



## CITY COUNCIL AGENDA ITEM

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**Date:** November 7, 2011

**To:** John Szerlag, City Manager

**From:** Susan A. Leirstein, Purchasing Director  
 Peggy E. Sears, Human Resources Director  
 Gary G. Mayer, Chief of Police  
 George Zielinski, Administrative Sergeant

**Subject:** Bid Waiver – Professional Services – Police Department Promotional Testing Services

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### Background

Since FY2009/2010, several police department command officers have retired. In following the three-year budget plan as well as the ICMA recommendations, some of those positions have been eliminated. Other positions have gone unfilled, necessitating having current supervisors expand their duties and responsibilities.

The ICMA report recommends 23 command officers. The police department's current command staff strength is below this, at 17. In order to maintain the quality and efficiency of the police department in service to the citizens of Troy, the need for additional command staff is apparent.

Act 78 Civil Service requires that a competitive examination be given and that an eligibility list, based on cumulative test score, be established. Upon Act 78 certification, the list is valid for two years. The testing procedure consists of an extensive assessment center for lieutenant candidates, while sergeant candidates participate in a written examination and assessment center. Since 1990 EMPCO Inc. has provided promotional testing services for the police department. The department has been part of EMPCO's Metro Police Testing Consortium since 1996. EMPCO has provided excellent service and the department is very satisfied with the manner in which they conduct promotional testing. EMPCO customizes the testing to meet the needs of the organization and comply fully with Act 78 Commission requirements. They have proven to be fair and impartial. EMPCO purchased the Michigan Municipal League's (MML) police testing service. The MML now refers those desiring testing to EMPCO. EMPCO provides promotional and entry level testing for numerous police departments and agencies around the state, and is a local company based here in Troy.

### Recommendation

It is recommended City Council APPROVE the Bid Waiver and contract for Professional Services (Police Promotional Testing) from EMPCO.



# CITY COUNCIL AGENDA ITEM

## Fund Availability

Funds would come from Police – Contractual Services - General.

The total cost for the promotional testing depends upon the number of candidates taking the examinations. The fee structure below is an estimation based on the number of candidates that have expressed interest in promotion. Assessment Center number is an estimate of candidates passing written exam and still seeking consideration. EMPCO submitted pricing for this testing. Upon receipt, we requested a 10% reduction because of fiscal concerns. EMPCO's proposed (revised) pricing below reflects that 10% cost reduction.

Mileage and travel expenses would also be billed as they occur, at \$0.55 per mile.

<b>Sergeants' Written Examination</b> (based on 30 candidates)	Cost
Development Fee	\$2,200.00
Per Candidate Fee @ \$22.00 (x 27)	594.00
Proctoring Exam Fee	200.00
<b>Total</b>	<b><u>\$2,994.00</u></b>

<b>Sergeants' Assessment Center Examination</b> (based on 15-20 candidates)	Cost
Development & Scoring Fee	\$4,700.00
Administration Fee (based on 15-20)	10,400.00
Per Candidate Fee (based on 15-20)	7,000.00
<b>Total</b>	<b><u>\$22,100.00</u></b>

<b>Lieutenants' Assessment Center Examination</b> (based on 6-10 candidates)	Cost
Development & Scoring Fee	\$4,700.00
Administration Fee (based on 6-10)	5,200.00
Per Candidate Fee (based on 6-10)	3,500.00
<b>Total</b>	<b><u>\$13,400.00</u></b>

## City Attorney's Review as to Form and Legality



INTEGRITY \* RESPECT \* LAWS AND THE CONSTITUTION \* ACCOUNTABILITY \* PROBLEM SOLVING \* PROFESSIONALISM

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## MEMORANDUM

DATE: November 11, 2011

TO: John Szerlag, City Manager

FROM: Gary G. Mayer, Chief of Police 

RE: Disclosure - Relationship with EMPCO, Inc.

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The police department is requesting a bid waiver from City Council to have EMPCO, Inc. conduct our police promotional testing for police sergeants and lieutenants. EMPCO has conducted our police promotional testing since 1990, and our entry-level police officer testing since 1996. We have been very satisfied with EMPCO's professionalism, methods, thoroughness, and fairness throughout this time.

