



CITY COUNCIL AGENDA ITEM

Date: January 21, 2017

To: Brian Kischnick, City Manager

From: MaryBeth Murz, Purchasing Manager
Jeanette E. Menig, Human Resources Director
Gary G. Mayer, Chief of Police

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

History

Police department command officer retirements, as well as anticipated retirements during the next two budget years, necessitate the establishment of a promotional list for the rank of Sergeant. In addition, City Council's recent direction to hire an additional six police officers requires an entry-level police officer testing process, as our most recent eligible list has been exhausted.

Act 78 Civil Service requires that a competitive examination be given and that an eligible list, based on cumulative test score, be established. Upon Act 78 certification, these lists would remain valid for two years. Sergeant candidates participate in a written examination as well as an assessment center. Entry-level police officer candidates take a written exam administered through Empco, Inc. followed by an oral board that is facilitated by Empco.

Purchasing

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.

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. The entry-level police officer testing cost is based on pricing for the oral board portion; the written exam fee is the responsibility of the candidate. See below for Empco, Inc. pricing as detailed in the attached proposal for this testing.



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\$40,000 is currently available in the Police 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 Police Department budget.

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

Sergeants' Written Examination

Cost

(based on 10 candidates)

Development Fee	\$2,400.00
Per Candidate Fee @ \$24.00 (x 10)	240.00
Proctoring Exam Fee	350.00
Total	<u>\$2,990.00</u>

Sergeants' Assessment Center

Cost

Examination (based on 10 candidates)

Preparation and Revision Fee	\$4,800.00
Administration Fee (based 5 per day)	4,000.00
Per Candidate Fee (based on 10)	3,000.00
Total	<u>\$11,800.00</u>

Entry-level Police Officer Oral Board

Cost

(based on 100 candidates)

Per Candidate Fee @ \$36.00 (x 100)	3,600.00
(1 Internal Assessor, 1 Empco Assessor per panel)	
Total	<u>\$3,600.00</u>

Recommendation

It is recommended that City Council APPROVE the bid waiver and contract for Professional Services (Police Department Promotional Testing) from Empco, Inc. of Troy, MI for an estimated \$18,390.00.

City Attorney's Review as to Form and Legality

**AGREEMENT FOR EMPLOYMENT TESTING SERVICES FOR TROY POLICE
SERGEANT**

This Agreement for Employment Testing Services is entered into this _____ day of 2017, 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 "City") and Empco, Inc., a Michigan corporation, having its principal office at 1740 W. Big Beaver Road, 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 employment testing services for police sergeant positions for the City; and

WHEREAS, the City is desirous of having Empco provide the above referenced services, in connection with the bid proposal submitted by Empco, which is attached and incorporated by reference.

NOW THEREFORE, in consideration of the following, the City 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 City (herein "written examination"). This written examination shall be administered as soon as possible after the signing of this contract. The final results of this written examination will be used in the creation of the eligibility list for the police sergeant position.
3. Immediately after this contract is executed, Empco shall review the departmental policies, procedure, and organization of the City, as well as conduct interviews with appropriate representatives of the City to better understand the organization, its culture, the objectives of the City 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 the City. The City 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 City, 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 the City, 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 City officials. The City shall notify candidates of the time and place of the written examination. The written examination shall be administered in an appropriate City facility, and at the City'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 ten business days prior to the scheduled written examination, the City 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 the City of the written scores.
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. The City 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. 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 business days of the review session, Empco shall forward the final scores of the written examination to the City. The final scores shall include any adjustments that are made as a result of the challenge process.
15. The City shall pay Empco the sum of \$2,400.00 for the creation of the written examination, and a proctoring fee of \$350.00 for the day that the examination is offered, plus a fee of \$24.00 per candidate that takes the written examination.
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

17. Empco shall also conduct an assessment center for the position of Troy Police Sergeant.
18. Immediately after this contract is executed, Empco shall review the departmental policies, procedure, and organization of the City, as well as conduct interviews with appropriate representatives of the City to better understand the organization, its culture, the objectives of the City and the positions to be filled.
19. Empco shall determine the specific job elements that are critical to the position of Police Sergeant, 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" issued in 2009 by the International Taskforce on Assessment Center Guidelines.

