



CITY COUNCIL ACTION REPORT

May 7, 2007

TO: Phillip L. Nelson, City Manager

FROM: Susan A. Leirstein, Purchasing Director
Peggy E. Sears, Director of Human Resources
William S. Nelson, Fire Chief

SUBJECT: Bid Waiver – Professional Services – Fire Department Promotional Testing Services

Background

- Currently, one Division Assistant Fire Chief vacancy and one Fire Staff Technician vacancy exist in the fire department.
- 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 division assistant fire chief, while the fire staff technician candidates participate in a written examination and an interview.
- Since 1993 EMPCO Inc. has provided promotional testing services for the fire department.
- EMPCO has provided excellent service and the department is very satisfied with the manner in which they conduct promotional testing. They customize the examinations to meet the needs of the organization and comply with the Civil Service Commission requirements. They have proven to be fair and impartial.

Financial Considerations

- Funds for this professional service are available in the fire administration account #337.7962.
- The total cost for the promotional testing depends on the number of candidates taking the examinations.
- The fee for developing and conducting the assessment center for the division assistant fire chief will be \$4,500.00 for the development fee plus \$1,800.00 per day and \$250.00 per candidate.
- The fee for developing and administering the written examination for the fire staff technician will be \$2,100.00 plus \$21.00 per candidate and a \$3,800.00 interview cost for up to nine (9) candidates. If there are more than nine candidates, the cost will be \$3,600.00 for each additional assessment day.

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To: Philip L. Nelson, City Manager

Re: Bid Waiver – Fire Department Promotional Testing Services

Financial Considerations - continued

- In addition, mileage will be reimbursed at the rate of \$.485 per mile.

Legal Considerations

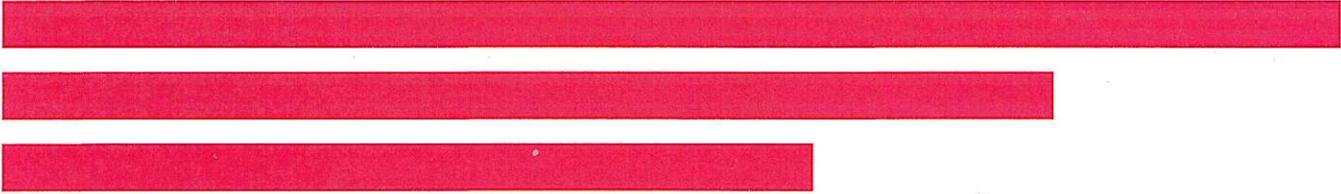
- If the City Council approves the bid waiver, the Act 78 Civil Service Commission must approve the testing procedures, and an agreement with EMPCO must be executed.
- Formal bidding procedures are waived, as no benefit would be derived from soliciting formal bids.

Policy Considerations

- Enhance the livability and safety of the community (Goal I)

Options

- City management is requesting a waiver of the formal bid process and authorization for a contract to provide division assistant fire chief and fire staff technician promotional testing be awarded to EMPCO Inc. at a cost of \$2,100.00 for the development, proctoring and scoring of the fire staff technician examination, plus \$21.00 per candidate and \$3,800.00 to conduct the oral interview process for up to nine (9) candidates, add \$3,600.00 for each additional assessment day to interview additional candidates; develop and conduct the assessment center for division assistant fire chief for \$4,500.00, plus \$1,800.00 per day and \$250.00 per candidate; and mileage will be reimbursed at the rate of \$.485 per mile.



Proposal for Troy, MI Fire Department Division Assistant Chief

Assessment Center



Proposal Submitted by:

EMPCO
INC.

2007

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Proposal for Troy Fire Department

About Empco

Empco is a Michigan Based Corporation. It was incorporated in 1985. 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 a number of clients outside of Michigan, including departments located in Florida, Rhode Island, Oklahoma, Wyoming, and several other states.

Empco, Inc.
101 W. Big Beaver Rd.
Suite 1000
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 200 Michigan agencies and a number of agencies 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. Not only do we not lose clients, but the number continues to grow because of a reputation for integrity and fairness in our examinations.

Job Analysis

Empco will conduct a job analysis before developing any assessment. The job analysis will include meetings with subject matter experts and incumbents. Empco will also administer surveys about the position to these subject matter experts and incumbents.

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

Empco will use the information gathered in the job analysis as the basis for any assessment developed for that position. The job analysis will also be included as part of the validation of the exam.

Assessment Centers

Empco's assessment centers are designed to measure the knowledge, skills and abilities 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.