The Troy Police Department is part of a unique, multi-agency consortium of law enforcement departments in southeast Michigan, combining and sharing testing resources through EMPCO. EMPCO is also a local company, with their main office here on West Big Beaver Road in Troy.

I have an association with EMPCO, Inc. as an assessor for the testing of candidates for Police Chief, for other law enforcement agencies. I am pleased to be associated with EMPCO because of their reputation and professionalism.

I have no personal involvement with EMPCO in the promotional testing process for Troy, other than what is specified in the contract (the chief's option of reviewing the written exam before it is administered).

There will be no personal or financial gain as a result of EMPCO, Inc. being awarded the contract for promotional testing.

## **AGREEMENT FOR EMPLOYMENT TESTING SERVICES**

This Agreement for Employment Assessment and Testing Services is entered into this \_\_\_\_\_ day of 2011, between the City of Troy, Michigan, a Michigan municipality having its principal place of business at 500 W. Big Beaver Road, Troy, MI 48084 (hereinafter "TROY") and Empco, Inc., a Michigan corporation, having its principal office at 1740 W. Big Beaver Road, Suite 200, Troy, MI 48084 (hereinafter "EMPCO").

WHEREAS, EMPCO provides employment testing services, including the administration of a written examination, as well as an assessment center, to screen potential municipal police department candidates; and

WHEREAS, EMPCO has submitted a proposal to develop and conduct an assessment center for the positions of police lieutenant and a written examination and assessment center for police sergeant for TROY; and

WHEREAS, TROY is desirous of having EMPCO provide the above referenced services, in connection with the proposals submitted by EMPCO dated September, 2011;

NOW THEREFORE, in consideration of the following, the TROY and EMPCO agree to the following:

1. The parties shall comply with all applicable federal, state, and local laws, including non-discrimination laws, and shall comply with all EEOC, Title VII requirements and regulations, and shall not discriminate against any candidate based on race, color, sex, national origin, religion, age, or handicap.

### **Written Examination for Police Sergeant**

2. EMPCO shall provide a fair and transparent written examination process for all internal candidates for police sergeant with the TROY (herein "written examination"). This written examination shall be administered as soon as possible, but no later than February 1, 2012, after the signing of this agreement. The final results of this written examination will be used in the creation of the eligibility list for police sergeant positions.
3. Immediately after this agreement is executed, EMPCO shall review the departmental policies, procedure, and organization of the TROY, as well as conduct interviews with appropriate representatives of TROY to

better understand the organization, its culture, the objectives of the TROY and the position to be filled.

4. EMPCO shall prepare a proposed bibliography for the written examination, and shall forward the bibliography, with publisher contact information, to TROY. TROY shall have seven days to object to any of the sources on the bibliography or to propose additional sources for the bibliography. Absent any objections or additions from TROY, all written examination questions shall be taken directly from the texts that are included in the bibliography.
5. EMPCO shall determine the specific job elements that are critical to the position of police sergeant with TROY, and shall prepare a job analysis.
6. EMPCO shall develop the written examination after determining appropriate categories for testing and assigning approximate percentages for each category that will be tested.
7. EMPCO shall schedule the date and the time for the administration of written examination with TROY officials. TROY shall notify candidates of the time and place of the written examination. The written examination shall be administered in an appropriate TROY facility, and at TROY's expense
8. EMPCO shall prepare the written examination, which shall consist of 100 multiple choice questions that are content valid and job related. The Troy Police Chief shall have the option to review the written examination before it is administered to the candidates.
9. As soon as possible, but at least five business days prior to the scheduled written examination, TROY shall tell EMPCO how many candidates will be taking the written examination.
10. EMPCO shall administer the written examination, proctor the examination, and provide all required materials and answer sheets.
11. EMPCO shall score the written examination and shall inform TROY of the written scores within one (1) week of the examination.
12. No later than two weeks after the individual notification of the tests results, EMPCO shall set one review session, which shall be one hour in length, where all candidates shall have the opportunity to review their individual answer sheets, as well as a copy of the test questions and the answer key. TROY shall notify all candidates of the date, time, and

place of the review session prior to the test and also when the individual test scores are distributed.

