed a motion to promote Office Sousa to Sergeant. So moved by W. Gorman. K. Manley seconded. Motion passed 3-0.

Motion:

P. Federici proposed a motion to begin Sergeant Sousa's duties as Sergeant effective June 26, 2016. So by W. Gorman. K. Manley seconded. Motion passed 3-0.

Meeting adjourned at 2:50 P.M.

Minutes respectfully submitted by Lorraine Banspach, Assistant Executive Secretary.

MINUTES APPROVED AT THE BOARD OF SELECTMEN MEETING ON TUESDAY,  
JUNE 21, 2016.

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Kevin M. Manley, Clerk of the Board