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RECRUITMENT**

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## 1. Towards a new professional profile: research methodology

Aim of Deliverable 4.3 was to define the structure of a sample form for the recruitment of the Urban Manager for Security Safety and Crisis Management (hereinafter Urban Security Manager, USM) by Local Authorities in the different Member States.

In approaching this task, attention was focused on the following criteria to be included in the sample recruitment form:

- job description
- main responsibilities
- qualifications
- experience required
- further skills
- selection procedure
- selection criteria

The description of each criteria started from the analysis of data and information collected within the research activities carried out in Work Package 3 led by Cardiff University.

The research was mainly based on the results reported in Deliverable 3.2 Appendix 1 'Commentaries on Delphi Panel responses' and focused especially on the commentaries on Questionnaire 2 to the three groups of panellists, namely representatives of the European Society of Criminology, ESC ([www.esc-eurocrim.org](http://www.esc-eurocrim.org)), the European Crime Prevention Network, EUCPN ([www.eucpn.org](http://www.eucpn.org)) and the European Forum for Urban Security, EFUS ([www.efus.eu](http://www.efus.eu)).

After having analysed the answers given by the panellists, it was decided to fill in first of all the following entries: *qualification*, *further skills* and *experience required*.

The expertise that actors responsible for Urban Security ought to possess according to representatives of ESC, EUCPN and EFUS was in fact clearly summarised in the above mentioned commentaries.

It is to be specified that in the Commentaries the actors responsible for Urban Security were identified in administrators, elected representatives and researcher.

In the research carried out for Deliverable 4.3 attention was therefore focused only on the indications provided about the administrators group, since they could be considered as those who are more suitable to be a model in the development of a new profession. It is in fact known that elected representatives can be elected also despite their lack of expertise and, on the contrary, researchers are usually already equipped with a very high profile.

In the process of developing the form, it was kept in mind that the form should be a model suitable to be used for the Urban Security Manager recruitment in all the different European Countries and realities (cities, rural areas, small towns, metropolis...) with different dimensions, population density, crime rate and specific needs.

In Work Package 3 it has been found that common referents for urban security exist (such as *problems* of violence against the person, property crime, organised crime, incivilities etc., and *policy approaches* prioritising criminal justice, risk management, restorative justice and social justice) enabling a European-wide dialogue and knowledge exchange. However, local actors crucially emphasised that understanding their particular expression and their interrelationship with other social problems requires local knowledge and contextualised insight that can, for example, appreciate the particular conditions of crime and insecurity in, for example, rural Ireland or Norway as contrasted with urban England and Germany and, more forensically still, in the conditions of



large metropolitan areas such as London, Paris and Berlin as contrasted with the post-industrial cities of Wallonia, Northern France and the Welsh valleys.

The importance of local knowledge thus led partners to establish, beside a 'core' group of *essential requirements* that should be owned by all the candidates, also a list of *desirable* ones that might be expected depending on specific contexts and needs.

*Desirable requirements* have been therefore designed to allow flexibility to local authorities while developing their local/contextualised recruitment procedure.

In the light of the above, a cross comparison was made using all the information provided by the three groups of panellists (ESC, EUCPN, EFUS) in the Appendix 1 'Commentaries on 'Delphi Panel responses': when the same requirement was present in all of the three groups or in two of them, it was decided to consider it as *essential*.

If a requirement was instead present only in one group it was considered as *desirable*.

It was therefore chosen to proceed in the same way to identify elements that could be suitable for the items *Job description* and *main responsibilities*.

To do this, the analysis was focused on the sections of the Commentaries describing the 'main problems', 'approaches', 'context and futures of urban security management'.

Once all the useful data coming from Work Package 3 have been assessed, the research continued with the analysis of best practices collected by University of Maribor in Deliverable 4.2 (Work Package 4).

The information provided by Deliverable 4.2 on the possible new profile for Urban Security Manager were therefore analysed and catalogued as *essential*.

Finally, to complete the form, data from existing job announcements and public procedures coming from different EU member states were also analysed and used to improve the *desirable* section of each entry. Moreover since many data related to candidates personal attitudes were identified within the analysed materials it was decided to create also a new entry about '*Personal characteristics*'.

Thanks to all the data and information collected, all the entries of the recruitment form were filled in except for those regarding the *selection procedure* and the *selection criteria*.

In particular, the initial entry *further skills* has been split up into the following: *skills required* and *knowledge required*. This has been done to highlight the difference between the two specific indicators, knowledge and skills, the first more theoretical and the second more practical.

At this point of the research, the recruitment form was therefore made of nine entries instead of seven, seven of which already completed :

- job description
- main responsibilities
- qualifications
- experience required
- skills required
- knowledge required
- personal characteristics
- selection procedure\*
- selection criteria\*

\* entries that still needed to be filled in.

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CRITERIA FOR URBAN SECURITY MANAGER (USM) RECRUITMENT**



It is important to specify that the results of the research have clearly shown how it is more realistic to think about the Urban Manager not as an individual but as a team or an office. Nevertheless, the recruitment form was created just for a single job position. Specifically, the form is thought for a manager's position (instead of an officer's one) as well as for the Head of the office/team and, how it can be seen, the responsibilities and skills required are therefore of a very high level.