13. During this review session, candidates will also have the opportunity to file a challenge to any of the test questions or answers. This opportunity to challenge is limited to the scheduled review session only. No notes are allowed. Any such challenge shall be in writing prepared at the review session, and shall set forth the rationale supporting the candidate's challenge. EMPCO will review any such challenge that is timely filed at the review session, and if EMPCO is persuaded that there is some validity to the challenge, then the scores of all written tests shall be adjusted accordingly by giving all candidates credit for a correct answer on the challenged question.
14. Within two (2) business days of the review session, EMPCO shall forward the final scores of the written examination to TROY. The final scores shall include any adjustments that are made as a result of the challenge process.
15. TROY shall pay EMPCO the sum of \$2,400.00 for the preparation, proctoring, and scoring of the sergeant's written examinations plus a \$22.00 per candidate fee.
16. EMPCO will retain the written examination and answer sheets for a period of 15 days after the review session. The written examination and answer sheets remain the property of EMPCO.

### **Assessment Center for Police Sergeant and Lieutenant**

17. EMPCO shall also conduct an assessment center for the positions of Troy Police Sergeant and Troy Police Lieutenant.
18. Immediately after this agreement is executed, EMPCO shall review the departmental policies, procedure, and organization of TROY, as well as conduct interviews with appropriate representatives of TROY to better understand the organization, its culture, the objectives of TROY and the positions to be filled.
19. EMPCO shall determine the specific job elements that are critical to the position of police sergeant and police lieutenant with TROY, and shall prepare a job analysis.
20. EMPCO shall develop at least three job related exercises to assess each candidate for each of the individual positions. These assessment

exercises shall be consistent with the "Guidelines and Ethical Considerations for Assessment Center Operations (2000), International Taskforce on Assessment Center Guidelines.

21. EMPCO shall work with the designated TROY representative to schedule the date and the time and the facilities for conducting the assessment center. The assessment center shall be administered in an appropriate TROY facility, and at the TROY's expense. The TROY shall provide two rooms, a tabletop podium, and a working lunch for the assessment team and the facilitator.
22. EMPCO shall prepare a notice of the date, time, and location of the assessment center, which shall be forwarded to the TROY for posting in at least two conspicuous locations at the TROY. This notice shall be prepared and forwarded to the TROY at least fourteen days before the scheduled assessment center.
23. The TROY shall notify EMPCO of the number of candidates for each position as soon as possible. At the conclusion of the pre-assessment orientation meeting, EMPCO shall be provided with the final list of all candidates.
24. EMPCO shall hold a pre-assessment orientation meeting with the candidates approximately one week prior to the scheduled assessment center. This orientation shall provide the candidates with information about the assessment center process. If candidates are unable to make the pre-assessment orientation meeting, then EMPCO shall immediately provide the information about the assessment center process to the candidates by mailing the information to the candidates or with a phone conversation with the candidates.
25. EMPCO shall provide a facilitator for the assessment center. In addition, EMPCO shall provide the assessment team, which shall consist of three police executives that possess the necessary experience, background and knowledge to assess the candidates for the position in question. No member of the assessment team shall have any prior prejudicial knowledge or acquaintance with any of the candidates that are being assessed by the assessment team.
26. Each member of the assessment team shall individually observe and rate each candidate for the particular position (lieutenants and sergeants). Lieutenants will each have five (5) exercises and sergeants will have four (4) exercises.

27. EMPCO shall train each member of the assessment team as to the EMPCO assessment process, the exercises that are to be used, and the scoring criteria.
28. EMPCO shall tally the assessment center score for each candidate for each position, and shall provide a written copy of the final scores to the TROY within four (4) business days after the assessment center.
29. If approved by the TROY and requested by the candidate within 60 days of the assessment center, EMPCO will either meet or have a phone conversation with each candidate to discuss the candidate's individual performance at the assessment center. The purpose of this review is to provide the candidate with feedback that can be used in future assessment processes, rather than to impact the final scores of the assessment center.
30. TROY shall pay EMPCO the sum of \$4,700.00 as the base fee for the development and scoring of the assessment center portion of the testing. TROY shall also pay an administration fee of \$2,600.00 for every five (5) candidates, or fraction thereof, and a \$350.00 fee per candidate.
31. The TROY will also reimburse reasonable mileage and travel expense for the EMPCO facilitator and also the three members of the EMPCO assessment team, at a rate of \$0.55 per mile.

