



CITY COUNCIL AGENDA ITEM

Date: September 16, 2014

To: Brian Kischnick, City Manager

From: MaryBeth Murz, Purchasing Manager
Jeanette E. Menig, Human Resources Director
William S. Nelson, Fire Chief

Subject: Bid Waiver – Professional Services – Fire Department Employment Testing Services

History

Fire Department staff officer retirements, necessitate the establishment of a promotional list for the position of Fire Staff Technician. Act 78 Civil Service requires that a competitive examination be given and that an eligible list, based on a cumulative test score, be established. Upon Act 78 certification, the list is valid for two years. Fire Staff Technician candidates will participate in a Written Examination as well as an Assessment Center. The attached job posting for Fire Staff Technician was approved by the Act 78 Civil Service Commission on September 11, 2014.

Purchasing

Since 1990 EMPCO, Inc. has provided promotional testing services for the Police and Fire Departments. EMPCO, Inc. has provided excellent service and the department is very satisfied with the manner in which they conduct promotional testing. EMPCO, Inc. 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, Inc. provides promotional and entry level testing for numerous Fire and Police Departments and agencies around the state, and is a local company based here in Troy.

Financial

The total cost for the promotional testing depends upon the number of candidates taking the examinations. The fee structure below is an estimate based on the number of candidates that have applied for the position in the past. The Assessment Center cost is an estimate of candidates passing the written exam and still seeking consideration. See below for EMPCO, Inc. pricing as detailed in the attached proposal for this testing.

\$10,000.00 is currently available in the Fire Department General Fund budget for these services. If the budget is exceeded due to the number of candidates taking the examination; funding is still available in the Fire Department budget.



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Mileage and travel expenses will be billed as they occur, at \$.56/ mile.

Fire Staff Technician Written Examination (Based on 15 candidates)	Cost
Development Fee	\$2,200.00
Per Candidate @ \$22.00 (x 15)	\$330.00
Proctoring Exam Fee	\$300.00
Total	<u>\$2,800.00</u>
Fire Staff Technician Assessment Center (Based on 15 candidates)	
Development Fee	\$4,700.00
Administration Fee (based on 5 per day)	\$5,400.00
Per Candidate Fee (based on \$275.00 x 15)	\$4,125.00
Total	<u>\$14,225.00</u>
Grand Total	<u>\$17,025.00</u>

Recommendation

It is recommended that City Council APPROVE the bid waiver and contract for Professional Services (Fire Staff Technician Testing) from EMPCO, Inc. of Troy, MI for an estimated \$17,025.00.

Proposal for Troy Fire Department

Fire Staff Technician
Written Exam and Assessment
Center

Proposal Submitted by:



Submitted:
August 2014

Proposal for the Troy Fire Department

Thank you for the opportunity to submit a proposal for your upcoming promotional process for Staff Technician. Our proposal covers the development and administration of the testing process you describe in your Request for Proposal.

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 Florida, Rhode Island, Massachusetts, Oklahoma, Wyoming, and several other states.

Empco, Inc.
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Troy, MI 48084
Phone: 248-528-8060
Fax: 248-526-7274
Web site: www.empco.net
E-mail address: info@empco.net

Experience and Qualifications

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

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 and is included as part of the validation of the exam.

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 for up to 2 business days after the exam. Candidates who wish to challenge a question must complete a challenge form provided by Empco. Empco will review all of the challenges and provide responses to these challenges after the completion of the challenge period. If an item is challenged, and Empco agrees with the challenge, all candidates will receive credit for a correct answer to the item. Empco must be notified of the department's challenge policy prior to the administration of the exam.

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, 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 (2009)*, 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-Box Exercise: Candidates are given a number of written situations, which might typically be found in the "In-Box" of the job being filled. Candidates are asked to complete and submit their solutions to these in-box items within a specific time.

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. Empco asks that the departments provide lunch to Empco assessors and facilitators for all oral boards and assessment centers. 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.

John Childs, Project Manager

John Childs is the retired Fire Chief of Sterling Heights, Michigan. John has served in many leadership roles in the public sector; as Fire Chief, Project Manager for ISO 9001 registration, and as President of many fire service organizations. He holds degrees in Fire Science, a Bachelors in Business Management, a Masters in Administration, is a graduate of the NFA's Executive Fire Officer's program, and has completed all his doctoral course work in Safety Engineering. John became a consultant with Empco upon his retirement as Fire Chief. John will administer and facilitate all aspects of the assessment process. As Project Manager, he will utilize his experience in the fire service to provide insight into the development of the assessment tools.