**2. The recruitment form**

Here below it is possible to see the form as final product of the analysis explained above:

<b>TITLE:</b>
<b>Urban Manager for Security, Safety and Crisis Management</b>
<b>JOB DESCRIPTION:</b>
<p>The post holder will have a key role in the developing of both crime prevention ‘strategies’ as well as overseeing ‘operational’ actions and projects in the field of Urban Security, managing strategic work and undertaking the role of lead officer, stimulating partnership working and supporting responsible authorities to meet statutory requirements to promote community safety and to meet crime reduction targets.</p> <p>S/he will preliminarily have to identify generative problems of local urban security in order to provide the grounds for the definition of policy agendas, the allocation of governing resources, the co-operation of responsible actors and the kinds of expertise required for urban security management.</p> <p>S/he will contribute to plan economic and social policy interventions that target social segregation and social inequality and allow to cultivate greater social cohesion, combined with measures aimed at reassuring citizens, countering moral panics and unrealistic anxieties about security whilst identifying investments in programmes aimed at preventing offending behaviour. In particular s/he will be asked to face those problems that can be considered as priorities of urban security, namely problems of violence against the person (including domestic violence), social exclusion and youth unemployment, property crime, incivilities and anti-social behaviour.</p> <p>S/he will do study and research activities about actions already undertaken in the local context, analyzing the results, identifying the necessary improvements and suggesting innovative solutions.</p> <p>S/he will be responsible for encouraging changes in the community’s behaviour through communicative and educational strategies that will allow to move from citizens passivity to their empowerment.</p>
<b>Main Responsibilities:</b>
<p><u>Always expected</u></p> <ol style="list-style-type: none"> <li>1) Management of Urban Security projects throughout the project lifecycle including producing project briefs, project plan, risk log, monitoring and evaluation.</li> <li>2) Liaise with local authorities and organisations in order to identify best practice, new ideas and innovation relating to the management of urban security and safety, provide support and advice to relevant agencies, organisations and other bodies on urban security initiatives.</li> <li>3) Making evaluations and distinguishing policy priorities in terms of harms of particular problems, ranked according to their severity and their probability.</li> <li>4) Undertake research for identifying the actions and the approaches that better fit in the local context using knowledge and awareness of specific problems in specific locations. In particular, recognising the distinctive and common problems of security associated with cities or its replacement with a concept of local or neighbourhood security that can also accommodate rural places and problems.</li> <li>5) Work in partnership with other relevant agencies/organisations to assist in the delivery of agreed</li> </ol>



action plans and to develop a culture of collaborative working across functions, departments and inter-organisational boundaries to ensure that partnership objectives are met.

6) Ensure the community is at the heart of the project development process, develop strong links with local communities and promote two-way communication and engagement over community safety, raise awareness about associated issues including the fear of crime and promote stronger communities.

Possibly expected

7) Maintain crime database and produce meaningful statistics and regularly provide clear concise and timely reports to the Mayor or the Council on the progress of strategies and any other relevant information to further the aims of the strategies.

8) Ensure the effective prioritisation of workload and the effective supervision and management of all team members and the deployment of resources in instigating action where necessary to ensure the maintenance of appropriate standards of performance at all times.

9) Ensure management of urban security budgets including both external funding and municipal budget.

**INDIVIDUAL SPECIFICATION**

**Qualification required:**

To be defined.

**Experience required:**

**Essential**

- 1) Training in community/neighbourhood consultation (especially with ‘hard to reach’ groups).
- 2) Dedicated, compulsory cross-sector training in urban security management (e.g. understanding the relationship between policing, health care, education, housing etc.).
- 3) Experience at a senior management level or significant experience of project coordination and development.
- 4) Experience of managing partnership working, including working with multidisciplinary partners, and working in a multi-agency environment.

**Desirable \***

- 5) Experience of managing large budgets.
- 6) Experience of research and analysis.
- 7) Experience of working on communications campaigns.
- 8) Experience of working on or dealing with inner city problems.
- 9) Experience of writing reports and preparing discussion papers.
- 10) Experience of working closely with elected politicians.

*\* desirable experiences required depend on local contexts and specific needs and might be expected depending on each case.*



**Skills required:**

**Essential**

- 1) Practical, organizational, managerial knowledge and skills and ability to build a project process.
- 2) Evidence-based problem-solving capacity and scientific evaluation.
- 3) Research expertise about the causes of security problems and capability to make evaluations of 'what works, what doesn't and what's promising' about the prevention of security problems.
- 4) Ability to identify the specific security problems affecting the local area of work and to select and implement appropriate countermeasures.
- 5) Good interpersonal communication skills, in particular ability to communicate between those with social scientific expertise and those with political responsibility for urban security.
- 6) Ability to work in teams besides the individual work.

**Desirable\***

- 7) Ability to provide practical, innovative and alternative solutions to the management of strategic and operational issues.
- 8) Understanding of local government service provision, politically sensitive and ability to develop and maintain positive working relationships with elected Members, employees and the wider community.
- 9) Capability to map 'hot spots' and pay attention to displacement of the crime.
- 10) Good communication skills including the ability to present complex issues in a straight forward way to a wide variety of partners and communities, whilst progressing strategic priorities.
- 11) Excellent leadership skills.
- 12) Computer literate (Word, Excel, PowerPoint, E-mail) and capable use of IT software to support management function.