### **General Agreement Provisions**

32. The parties each represent that they have the authority to enter into this agreement.
33. EMPCO shall send all test result to: Peggy Sears, Human Resources Director as representative of the TROY.
34. EMPCO shall invoice the TROY for services after the final test scores are provided to the TROY. The TROY shall pay those invoices within 30 days of receipt.
35. EMPCO shall carry general liability insurance, professional liability, automobile insurance, workers compensation and employers' liability insurance for any actions, claims, liability or damages caused to others arising out of the performance of this agreement in amounts

approved by TROY. The City of Troy shall be named as an additional insured and the City of Troy shall be notified of any cancellation or material change of that insurance within 30 days. Cancellation of the insurance shall be considered a breach of this agreement and the agreement shall become null and void unless EMPCO immediately provides proof of renewal of continuous coverage to TROY. All insurance carriers shall be licensed and admitted to do business in the State of Michigan. Proof of insurance meeting these requirements shall be provided to TROY within 24 hours after execution of this agreement.

36. To the fullest extent permitted by law, EMPCO agrees to defend, pay on behalf of, indemnify, and hold harmless the City of Troy, the Troy Police Department, its elected and appointed officials, employees and volunteers and others working on behalf of the City of Troy or the Troy Police Department, against any and all claims, demands, suits, or loss, including all costs connected therewith, and for any damages which may be asserted, claimed or recovered against or from the City of Troy, Troy Police Department, its elected and appointed officials, employees, volunteers or others working on behalf of the City of Troy or the Troy Police Department, for any claims arising from preparation of the test, procedures conducted for or during the testing, selection of questions, method of scoring, or any other action relating to the execution of activities by EMPCO outlined in this Agreement.
37. TROY may terminate this Agreement for breach of any of the terms and conditions, including but not limited to, unsatisfactory performance or failure to timely comply with the procedures set out herein. Written notification of termination shall be sent by first class mail to EMPCO at its last known address. Upon receipt of a notice of termination EMPCO shall cease performance of any of the terms and conditions under this Agreement.
38. EMPCO shall have no authority or power to assign, subcontract, or transfer any rights, privileges, or interest without obtaining prior written permission from TROY.
39. This Agreement incorporates by reference the Proposal for Troy, MI Police Lieutenant Assessment Center & Police Sergeant Written Examination and Assessment Center from EMPCO, Inc. dated September, 2011 as though fully set out herein. If there is a conflict between the Proposal and this Agreement, this Agreement shall control. These documents constitute the entire Agreement and any changes thereto shall be in writing signed by both the parties unless otherwise set out in the Agreement.

40. This Agreement shall be governed by and construed in accordance with the laws of the State of Michigan. The parties agree that venue for any causes of action shall be Oakland County, Michigan.

Signed this \_\_\_\_\_ day of \_\_\_\_\_, 2011

CITY OF TROY,

EMPCO, INC.,

By: \_\_\_\_\_

By: \_\_\_\_\_

Its: \_\_\_\_\_

Its: \_\_\_\_\_

# PROPOSAL FOR TROY, MI

Police Lieutenant Assessment Center  
&  
Police Sergeant Written Examination and  
Assessment Center

Proposal Submitted by:



Submitted:  
September 2011

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## Proposal for Troy, Michigan Police Department

Thank you for the opportunity to submit a proposal for your upcoming promotional process for Sergeant and Lieutenant. Our proposal covers the development and administration of the testing process you describe in your request.

### **About Empco**

Empco was incorporated in 1985 and is located in Troy, MI. Empco, Inc. specializes in employment relationships with an emphasis on testing and evaluations in the public sector. Our focus is on entry level and promotional assessments for public safety and municipal positions.

In 1987, Empco began conducting promotional testing for police departments in Michigan. From our offices in Troy, we have grown into the largest firm in the state providing promotional testing to law enforcement and the fire service. Empco also serves clients across the United States including clients in Florida, Rhode Island, Oklahoma, Wyoming, and several other states.