Charles Castle, Project Manager

	200 N. David St. Casper, WY 82601 (307) 235-8324 mharshman@cityofcasperwy.com Dates of Service: 2006 to present
Project:	Empco develops tailored exams for the Fire Department. Ranks in which tests have been design for include: Driver-Engineer, Inspector, and Captain.

Dearborn Fire Department	
Contact:	Mr. Alan Wozniak Human Resources Director City of Dearborn 4500 Maple Dearborn, MI 48126 (313) 943-2130 awozniak@ci.dearborn.mi.us Dates of Service: 2004 to Present
Project:	Empco develops and conducts and written examinations for Firefighter II, Firefighter III, Fire Apparatus Supervisor Assistant, Fire Lieutenant, Fire Captain and Battalion Fire Chief.

Livonia Fire Department	
Contact:	Mr. Bob Biga Civil Service Department 33000 Civic Center Drive Livonia, MI 48154 (734) 466-2527 rbiga@ci.livonia.mi.us Dates of Service: 1998 to present
Project:	Empco develops and administers an in-basket and assessment center for the Fire Chief and Fire Training Officer. Assessment centers for these positions are developed after conducting job analyses to determine the necessary skills and abilities required of someone filling each position.

Madison Heights Fire Department	
Contact:	Ms. Amy Mischak 300 W. Thirteen Mile Road Madison Heights, MI 48071 (248) 837-2609 amymischak@madison-heights.org
Project:	Empco facilitates both hiring and promotions for the Madison Heights Fire Department. Empco develops and conducts assessment centers for the ranks of Lieutenant and Chief. Empco develops and conducts oral boards for the ranks of Sergeant and Marshal. Empco also develops and administers written exams for Sergeant and Marshal.

	Royal Oak, MI 48068 (248) 246-3072 MaryD@ci.royal-oak.mi.us
Project:	Empco develops and administers assessment centers for the ranks of Captain, Assistant Chief and Chief in the Royal Oak Fire Department.

Southgate Fire Department	
Contact:	Ms. Emily Stacy Civil Service Secretary City of Southgate 14710 Reaume Parkway Southgate, MI 48195 (734) 258-3052 EStacy@ci.southgate.mi.us Dates of Service: 2002 to present
Project:	Empco designs and conducts assessment centers, oral boards and written exams for the Fire Department. Written exams and oral boards are designed and conducted for Fire Deputy Chief and Fire Marshal. Assessment Centers have also been designed and conducted for Fire Chief Fire Marshal.

Southfield Fire Department	
Contact:	Ms. Lauri Siskind City of Southfield 26000 Evergreen Road P O Box 2055 Southfield, MI 48037-2055 (248) 796-4708 lsiskind@cityofsouthfield.com Dates of Service: 1999-present
Project:	Empco has conducted written exams and assessment centers for various ranks in the Fire Department. Written exams for every rank in the Fire department is tailored or customized to that rank in the department. Assessment centers were conducted for the following ranks in the Fire Department: Chief, Battalion Chief, Captain and Fire Marshal. Written exams for the Fire Department include: Driver-Engineer, Inspector, Lieutenant and Mechanic Supervisor.

Sterling Heights Fire Department	
Contact:	Mr. Walt Blessed Assistant City Manager Director of HR City of Sterling Heights 40555 Utica Road

Pricing - Standard Fees

Written Exam

Tailored	
Development Fee	\$1,300.00
Per Candidate Fee	\$13.00
Proctoring of Exam	\$300.00
Custom	
Development Fee	\$2,200.00
Per Candidate Fee	\$22.00
Proctoring of Exam	\$300.00

Assessment Center (Local)

Development Fee	\$4,700.00
Administration Fee (per day, up to 5 candidates per day)	\$1,800.00
Per Candidate Fee	\$275.00

Mileage and travel expenses will be billed as they occur.

The per day fee for the assessment center will be locked in two weeks prior to the assessment center to ensure our ability to schedule assessors.

Prices effective for 60 days after proposal is submitted