*\* desirable skills required depend on local contexts and specific needs and might be expected depending on each case.*

**Knowledge required:**

**Essential**

- 1) Detailed knowledge of current crime and disorder issues and ability to understand them through the perspective of classical and contemporary concepts and to apply classical and newer concepts and knowledge.
- 2) Knowledge and awareness of the politics, ethics and human rights consequences of interventions in the field.
- 3) Good knowledge of procedures and processes used by several actors involved in crime and delinquency prevention.
- 4) Knowledge of English language.

**Desirable\***

- 5) Knowledge and use of problem-oriented policing approaches.



- 6) Knowledge of public law.
- 7) Knowledge of penal law.
- 8) Traditional law enforcement and reactive policing knowledge and skills.
- 9) Knowledge of the democratic process and of the nature of politics as a vocation.
- 10) Knowledge of a foreign language beside English.

\* desirable knowledge required depend on local contexts and specific needs and might be expected depending on each case.

### Personal characteristics:

#### Desirable

- 1) Ability to demonstrate high calibre skills in tact, diplomacy, negotiation, persuasion, advocacy and assertiveness,
- 2) Use of political judgment and sensitivity.
- 3) High degree of integrity and probity.
- 4) Attitude to respond flexibly, positively and proactively to rapidly changing demands and priorities.
- 5) Reliability, enthusiasm and capability to work to deadlines and tight timescales.
- 6) Energy, strong drive for achievement and high standards of performance and commitment to delivering change.
- 7) Strategic thinker and self-starter with creativity and flexibility and ability to negotiate and influence.
- 8) Critical and self critical judgment.

## 2.1 Qualification required

As indicated above, the analysis of Appendix 1 'Commentaries on Delphi Panel responses' provided also important indications about the possible candidate's required qualification.

Nevertheless the entry has been kept empty because the project partners agreed to postpone the definition of qualification details after the development of Work Package 5, in order to better identify what level and kind of qualification would be the best for the future Urban Security Manager.

In fact Work Package 5 will define the training framework for the future USM and it will be focused on the identification of training needs, knowledge, competence and skills, learning objectives and learning outcomes as well as assessment methods.

These are however the indications identified in Work Package 3 and Deliverable 4.2:

- Masters -level criminology qualification and training
- Masters-level crisis management qualification and training
- Masters-level public management qualification and training
- Compulsory postgraduate-level professional qualification with recognised set of core competencies



## 2.2 Selection criteria and selection procedure

Since materials from Work Package 3 and Deliverable 4.2 didn't provide any useful information about the potential candidate's selection criteria and selection procedure, partners decided to make a specific research on this topic.

Using a questionnaire based survey, as in Work Package 3, partners investigated existing selection criteria and procedure across the different European Countries through a semi-structured questionnaire where interviewees were given the possibility to report also their opinion about the 'ought to be' procedure and criteria.

Thanks to the questionnaire it has been possible to outline what kind of selection criteria and selection procedure are considered to be the most effective for the recruitment of the new Urban Security Manager.

### 2.2.1 Selection procedure

Despite at present the majority of the interviewed countries is recruiting people working in urban security by an open competitive exam (52%), using therefore a more 'public sector' kind of procedure, a significant majority (79%) of respondents thinks that in general the best recruitment procedure to hire the future USM should be **by CV examination and job interview**, choosing therefore a more 'private sector' kind of procedure.

### 2.2.2 Selection Criteria

Except for few cases (Czech Republic, Spain and Turkey) where a great relevance (50%) was attributed to a single entry of the candidate's evaluation, the remaining respondents gave almost the same relevance to each entry (percentage rate between 15% and 24%).

Nevertheless interviewees considered the evaluation of **experience** and the evaluation of **qualification** respectively as **the most and the less important** selection criteria.

#### Experience:

- average rate of relevance 24%
- Preferred selection methods: **Candidate CV examination**  
**Interview**

The average of the numbers of year of experience considered as necessary is: **6,5 years**.

#### Knowledge:

- average rate of relevance 21%
- Preferred selection methods: **Candidate's CV examination**  
**Oral test**

#### Personal Characteristics:

- average rate of relevance 21%
- Preferred selection methods: **Interview**  
**Case Simulation**



Skills:

- average rate of relevance 19%
- Preferred selection methods: **Interview**  
**Case Simulation**

Qualification:

- average rate of relevance 15%
- Preferred selection methods: **Candidate CV examination**  
**Interview**

### 2.2.3 Findings

According to the data above, it is possible to say that the respondents' preferred **selection procedure** is the candidate's CV examination, followed by an interview and then by an oral test and a case simulation to evaluate his/her knowledge, skills and personal characteristics.

The CV examination, as indicated by one respondent from UK, can also be used for a short listing process. When there are in fact too many applications it is suggested to short list them by matching essential criteria first to select suitable interviewees. If too many applicants match all essential criteria then it can be used the desirable criteria to sift again until there is a manageable number of applicants for interview.