Empco, Inc.  
1740 W Big Beaver Rd.  
Suite 200  
Troy, MI 48084  
Phone: 248-528-8060  
Fax: 248-526-7274  
Web site: [www.empco.net](http://www.empco.net)  
E-mail address: [info@empco.net](mailto:info@empco.net)

### **Experience and Qualifications**

In total, Empco conducts assessment centers, oral boards and/or written examinations for over 300 agencies in Michigan and across the United States. In this, we test over 5,000 candidates using over 400 examinations annually.

Conducting this number of examinations gives us the experience to satisfy your promotional requirements. It must be recognized that current clients, who use our examination services annually, could switch to another vendor if our results did not only satisfy the agency's needs, but also the need for fairness among test takers. We keep our clients, and the number continues to grow because of a reputation for integrity and fairness in our examinations.

### **Job Analysis**

Empco conducts a job analysis before developing any assessment. The job analysis includes meetings with subject matter experts and those persons in a position to fully understand the requirements of the job. Empco will also administer surveys about the position to these individuals.

Empco will analyze the information collected during these meetings and through the surveys. We will also examine the job description for the position as well as any job analyses previously conducted.

The information gathered in the job analysis will be used as the basis for any assessment is included as part of the validation of the exam.

## **Written Exams**

After completing the job analysis, Empco will begin developing your written exam. Questions on the test will come from sources determined by the department and Empco. These sources can include, but are not limited to, commonly accepted training books, nationally recognized standards, and department materials such as policies, procedures and ordinances. The content of the questions will be determined by the information collected in the job analysis and information from the department.

Empco will then develop a bibliography that contains the list of sources all questions came from, and where these sources can be obtained. This bibliography will then be provided to the department so that candidates can study the source material. Empco recommends that candidates receive between 30 and 90 days to study for the exam. The specific study period will be determined by department deadlines and regulations.

The exam is multiple-choice and contains 100 questions. Samples of our exam questions can be found on our web site at [www.empco.net](http://www.empco.net). The items will be written by experts in the field of public safety and are reviewed to make certain the content is relevant and the wording is unbiased.

Empco will administer the exam. We will ensure the exam is administered in a proper manner and maintain test security. The department is responsible for providing a location for the test administration and would be responsible for paying the cost of an Empco representative to administer the exam.

### **Scoring**

Empco will consider reliability and adverse impact in determining the cut off scores for passing the assessment. Final scores will be reported after these analyses have been completed.

Empco will provide scores within one week of the examination – usually 48 hours. Scores will be reported in a format requested by the department (e.g., E-mail, fax).

If requested, Empco will provide an item analysis on the test.

### **Question Challenges**

Empco will follow the department's written policy on challenges. However, in the absence of a departmental written policy, Empco's policy shall prevail. Empco's policy is: Candidates will be allowed to challenge any item on a written exam during a formal one hour review to be scheduled within five working days after the exam. All test takers are invited to attend the review with their text books. No notes are allowed. Test takers are allowed to review their exams with their books and a computer printout of their examination. Challenges to questions are allowed and are to be filled out on Empco's challenge form. Empco will review all of the challenges and provide responses to these challenges. If an item is challenged, and Empco agrees with the challenge, all candidates will receive credit for a correct answer to the item. Results are not final until Empco has reviewed all challenges after this review session.

## **Assessment Centers**

Empco's assessment centers are designed to measure the knowledge, skills and abilities (KSA's) critical for successful performance in such jobs. These include up to 15 behavioral attributes such as: oral and written communication, problem solving, decision making, organization, planning, administrative and operational skills, staff development, supervision, analytical thinking and reasoning, etc. The job analysis, as well as information from subject matter experts in the department, will determine the actual dimensions to be measured by the assessment center for each specific rank.

**Empco's assessment centers are developed in accordance with the *Guidelines and Ethical Considerations for Assessment Center Operations (2000)*, International Taskforce on Assessment Center Guidelines.** These guidelines establish specific requirements and procedures for conducting assessment centers. The following description of Empco's assessment center structure and procedures reflect the requirements of these guidelines. Following these guidelines will ensure that your department meets any contractual obligations to conduct an assessment center **as well as making the test reliable and defensible.**

Empco has five exercise types that are typically used in assessment centers. The specific job-related exercises that will be used in a custom assessment center will be developed by Empco after consultation with subject matter experts in the department and examining the results of the job analysis for each position. The following are the typical exercise types Empco uses:

Interview Exercise: Candidates are asked to make a brief presentation describing themselves, their accomplishments, goals and other related issues - an outline of suggested topics is provided at the orientation. Each candidate is then asked a series of career and job-related questions and given a scenario(s) to solve. The same questions/scenarios are asked of each candidate. Actual department issues are incorporated into the exercise.