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. 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 act-out the scenarios in front of a citizen, subordinate, city council person, media, etc. (assessors). The scenarios are job-related.

Empco generally uses five exercises in an assessment center. If a department chooses not to use five exercises, Empco requires that at least three exercises be used in an assessment center.

Assessors

Empco will provide all assessors for the assessment center exercises. 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; 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.

If the department requires that assessors other than those generally used by Empco need to serve as assessors, an additional day of training for these assessors will need to be built in the schedule. This will give Empco time to train the assessors in Empco's evaluation and rating system.

Candidate Orientation

Empco will conduct an orientation for all candidates participating in the Oral Board process. 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 Oral Board process with feedback on their performance in the 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.

Department Requirements

Empco requires that the City of Troy provide adequate facilities for all orientations, written exams, and review sessions. The City is responsible for making sure these facilities provide adequate space and layouts conducive to the activities that will be held in the space. The City of Troy 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. Troy 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, if necessary, during the Oral Board process.

Lunch is to be provided for the assessors by the City.

Project Team

Team Leader: John J. Higgins, President

John Higgins will serve as the overall Project Manager for this project. He will oversee all aspects of the development of the assessment process. He has a Bachelor's Degree 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. He serves as an Adjunct Faculty member at Eastern Michigan University's School of Staff and Command teaching assessment centers.

Support Staff: Kendra Royer, Project Manager

Kendra Royer will provide all technical support and analysis for the assessment process, as well as assistance in the development and scoring of the assessment. Kendra has worked as a consultant for public safety testing companies for over 5 years. She has a Master of Arts Degree in Industrial/Organizational Psychology, and is working to complete her dissertation to earn a PhD in Industrial/Organizational Psychology.

Support Staff: Steve Standfest, Vice President

Steve Standfest will serve as an internal subject matter expert for this project. He will assist in developing the exercises and providing terminology relevant to the public safety sector. Steve holds a Master of Science Degree, is a recently retired Command Officer from the Beverly Hills Michigan Department of Public Safety, and is also a graduate of the FBI National Academy.

In addition to the Empco team members listed above, Empco works regularly with 30 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. This is a partial list of the individuals who serve with us as contractors:

Marty DeLoach	Chief, Brighton Area Fire Department
Jim Reed	Chief, Howell Fire Department
Phil Wagner	Assistant Chief, Romulus Fire Department
Ken Stealgrave	Retired Chief, Harrison Township Fire Department

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:

Livonia, Michigan Human Resources	
Contact:	Bob Biga Civil Service Department 33000 Civic Center Drive Livonia, MI 48154
Project:	Empco developed and administered an in-basket and assessment center for the Director of Public Works. The in-basket was used to narrow down the candidate pool, and then the assessment center was used to screen the top candidates for the position.

Newport, Rhode Island Fire Department	
Contact:	Michael Courey, HR Director Newport City Hall 43 Broadway Newport, RI 02840
Project:	Empco developed tailored and custom exams for the ranks of Fire Lieutenant, Captain and Alarm Lieutenant. Empco conducted a job analysis for the positions and developed questions from resources specific to the department and the positions.

Pembroke Pines, Florida Fire Department	
Contact:	Assistant Division Chief Al DiLiello 9500 Pines Blvd Bldg B Pembroke Pines, FL 33024 954-499-4370
Project:	We conduct both written examinations and practical examinations for the Rescue and Suppression Division of this department. Exercises for the Rescue Division are developed for Empco by medical doctors, and are among the most sophisticated examinations used in municipal government.

Sterling Heights, Michigan Fire Department	
Contact:	John Childs, Chief 41625 Ryan Road Sterling Heights, MI 48314 586-446-2951
Project:	Empco conducted assessment centers for the rank of Fire Chief, Fire Marshal, Training Chief, Operations Chief and others. The situations in each exercise were developed after a job analysis of the positions revealed the need for certain required dimensions. While the type of exercise was similar to those mentioned above, the situations and scenarios in the exercises were designed to access skills required for the position. Written examinations contained questions from a bibliography developed with the department and included both national texts and local content.

Troy, Michigan Police Department	
Contact:	Charles Craft, Chief of Police City of Troy 500 W. Big Beaver Road Troy, MI 48084 248-524-3444
Project:	Empco conducted assessment centers for the City of Troy Police Department for the positions of Sergeant, Lieutenant and Captain and Chief. These were full assessment centers consisting of a series of exercises developed after 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 were conducted for Sergeant. These examinations contained questions from a bibliography developed with the department and included both national texts and local content.