Furthermore the open comments to the questionnaire showed a favourable inclination for a 'vis-a-vis' selection procedure, where it is possible to talk with candidates and to learn more about their mental attitude and behavior in addition to the theoretical knowledge.

Finally some respondents raised also the necessity to face problems related to nepotism and influence peddling during selection procedures. In this perspective a public competition can be considered as more transparent and fair.

Qualification, experience, skills, knowledge and personal characteristics are all considered as necessary **selection criteria**, but it is very interesting to see that candidates' personal characteristics are considered a little more relevant than skills and qualification.

While the greatest importance accorded to the *experience* can be interpreted as a message for improving existing traditional theory-based educational courses with more training and practice, the relevance granted to personal characteristics points out the need to develop soft skills alongside technical skills within new training curricula, thus bringing innovation to the educational offer.

These findings must be kept in mind for Work Package 5 when developing the future curriculum of the USM.



### 3. The questionnaire

The questionnaire has been created within the form template and submitted to different experts representing academicians, national-level policy makers and local practitioners/managers.

For EU countries the questionnaire has been spread towards the members of the EUCPN and the EFUS with its related 7 National Forum (Belgium, France, Germany, Italy, Luxembourg, Portugal, Spain).

For the UK area we have also exploited the contacts from members of the National Community Safety Network whose vice-chair is part of the project Advisory Group.

Finally, a different approach was adopted for Turkey considering that there is still little awareness about Urban Security issues throughout the country.

In this case oral interviews have been preferred and made with representatives of Local Authorities by the Turkish project partner, T.C. Konak, with the aim to introduce and explain 'vis-à-vis' the project and the questionnaire developed.

In total, the questionnaire was submitted to 230 people and 23 answers were collected with an answer rate of 10%.

The questionnaire is made of a request for preliminary information, three questions about selection procedure, one about selection criteria and two about the possible introduction of the new professional in the EU Member States.

As it can be seen in Appendix 4, question number 2 is made of five different multiple choice 'sub-questions' related to each entry (Qualifications, experience required, skills required, knowledge required and personal characteristics.)

Each single question can be examined in the table below:

<p><b>Preliminary information:</b></p> <p>What is your profession or area of expertise?</p> <hr/> <p>What is your Country of residence?</p> <hr/> <p><b>Question n. 1</b> <b>PRESENT SELECTION PROCEDURE</b></p> <p>How are people working in urban security usually recruited in your Country at present?</p> <p>(Please where possible consider mainly professionals others than Law Enforcement Officers)</p> <p><input type="checkbox"/> By open competitive examination</p> <p><input type="checkbox"/> By CV examination and job interview</p>
--



Other

Please,specify:\_\_\_\_\_

Please, feel free to add any information about current recruitment procedure in your Country that you consider important to point out:

**Question n. 2**

**OUGHT TO BE SELECTION PROCEDURE – CANDIDATES EVALUATION**

Please find here below the recruitment form for the new profession of the Urban Manager for Security, Safety and Crisis Management (Urban Security Manager or USM). In the red column on the right side of the form, you will find some multiple choice questions regarding possible evaluation methods.

Please choose the candidates evaluation' methods that according to your opinion and/or experience would be the more effective ones to evaluate each entry.

You can choose a maximum of two answers for each question.

**Question n. 3**

**OUGHT TO BE SELECTION PROCEDURE**

Which procedure in your opinion would be the most effective one to recruit in your Country the new profile proposed by the project?

- Open competitive exam
- CV examination and job interview
- Other

Please, specify:\_\_\_\_\_

Please add any information about the possible USM recruitment procedure in your Country that you consider important to point out:

**Question n. 4**

**SELECTION CRITERIA**

Please indicate the degree of relevance (in percentage) that you would attribute to each entry when choosing a candidate. All the entries together should match the 100%.

- Qualification: \_\_\_\_\_%
- Experience: \_\_\_\_\_%
- Skills: \_\_\_\_\_%
- Knowledge: \_\_\_\_\_%
- Personal Characteristics: \_\_\_\_\_%



**Question n. 5**

Would you be in favour of the introduction of the new Urban Security Manager profession as described in the recruitment form in your Country?

- Yes
- No
- Uncertain

**Question n. 6**

What professional position could be fulfilled by the profile described in the form in your Country at present?

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Please leave any comment that you consider useful.

#### 4. Questionnaire's results

As indicated above 23 questionnaires have been completed representing 13 countries:

Country	N° of questionnaires received
Croatia	1
Cyprus	1*
Czech Republic	1
Denmark	1
Germany	1
Italy	3
Lithuania	1
Luxemburg	1
Romania	1
Slovenia	2
Spain	1
Turkey	6
UK	3
<b>Total N° of questionnaires received</b>	<b>23</b>

\* *partially complete*

#### 4.1 Preliminary information : Respondents' profession or area of expertise

COUNTRY	Profession or area of expertise
Croatia	Q1 - Specialized Journalism
Cyprus	Q1 - Not specified
Czech Republic	Q1 - Crime prevention manager
Denmark	Q1 - Sociologist, crime prevention
Germany	Q1 - Project and Knowledge manager on the national level, editor of a professional journal (forum crime prevention), police officer
Italy	Q1 - Chief of Local Police Q2 - Director of Senior Management Office for Security, Civil Protection and Immigration at Regional Level