Oral Presentation Exercise: Candidates are given a particular subject at the orientation and asked to prepare and deliver an oral presentation to a group such as the city council, concerned citizens, etc., (in reality - the assessors). Generally, an actual department issue is incorporated into the exercise.

In-Basket Exercise: Candidates are given a number of written situations, which might typically be found in the "In-Basket" of the job being filled. Candidates are asked to complete and submit their solutions to these in-basket items within a specific time.

Role-Play Scenario Exercises: Candidates are presented with unannounced situations from the job being sought. They are required to interact with an individual (an Empco associate playing the role of a subordinate, city council person, etc.) while being evaluated by our panel of assessors. The scenarios are job-related.

## **Assessors**

Empco will provide the assessors for the assessment center. All assessors will be those regularly used by Empco and are therefore trained in how Empco evaluates and scores

candidates. Each panel will evaluate all candidates on a given exercise to insure reliability of ratings. Depending on the number of candidates, candidates may be evaluated by several different panels; however, all candidates on one type of exercise will be evaluated by the same assessors.

Assessors are drawn from non-contiguous departments and have no prejudicial knowledge of the candidates.

### **Candidate Orientation**

Empco will conduct an orientation for all candidates participating in an assessment center. During this orientation, Empco will explain the assessment process -- what candidates should expect and how the candidates will be evaluated. The department is responsible for providing adequate facilities to accommodate the orientation and will be responsible for notifying all candidates as to the date, time and location of the orientation

### **Candidate Feedback**

Empco will provide all candidates that participate in the assessment center with feedback on their performance in each exercise. Candidate feedback sessions must take place within two months of the completion of the assessment.

### **Schedule**

The specific dates and times of each aspect of the test development and administration will depend on the availability of representatives from the department, and how quickly surveys are completed. Empco generally requests a four to six month period for development and administration in large departments, a much shorter time in smaller departments. This period would begin when the contract is signed and end when Empco provides the final scores on the assessment.

### **Scoring**

Empco will consider reliability and adverse impact in determining the cut off scores for passing the assessment. Final scores will be reported after these analyses have been completed.

Empco will provide departments with scores on assessment centers within one week of the assessment completion. Scores can be reported in multiple formats, but always as a percentage of 100 percent.

## **Department Requirements**

Empco requires that the department provide adequate facilities for all orientations, written exams, assessment centers and review sessions. The department is responsible for making sure these facilities provide adequate space and layouts conducive to the activities that will be held in the space. The department is also responsible for notifying all candidates of the dates and times of orientation and feedback sessions and testing dates, as well as providing the candidates with a copy of the bibliography for the written exam. The department will need to provide Empco with a copy of all job analyses and job descriptions for the position, and make subject matter experts available to Empco if additional job analysis information needs to be conducted. Empco also requires the city to provide all

local content materials for written exams and allow Empco use of a copy machine during the assessment center process.

## **Project Team**

### John J. Higgins, President

John Higgins holds a Bachelor's Degree in Industrial Management and his experience includes over 25 years as a Director of Human Resources for Big 6 CPA firms and as President of Empco, Inc since 1994. John also serves as a guest lecturer on assessment centers at many Michigan universities, colleges, and academies. As President, John oversees all aspects of Empco's operations and ensures that all Empco products are of the highest quality and comply with all employment laws and standards.

### Kendra Royer, Vice President

Dr. Kendra Royer holds a Masters degree and a Doctoral degree in Industrial/Organizational Psychology. She has worked as a public safety consultant since 2001 and has been with Empco since 2005. Her expertise is in the development and validation of employment testing. As Vice President, Kendra oversees the development of all assessment processes. She ensures that all Empco products are valid and reliable and consistent with industry standards.

