



CITY COUNCIL ACTION REPORT

February 10, 2009

TO: Phillip L. Nelson, City Manager

FROM: Susan Leirstein, Purchasing Director *SL*
 Peggy E. Sears, Director of Human Resources *PE*
 Charles T. Craft, Chief of Police *CC*

SUBJECT: Bid Waiver – Professional Services, Police Department Promotional Testing Services

Background:

- Effective the date of Chief Craft's retirement a vacancy will exist at the rank of Chief of Police.
- 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.
- There is no valid eligibility list at this time as Chief Craft has filled the position since April of 1998.
- The testing procedure consists of an extensive 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 they conduct promotional testing. They customize the test to meet the needs of the organization, comply fully with Act 78 Commission requirements, and due to their 18-year track record have the confidence of department personnel. 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 and fire agencies around the state. Included with this request is a list of EMPCO's clients.

Financial Considerations:

- This professional service has been budgeted for in account #.305.7802.070.
- The total cost for the promotional testing depends upon the number of candidates taking the examinations.
- The assessment center development fee is \$4700, a \$275 per candidate fee, and an \$1800 administration fee (per day/up to 5 candidates per day).

Legal Considerations:

- If City Council approves the bid waiver, the Act 78 Civil Service Commission must approve the testing procedures, and a contract with EMPCO must be executed.

Policy Considerations:

- Troy has enhanced the safety and health of the community.

Options:

- Approve the waiver as requested and authorize the execution of a contract with EMPCO.
- Reject the request.

Proposal for Troy, Michigan

Assessment Center
Police Chief

Proposal Submitted by:



Submitted:
February 9, 2009

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Proposal for Troy

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.

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Troy, MI 48084
Phone: 248-528-8060
Fax: 248-526-7274 or 248-458-1374
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. 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.

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 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.

Empco will use three to five exercises in an assessment center. At least three exercises must be used; the specific number and type of exercises will be determined by the job analysis.

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.

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 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 and assessment center activities. 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 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 allow Empco use of a copy machine during the assessment center process.

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 holds 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, Director of Testing Services

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 holds 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: John Childs, Senior Consultant

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 PhD course work in Safety Engineering.

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. This is a partial list of the individuals who serve with us as contractors

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:

Sterling Heights, Michigan Department	
Contact:	Dawn Demick, Director of Human Resources City of Sterling Heights 40555 Utica Road Sterling Heights, MI 48311 586-446-2498
Project:	Empco conducted assessment centers for the ranks of Chief, Operations Chief and Fire Marshall. 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.

Empco regularly conducts tests for all promotions in their Police Department.

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 conducts assessment centers for the City of Troy Fire Department and 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 are conducted for Sergeant. These examinations contain questions from a bibliography developed with the department and include both national texts and local content.

Lansing, Michigan Police Department

Contact: Captain Edward Forrest
City of Lansing
124 W. Michigan Ave.
Lansing, MI 48933
517-483-4078

Project: Empco conducts assessment centers for the ranks of Captain and Lieutenant. Empco trains members of the department to serve as assessors, and develops a specific scoring system for the department to comply with departmental contracts and policies and procedures. Empco also develops and administers oral board and written examinations for Lieutenant, Sergeant and 911 Dispatch Operator.

Northville, Michigan Police Department

Contact: Pat Sullivan
City Manager
215 W. Main Street
Northville, MI 48167
248-349-1300

Project: Empco developed and administered an assessment center for the position of Police Chief.

Venice, Florida Police Department	
Contact:	Chief Julie Williams Venice Police Department 1350 E. Ridgewood Ave. Venice, FL 34285 941-486-2444
Project:	We conduct and administer written exams, oral boards and assessment centers for the ranks of Sergeant, Lieutenant and Captain.

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*, 4th 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 or 248-458-1371; email: info@empco.net; cell phone: 248-760-4089 or view our web site at: 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

John J. Higgins
President

Pricing

Assessment Center (Local)

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

Expenses, such as mileage, meals and hotels will be billed as it is incurred.

Prices are effective for 120 days.