	Q3 - Police officer
Lithuania	Q1 - Civil servant, lawyer
Luxemburg	Q1 - Regional Director of a Police Region / Grand-Ducal Police
Romania	Q1 - Police crime prevention specialist, trainer, project manager and communication expert.
Slovenia	Q1 - Urban security – a member of the Ljubljana Safety/security council Q2 - Private security and finance
Spain	Q1 - Professor of Sociology
Turkey	Q1 - Deputy Governor responsible for security coordination Q2 - Deputy Chief Police Q3 - Deputy Mayor Q4 - District Governor Q5 – Associate Professor of Public Administration and International Relations Q6 - Community Policing Department officer
UK	Q1 - Community Safety Q2 - Crime prevention/community safety Q3 - Retired Head of Community Safety

#### **4.2 Present selection procedure**

At present people working in the Urban Security field within the countries represented in the survey are more frequently recruited **by open competitive exam** than by CV examination and job interview.

- By open competitive examination: **52%**
- By CV examination and job interview: **44%**
- Other: **4%**

Beside the Slovenian (Q.1) respondent who chose 'other' as answer, seven respondents added also some comments to this entry in order to better specify the present recruitment procedure. Details are provided in Appendix n. 1.

#### **4.3 Ought to be selection procedure – Candidates evaluation methods**

The following percentages have been calculated on the basis of the total answers received and on a basis of 22 respondents instead of 23 since the Cyprus respondent didn't answered the questions. The respondents were asked to choose a maximum of two answers for each question. The following tables report the number of choices received by each entry and the total number of answers can therefore shift from 22 to 44.



**A) Qualification** evaluation methods:

Entries	Number of votes	Percentage
• Candidate's CV examination	15	35,0%
• Interview	14	32,5%
• Diploma or Certificate's examination	12	27,5%
• Articles or Academic publications	1	2,5%
• Other*	1	2,5%
<b>Total</b>	<b>43</b>	<b>100%</b>

The most effective methods to evaluate the candidate's qualification are therefore considered to be:

- **Candidate's CV examination**
- **Interview**

\*Other: the Spanish respondent indicated *Open competitive examination* as evaluation method for this entry.

**B) Experience** evaluation methods:

Entries	Number of votes	Percentage
• Candidate's CV examination	12	27,3%
• Interview	16	36,4%
• Diploma or Certificate's examination	0	0,0%
• Written examination	2	4,5%
• Oral test	2	4,5%
• Case simulation	9	20,5%
• Referees	3	6,8 %
• Other	0	0,0%
<b>Total</b>	<b>44</b>	<b>100%</b>

The most effective methods to evaluate the candidate's experience are therefore considered to be:

- **Candidate's CV examination**
- **Interview**

**C) Number of years** of previous experience considered as necessary.



The average number of years considered as necessary is **6,5**.

**D) Skills** evaluation methods:

Entries	Number of votes	Percentage
• Candidate's CV examination	9	21,4%
• Interview	15	35,7%
• Written examination	4	9,5%
• Oral test	1	2,4%
• Case simulation	12	28,6%
• Other*	1	2,4%
<b>Total</b>	<b>42</b>	<b>100%</b>

The most effective methods to evaluate the candidate's skills are therefore considered to be:

- **Interview**
- **Case Simulation**

\*Other: the Czech respondent indicated *Tangible results* as evaluation method for this entry.

**E) Knowledge** evaluation methods:

Entries	Number of votes	Percentage
• Candidate's CV examination	12	30,7%
• Written examination	9	23%
• Oral test	12	30,8%
• Case simulation	4	10,3%
• Other*	2	5,2%
<b>Total</b>	<b>39</b>	<b>100%</b>

The most effective methods to evaluate the candidate's knowledge are therefore considered to be:

- **Candidate's CV examination**
- **Oral test**

\*Other: one Italian and one Turkish representative indicated *Interview* as evaluation method for this entry.



**F) Personal characteristic** evaluation methods:

Entries	Number of votes	Percentage
• Candidate's CV examination	4	10%
• Interview	18	44%
• Written examination	2	5%
• Oral test	5	12%
• Case simulation	9	22%
• Referees	3	7%
• other	0	0%
<b>Total</b>	<b>41</b>	<b>100%</b>

The most effective methods to evaluate the candidate's personal characteristics are therefore considered to be:

- **Interview**
- **Case simulation**

**4.4 Ought to be selection procedure**

According to the majority of respondents the most effective procedure to recruit the new profile proposed by the project in their country is by **CV examination and job interview**

- By open competitive examination: **21%**
- By CV examination and job interview: **79 %**

**4.5 Selection criteria**

In the evaluation of candidates for the new Urban Security Manager position the importance of the different requirements has been scored as follow by the interviewees:

• Qualification	15%
• Experience	24%
• Skills	19%
• Knowledge	21%
• Personal Characteristics	21%

See paragraph 2.2 for comments.



**4.6 Question N.5**

A significant majority of respondents declared to be in favour of the introduction, in his/her country, of the new Urban Security Manager profession as described in the recruitment form and only the respondent from Lithuania declared to be against the introduction of the new profile.