### Charles Castle, Project Manager

Charles Castle is the recently retired Police Chief from Southgate, Michigan. Chuck has 31 years of law enforcement experience and has worked for Empco since 2005 in a consulting capacity. He holds a Bachelors Degree in Criminal Justice from Madonna University and is completing a Master's Degree from Wayne State University. He has taught numerous law enforcement classes for Madonna University. Charles will administer and facilitate all aspects of the assessment process. As Project Manager, he will utilize his experience in law enforcement to provide insight into the development of the assessment tools.

In addition to the Empco team members listed above, Empco works regularly with 50 independent contractors to develop written examinations, examine on oral boards, and act as assessors in assessment centers. These contractors are experts in the area of public safety.

## **References**

Empco, Inc. conducts assessment centers and written exams for hundreds of departments each year. The following are a sample of departments that we are currently doing work for or that we have recently completed work:

Police

<b>Birmingham Police Department</b>	
Contact:	Chief Don Studt Birmingham Police Department 151 Martin Street P O Box 3001 MI, 48012-3001 (248) 644-1800 x222 Dates of Service: 2004 to present

<b>Project:</b>	<p>Empco designs and conducts tailored written exams for the Police Departments. The ranks tested include Corporal, Sergeant and Commander.</p> <p>The Police Department also uses Empco for its entry level hiring as a participant in Empco's Law Enforcement Hiring Consortium.</p>
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<b>Dearborn Police Department</b>	
<b>Contact:</b>	<p>Mr. Alan Wozniak Human Resources City of Dearborn 4500 Maple Dearborn, MI 48126 (313) 943-2130 <a href="mailto:awozniak@ci.dearborn.mi.us">awozniak@ci.dearborn.mi.us</a> Dates of Service: 2004 to Present</p>
<b>Project:</b>	<p>Empco conducted assessment centers for the ranks of Police Sergeant and Police Lieutenant. Empco introduced the assessment centers to the department and conducted several meetings and training sessions to ensure that the department was well informed of what assessment centers were, and to develop a promotional process that reflected the needs of the department. This was done by conducting meetings with subject matter experts and conducting job analyses for each rank.</p> <p>In addition, we designed and conducted written examinations for Police Sergeant and Lieutenant.</p>

<b>Lansing Police Department</b>	
<b>Contact:</b>	<p>Lt. Judy Horning City of Lansing 124 W. Michigan Ave. Lansing, MI 48933 (517) 483-4078 <a href="mailto:jhorning@ci.lansing.mi.us">jhorning@ci.lansing.mi.us</a> Dates of Service: 2002 to present</p>
<b>Project:</b>	<p>Empco develops and conducts assessment centers for the ranks of Police Captain and Lieutenant. Empco also develops and administers oral boards and written examinations for Lieutenant, Sergeant, and 911 Dispatch Operator.</p> <p>All assessment centers, written exams and oral boards are based on extensive job analyses conducted for each rank.</p>

<b>Livonia Police Department</b>	
<b>Contact:</b>	Mr. Bob Biga Civil Service Department 33000 Civic Center Drive Livonia, MI 48154 (734) 466-2527 <a href="mailto:rbiga@ci.livonia.mi.us">rbiga@ci.livonia.mi.us</a> Dates of Service: 1998 to present
<b>Project:</b>	Empco designs and conducts written examinations for the Livonia Police Department for the ranks of Sergeant and Lieutenant. These examinations contain questions from a bibliography developed with the department and include both national texts and local content.

<b>Michigan State Police</b>	
<b>Contact:</b>	Ms. Vivian Tansil State Administrative Manager-HR Michigan Civil Service Commission Capitol Commons Center 400 S. Pine Lansing, MI 48909 (517) 373-3062 <a href="mailto:tansilv@michigan.gov">tansilv@michigan.gov</a> Dates of Service: Summer 2009
<b>Project:</b>	Empco designed a custom written exam for the rank of Lieutenant. The design of this exam was very labor intensive because the rank incorporates many different jobs ranging from being assigned to a post station to service as a crime lab administrator. Empco conducted extensive job analysis surveying and meetings with subject matter experts to ensure that the exam represented all of the positions that could be filled by those obtaining the rank of Lieutenant.