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, cell phone: 248 701-7328 or view our web site at: www.empco.net.

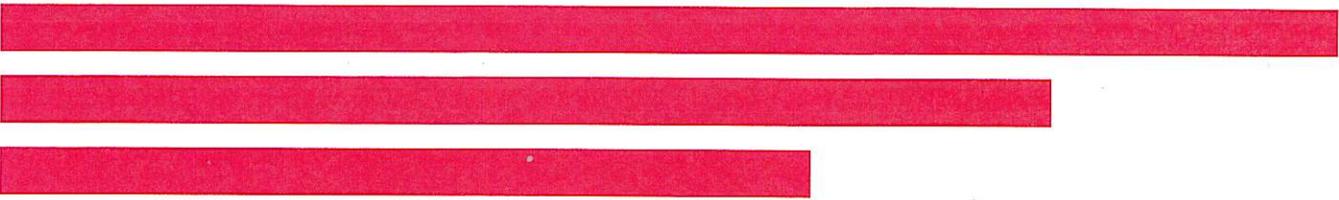
Authorized Individual

Steve Standfest, Vice-President, is the person authorized to sign a contract. He can be reached at 248-528-8060 or at steve@empco.net

Pricing

Assessment Center

Development Fee	\$4,500.00
Per day fee	\$1,800.00
Per Candidate Fee	\$250.00
Mileage (.485 per mile)	Actual



**Proposal for
Troy, MI Fire Department
Staff Technician**

Written Promotional
Examination
&
Oral Board



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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. Not only do we not lose clients, but the number continues to grow because of a reputation for integrity and fairness in our examinations.

Job Analysis

Empco will conduct a job analysis before developing any assessment. The job analysis will include meetings with subject matter experts and incumbents. Empco will also administer surveys about the position to these subject matter experts and incumbents.

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

Empco will use the information gathered in the job analysis as the basis for any assessment developed for that position. The job analysis will also be included as part of the validation of the exam.

Written Exams

After completing the job analysis, Empco will then begin developing the written exam. The 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 and procedures and ordinances. The content of the questions will be determined based on the information collected in the job analysis and information from the department.

Empco generally recommends a 100-question exam. The items will be written by experts in the field of public safety and will be reviewed to make certain the content is relevant and the wording is unbiased.

Empco will then put together a bibliography that contains the list of sources the questions came from and where these sources can be obtained. This bibliography will then be provided to the candidates so that they may 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.

Empco has several options for administration of these written exams. The first option is for the department to administer paper and pencil exams to all of the candidates. Instructions for administration would be provided to the department by Empco. The department would be responsible for providing proctors, a testing location and ensuring test security.

Another administrative option is to have Empco administer the exam. Empco would ensure that the exams were administered in a proper manner and maintain test security. The department would be responsible for providing a location for the test administration and would be responsible for the paying for the cost of an Empco representative to administer the exam.

The final option for administer the exam would be to offer the exam online. There is no additional fee for this option. Departments would need to provide the computers for the candidates to take the test on, and they would need to have a proctor to help set the candidates up on the computer. However, the burden of test security is lifted from the department since they never have possession of the exams.

15-20% of the questions authored from the Department's own Rules, Regulations, Policies, etc. The exact number will be determined by the job analysis.

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 all written exams and oral boards within one week of the assessment completion. Scores can be reported in multiple formats. Empco will provide the information in the format requested by the department.

Question Challenges

Candidates will be allowed to challenge any item on a written exam within a time-frame specified by the department, but not to exceed two weeks after the completion of the exam. Candidates who wish to challenge because of the content or answer of a question must complete a challenge form provided by Empco. Empco will review all of the challenges and provide responses to these challenges within one week of the completion of the challenge period. If an item is challenged, and Empco agrees with the challenge, candidates will receive credit for the item.

Oral Boards

Oral boards are developed based on the job analysis and meetings with subject matter experts. The questions or topics included in the oral board allow candidates to demonstrate skills and abilities required by the position they seek.

Assessors

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Authorized Individual

Steve Standfest, Vice-President, is the person authorized to sign a contract. He can be reached at 248-528-8060 or at steve@empco.net

Pricing

Written Examination

Custom	(Development, Proctoring & Scoring)	\$2,100.00
	plus Per-Candidate Fee	21.00

Oral Board

For up to 9 candidates	\$3,800.00
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Additional Days of Assessment	\$3,600.00
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Mileage (.485 per mile)	Actual
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