In favour: **68%**  
 Adverse: **5%**  
 Uncertain: **27%**

**4.7 Question N.6**

Although one of the aim of the Urbis project is to lay the foundation for the creation of a new professional role, the research undertaken through the questionnaire aimed also to verify what job opportunities already exist for a professional fulfilling the criteria described in the form.

On the basis of the interesting suggestions and comments given by respondents (see Appendix 2 for details) the following three groups have been created:

- 1) In the first group (Czech Republic - Italy – UK - Slovenia) respondents identify already existing job positions that they think can be properly covered by the new profile (**new profile – old job**).
- 2) In the second group (Spain – Turkey from Q1 to Q5) there are instead respondents who take seriously in consideration the effective creation of the new USM job in their countries but state there are already local practitioners that can make it (**old profile – new job**).
- 3) In the third group ( Denmark – Germany – Luxemburg – Romania – Turkey Q6) there are respondents who try to identify existing possibilities for the creation of the new job position for the new profile ( **new profile – new job**)

We can probably consider also a fourth group on the basis of the answers given by the Croatian respondent who affirm that there are no position for the new profile plus those respondents who didn't provide any suggestion. In this case we can consider the group as '**old profile – old job**'.

To conclude, a positive attitude towards the new profile or a new career path for actual practitioners prevails, showing the need for innovative educational programmes.

**4.8 Fundamental skills**

Besides the identification of selection criteria and procedure, the questionnaires were also used to investigate the degree of respondents' awareness regarding those skills resulted as fundamental for the new USM profile in Work Package 3.

The respondents were therefore asked to choose 6 among all the skills (essential and desirable) listed in the form that they considered as fundamental for the new Urban Security Manager role.

These are the results:

<b>Skills</b>	<b>Number of votes</b>
1) Practical, organizational, managerial knowledge and skills and ability to build a project process.	16



2) Evidence-based problem-solving capacity and scientific evaluation.	7
3) Research expertise about the causes of security problems and capability to make evaluations of 'what works, what doesn't and what's promising' about the prevention of security problems.	10
4) Ability to identify the specific security problems affecting the local area of work and to select and implement appropriate countermeasures.	13
5) Good interpersonal communication skills, in particular ability to communicate between those with social scientific expertise and those with political responsibility for urban security.	12
6) Ability to work in teams besides the individual work.	13
7) Ability to provide practical, innovative and alternative solutions to the management of strategic and operational issues.	6
8) Understanding of local government service provision, politically sensitive and ability to develop and maintain positive working relationships with elected Members, employees and the wider community.	12
9) Capability to map 'hot spots' and pay attention to displacement of the crime.	10
10) Good communication skills including the ability to present complex issues in a straight forward way to a wide variety of partners and communities, whilst progressing strategic priorities.	12
11) Excellent leadership skills.	9
12) Computer literate (Word, Excel, PowerPoint, E-mail) and capable use of IT software to support management function.	2

**4.8.1 Findings**

The following six skills have been considered as fundamental for the future Urban Security Manager role by respondents:

N. 1) Practical, organizational, managerial knowledge and skills and ability to build a project process (16 votes).

N. 4) Ability to identify the specific security problems affecting the local area of work and to select and implement appropriate countermeasures (13 votes).



- N. 6) Ability to work in teams besides the individual work (13 votes).
- N. 5) Good interpersonal communication skills, in particular ability to communicate between those with social scientific expertise and those with political responsibility for urban security (12 votes).
- N. 8) Understanding of local government service provision, politically sensitive and ability to develop and maintain positive working relationships with elected Members, employees and the wider community. (12 votes).
- N. 10) Good communication skills including the ability to present complex issues in a straight forward way to a wide variety of partners and communities, whilst progressing strategic priorities. (12 votes).

Except for few cases, as it can be seen, there is a balance in the amount of votes given to the skills listed in the form. Respondents granted in fact the same level of importance almost to all the skills showing full agreement with the list of skills provided.

Four among six skills already qualified as essential have also been chosen as fundamental by respondents. This is an important validation of findings of Work Package 3 and Deliverable 4.2.

The entries that received less votes are n. 2 (6 votes), n. 7 (5 votes) and n. 12 (2 votes).

The scarcity of votes given to skills n. 7 (*Ability to provide practical, innovative and alternative solutions to the management of strategic and operational issues*) can probably be explained by the fact that this skill can be also seen as part of skills n. 3 and n. 4.

The scarcity of votes given to skills n. 12 (*Computer literate (Word, Excel, Powerpoint, E-mail) and capable use of IT software to support management function*) can probably be explained by the fact that, nowadays, computer literacy can also be considered as a very common skills, sufficiently widespread, and therefore as something that it is not necessary to highlight.

More interesting is the scarcity of votes given to skill n. 2 (*Evidence-based problem-solving capacity and scientific evaluation*). This skill was in fact considered as essential by the Delphi panellist in Work Package 3 and has a very innovative nature.

On the one hand, it is therefore possible that there is not enough awareness of the importance of such a skill among respondents and that can be considered as an evidence of the need for increasing its diffusion. On the other hand, it is also possible that respondents gave a judgment especially on the second part of the skill's definition regarding the scientific evaluation skill. Nowadays scientific evaluation is in fact sufficiently widespread and lately also criticised by the experts. In retrospect it could have been more helpful to separate 'problem solving' from 'scientific evaluation' in the list in order to have a more clear evaluation.