<b>Southfield Police Department</b>	
<b>Contact:</b>	Ms. Virginia Robinson City of Southfield 26000 Evergreen Road P O Box 2055 Southfield, MI 48037-2055 (248) 796-4707 <a href="mailto:vrobinson@cityofsouthfield.com">vrobinson@cityofsouthfield.com</a> Dates of Service: 1999-present
<b>Project:</b>	Empco has conducted written exams and assessment centers for various ranks in the Police Department. Custom written exams are designed for the Police Department including: Sergeant, Lieutenant, and Police Specialist.  Empco has also designed and administered an assessment Center for the Deputy Police Chief.

<b>Southgate Police Department</b>	
Contact:	Ms. Emily Stacy Civil Service Secretary City of Southgate 14710 Reaume Parkway Southgate, MI 48195 (734) 258-3052 <a href="mailto:ESTacy@ci.southgate.mi.us">ESTacy@ci.southgate.mi.us</a> Dates of Service: 2002 to present
Project:	Empco designs and conducts assessment centers, oral boards and written exams for the Police Department. Custom written exams and oral boards are regularly conducted for Lieutenant.  Assessment Centers are designed and administered for Police Chief and Deputy Police Chief.

<b>Sterling Heights Police Department</b>	
Contact:	Mr. Walt Blessed Clerk City of Sterling Heights 40555 Utica Road Sterling Heights, MI 48311 (586) 446-2498 <a href="mailto:wblessed@sterling-heights.net">wblessed@sterling-heights.net</a> Dates of Service: 1990 to present
Project:	Empco regularly designs and conducts custom written examinations, oral boards and assessment centers for all promotions in the Sterling Heights Police Department from Sergeant to Chief.

<b>Troy Police Department</b>	
Contact:	Chief Gary Mayer Troy Police Department 500 W. Big Beaver Road Troy, MI 48084 (248) 524-3444 <a href="mailto:mayergg@troymi.gov">mayergg@troymi.gov</a> Dates of Service: 1990 to present
Project:	Empco conducts assessment centers for the City of Police Department for the positions of Sergeant, Lieutenant, Captain and Chief. These are full assessment centers consisting of a series of exercises developed after a job analysis determined the dimensions to be measured. The exercises used were a structured interview, role-play situations, written exercise, an oral presentation, and an in-basket exercise. Between four and 31 candidates participated in each assessment center. In addition, written examinations are conducted for Sergeant. These examinations contain questions from a bibliography developed with the department and include both national texts and local content.

## **Legal Standards**

In developing all exams, Empco, Inc. followed the legal and ethical guidelines put forth in:

- *Americans with Disabilities Act of 1990.*
- *Civil Rights Act of 1991.*
- *Guidelines and Ethical Considerations for Assessment Center Operations (2000)*, International Taskforce on Assessment Center Guidelines.
- *Principles for the Validation and Use of Personnel Selection Procedures*, 4<sup>th</sup> edition (2003), Society of Industrial Organizational Psychology.
- *Standards for Educational and Psychological Testing* (1999), American Psychological Association.
- *Uniform Guidelines on Employment Selection Procedures* (1978), Code of Federal Regulations, Chapter 41, Part 60-3.

## **Insurance**

Empco carries required insurance.

## **Litigation**

Empco has never been involved in any litigation of any kind.

## **Contact**

Empco staff is easily accessible by several methods: office phone: 248-528-8060; fax: 248-526-7274; email: [info@empco.net](mailto:info@empco.net), cell phone: 248-760-4089 or view our web site at: [www.empco.net](http://www.empco.net). We are located in Troy, Michigan near I-75, approximately 30 minutes north of Detroit.

## **Authorized Individual**

John J. Higgins, President, is the person authorized to sign a contract. He can be reached at 248-528-8060 or at [john@empco.net](mailto:john@empco.net)

## **Non-Collusion**

Empco has not and will not work with any other vendor on this project.

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John J. Higgins  
President

## Pricing - Standard Fees

### Written Exam

#### Custom

Development Fee	\$2,200.00
Per Candidate Fee	\$22.00
Proctoring of Exam	\$200.00

### Assessment Centers for Each Rank

Development Fee and scoring	\$4,700.00
Administration Fee (for each 5 candidates or fraction thereof)	\$2,600.00
Per Candidate Fee	\$350.00

Mileage and travel expenses will be billed as they occur.

Prices effective for 60 days after proposal is submitted