It is also possible that respondents consider this skill as part of skill 4 that has in fact received a high number of preferences.

As already indicated in paragraph 2.2.3, Finally great relevance has been given by respondents to soft skills such as communication and team working abilities showing once again the need to combine technical and sectorial skills with person's ability to interact thus updating existing training curricula on the basis of this new approach.



**Appendix 1. Present selection procedure. ‘Other’ choice.**

As indicated above, one respondent from Slovenia (Q1) chose ‘other’ as response, while 7 other respondents (1 from Denmark and 6 from Turkey) chose also the entry ‘other’ beside their first choice to better specify it. Here below are their specifications.

Countries	Comments
Denmark	Q1. Through networking
Slovenia	Q1. <b>Safety council-</b> Ljubljana Municipality: Regular employees of the municipality administration (mainly from the legal department) - a secretary, chair is a deputy mayor, 20 members from all fields of social life (police, social services, youth services, NGOs – the elderly, crime prevention, non-violent communication, protection of crime victims, Roman catholic church, private security, traffic safety, primary, secondary schools and research; local traffic and public order wardens The council is a consultative body to the mayor .
Turkey	<p>Q.1 All security professionals first had to take the central open competition exam which is done 2 times a year. Then after a job interview they are recruited.</p> <p>Q.2 Those who are graduated from Police Academies are centrally appointed by the Government. All through their career they are regularly promoted (get ranks), according to their success in the job they can get higher ranks than peers.</p> <p>- The second recruitment type: a) People with high school degree take an open competition named KPSS (Public Personnel Selection Examination). After getting the level required to apply to Police Vocational Schools of Higher Education, which provide two-year associate degree for non-ranking officers, the graduates enter police profession as police constables.</p> <p>b) Those applicants with bachelor’s degree take the KPSS examination. They are trained in Police Professional Training Centers for six months and they start the career as non ranking police constables too.</p> <p>Q.3 They take the open competition exam (KPSS) and then get interviewed.</p> <p>Q.4 Centrally appointed by the Government and according to the region/place they are appointed they had to move from one region to another. One security professional can not work in the same city/region all through his career.</p> <p>Q.5 After the central open competition exam the security professionals are undertaking 2 year training programme to get ready for the job.</p> <p>Q.6 After the open competition exam candidates are interviewed and they also need to take a sports exam. They also need to provide a clean record given by the court. After this they have a 2 year professional training.</p>



**Appendix 2. Job opportunities for the new profile.**

Respondents were asked to identify what job opportunities already exist for a professional fulfilling the criteria described in the form. The table below shows the answers and suggestions received.

Countries	Job opportunities
<b>Croatia</b>	Q.1 Currently, there are no professional positions in Croatia for the profile described.
<b>Cyprus</b>	Q.1 Not specified.
<b>Czech Republic</b>	Q.1 Head of Crime Prevention Working Group.
<b>Denmark</b>	Q.1 At present we have the SSP-cooperation in Denmark, which as a see it, has leadership positions in some cities corresponding to some degree to the person profiled here. Another suggesting could be the Prevention Units of the police, as these are gradually developing. A place where many of the described skills would be put to good use is in the local councils here in Denmark. The councils consist of the police (responsible for the councils), the municipalities and other parties, such as citizen groups. They are meant to act as the link between a higher, strategic level (the district councils) and the concrete operations undertaken to prevent or combat crime problems. At this point, there is no such person heading the councils. It is the local chief of police who does that.
<b>Germany</b>	Q.1 USM in larger cities employed by communal administration.
<b>Italy</b>	Q.1 In the Local Police Q.2 Not specified Q.3 The tasks of the Urban Security Manager are fulfilled by a number of Authorities at present. Only very few mayors have appointed one professional and specialised person for this role. The "Prefect", the "Questore" and the "Mayor" (or one officer delegated by them) share this task at local level, depending on the local peculiar situation.
<b>Lithuania</b>	Q.1 Not specified.
<b>Luxemburg</b>	Q.1 At the present time, there is no full-time professional engaged in any municipality in Luxembourg, but I could imagine that major cities should have one in order to have a full view of the problem of public order and space regulations, an being an adviser to other governmental or municipal services.
<b>Romania</b>	Q.1 Someone who is in a potentially leading position in the community (e.g working in the Mayor's Office or local council, Chief of Public Order Police Division/Department or similar).
<b>Slovenia</b>	Q.1 An experienced lawyer who also does security management on top of all other tasks. We also have the Faculty of Criminal Justice and security in Ljubljana (BA in CJ and security which offers programmes in policing and security and provides graduates with the competencies and skills described in the form). Q.2 Head of municipal warden service.

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<b>Spain</b>	Q.1 Any security expert (Police, social science researcher, criminologist etc)
<b>Turkey</b>	<p>Q.1 The identified Urban Manager profile can be fulfilled by professionals from police authorities with additional education/training on sociology, criminology or public administration.</p> <p>There must be a change in the administrative law in order to open such a job position in the cities.</p> <p>Q.2 Must be a person from the current Police authorities.</p> <p>Q.3 Specified UM profile, in the current state, can be fulfilled by professionals with criminology and sociology education background within the high level police authorities in the cities.</p> <p>Q.4 Not specified.</p> <p>Q.5 Civil candidates (not from the police force) with sociology, criminology, public administration, law, political sciences or international relations educational backgrounds and those experienced at least 2 years in social projects implementation with different social groups can fulfil the position.</p> <p>Q.6 A team under city Governorships with a policing background.</p>
<b>UK</b>	<p>Q.1 Senior manager director level.</p> <p>Q.2 Community Safety Manager.</p> <p>Q.3 Local Authority Head of Community Safety/Urban Security.</p>



**Appendix 3. Open comments on the new profile**

Respondents were asked to leave an open comment about the new USM profession. The table below shows the comments and suggestions received.

Countries	Comments
Croatia	Q.1 The new profession deserves the best possible promotion, to attract wider audience and the best possible individuals; experience should not be the most important factor.
Cyprus	Q.1 No comment.
Czech Republic	Q.1 No comment.
Denmark	Q.1 No comment.
Germany	Q.1 USM as a conceptual professional profile doesn't really exist in Germany. In some cities there are coordinating USM-branches with a little staff, sometimes coming from the police into the public administration, in general without any special knowledge or special education in the sense of the described form. The German Forum for crime Prevention (DFK) has already described necessity and job profile of a USM in the guidelines for crime prevention management ( <a href="http://www.kriminalpraevention.de/images/pdf/2012_dfk_impulse.pdf">www.kriminalpraevention.de/images/pdf/2012_dfk_impulse.pdf</a> ), the Prevention Council of Lower Saxony has developed an additional study course for practioners and master studies: <a href="http://www.beccaria.de/nano.cms/de/qualifizierung">www.beccaria.de/nano.cms/de/qualifizierung</a> . Further on: in the results of the scientific project "cooperative security policy in the cities" – KoSiPol) basic knowledge for USM is published: <a href="http://www.polizeiwissenschaft.de/schriftenreihen.php?series_id=73">www.polizeiwissenschaft.de/schriftenreihen.php?series_id=73</a> .
Italy	Q.1 The tasks of the Urban Security Manager are fulfilled by a number of Authorities at present. Only very few mayors have appointed one professional and specialised person for this role. The "Prefect", the "Questore" and the "Mayor" (or one officer delegated by them) share this task at local level, depending on the local peculiar situation.  The idea of having a specific person in charge for the managing of urban security is not developed yet in the Italian context except than in big metropolis or big administrative center.
Lithuania	Q.1 No comment.
Luxemburg	Q.1 No comment.
Romania	Q.1 No comment.
Slovenia	The present safety/security practice in Slovenian municipalities is based on legislation which does not require a specialist in this field. It would be very interesting to introduce such a programme to municipal safety/security practitioners and convince mayors that it is really necessary. Otherwise, they would perceive your attempt just as another "cost". I would prefer a short course (not too expensive!) or distance learning material in Slovene – not in English.  Talking about this profile – none at the moment because at least a BA degree in social sciences is required to get a job in the municipality departments (such as "coordinators" of the city policies - which is the



	<p>main task of the secretary of the municipality safety council). Another option is to reorganise the municipal warden services and include safety/security management (the present chief and his deputies graduated at the Faculty of criminal justice and security).</p> <p>Q.2 The introduction of urban security manager would be very important for Slovenian cities and municipalities because there is some confusion regarding the powers and responsibilities of different ministries and governmental agencies related to municipal warden services. This (legal) confusion is sometimes exploited by some institutions and individuals.</p> <p>Even more important would be the establishment of security managerial posts/jobs on regional level.</p>
<b>Spain</b>	Q.1 No comment.
<b>Turkey</b>	<p>Q.2 In my opinion Turkey is not yet ready for such a job profile.</p> <p>Q.4 Very high and idealistic skills, competences, knowledge and personal characteristic are required for the position and according to me one person alone can not fulfil all these requirements. That's why there must be a team of Managers with relevant education background and also experience in working on crime prevention.</p> <p>Q.5 There is not a similar position under any of the 3 level security authorities in Turkey. This new profile will be completely an innovation for Turkey.</p>
<b>UK</b>	<p>Q.1 Knowledge requirement and desirable qualities would need to be refined to recruit either strategic or operational managers.</p> <p>Q.2 Experience, skills and knowledge play a large part in any such role, however they can only be obtained through working within the urban security environment. It may be that we are therefore looking at a progressive route to becoming an urban security manager.</p> <p>Q.3 The role is rightly seen as high level - in UK local authority scales, high PO or low rung of Chief Officer grading - but some of the task descriptions involve doing rather than managing. The role holder may have to be able to work using either an analyst under his/her line management or using analysis prepared by another agency.</p> <p>In local authorities, a CSM/USM would be expected to work within the overall policy framework of the authority. The interface with criminal justice agencies (for instance in reducing repeat offending) does not seem to come through the draft text. CSM/USM are more likely to need to draw on research undertaken by others than being in a position to commission it or undertake it directly. Might be worth adding in ability to engage with academic researchers.</p>