21. Empco shall work with the designated City 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 City facility, and at the City's expense. The City 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 City for posting in at least two conspicuous locations at the City. This notice shall be prepared and forwarded to the City at least fourteen days before the scheduled assessment center.
23. The City 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 sergeant position.
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 City within four business days after the assessment center.
29. If approved by the City 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. For each assessment center, the City shall pay Empco the sum of \$4,800.00 as the base fee for the creation of the assessment center. In addition, the City will pay an additional \$2000 for each day of the assessment center, with a maximum of five candidates on each day. Additionally, the City shall pay \$300 for each candidate evaluated.
31. The City will also reimburse mileage for the Empco facilitator and also the three members of the Empco assessment team, at the IRS approved rate.

General Contract Provisions

32. The parties each represent that they have the authority to enter into this contract.
33. Empco shall send all test result to: Jeanette Menig, Human Resources Director, as representative of the City.
34. Empco shall invoice the City for services after the final test scores are provided to the City. The City 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 the City of Troy. Empco shall provide the City with a copy of each such insurance policy upon request of the City. 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 contract and the contract shall become null and void unless the Contractor immediately provides proof of renewal of continuous coverage to the City of 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 City of Troy within 24 hours after execution of this contract.

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. The City 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 there 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 the City.
39. This Agreement incorporates by reference the attached Empco Proposal, as though fully set out herein. If there is a conflict between the Proposals 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 _____, 2017.

City of Troy

Empco

By: _____

By: _____

Its: _____

Its: _____

AGREEMENT FOR EMPLOYMENT TESTING SERVICES FOR TROY POLICE OFFICERS

This Agreement for Employment Testing Services is entered into this _____ day of 2017, 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 "City") and Empco, Inc., a Michigan corporation, having its principal office at 1740 W. Big Beaver Road, Troy, MI 48084 (hereinafter "Empco").

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WHEREAS, the City is desirous of having Empco provide the above referenced services, in connection with the bid proposal submitted by Empco, which is attached and incorporated by reference.

NOW THEREFORE, in consideration of the following, the City 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 Officers

2. Empco shall provide a fair and transparent written examination process for all candidates for police officer with the City (herein "written examination"). The exam will be administered through the Law Enforcement Testing System. The test that is administered shall be a national validated exam that has also been validated for agencies in the state of Michigan, including the Troy Police Department. The final results of this written examination will be used in the creation of the eligibility list for the police officer position.
3. The written examination shall be administered by Empco, and each individual taking the examination shall be responsible for any fees charged by Empco for the administration.

4. Empco shall administer the written examination, proctor the examination via computer through test sites to all candidates who sign up and pay for the exam prior to the deadline established by the City. All candidates must follow the policies established by Empco for the testing.
5. Empco shall provide the City with a list of candidates from the Law Enforcement Testing System. This list of candidates will include all candidates who meet the minimum qualifications of the City, have indicated that they wish to work for the City, and who have a passing score on the written exam. The City will review the list and give final approval for those candidates to move on to the next phase of the process.
6. Empco will send all candidates who meet the above conditions an email inviting them to participate in the next phase of the hiring process.

Oral Boards for Police Officer

7. Empco shall also conduct oral boards for the position of Troy Police Officer, as requested by Troy. The oral board will consist of one Empco assessor, and one Troy PD supervisor.
8. Immediately after this contract is executed, Empco shall review the departmental policies, procedure, and organization of the City, as well as conduct interviews with appropriate representatives of the City to better understand the organization, its culture, the objectives of the City and the positions to be filled.
9. Empco shall determine the specific job elements that are critical to the position of police officer, and shall prepare a job analysis.
10. Empco shall work with the designated City representative to schedule the date and the time and the facilities for conducting the oral boards. The oral boards shall be administered in an appropriate City facility, and at the City's expense.
11. Candidates who have qualified to move forward in the process will be invited to sign up for an oral board in order to move on in the next phase of the hiring process for the City.

12. Candidates participating in the oral board will be asked a series of questions constructed by Empco and will be rated on their responses to these questions.
13. Each member of the interview panel shall individually observe and rate each candidate for the police officer position.
14. Empco shall tally the oral board score for each candidate for each position, and shall provide a written copy of the final scores to the City within four business days after the last day of oral boards is completed. Empco shall notify candidates of their oral board score by posting it online for the candidates to view in their online profile within this same timeline.
15. For each assessment center, the City shall pay Empco the sum of \$36.00 per candidate evaluated in the oral boards.
16. The City will also reimburse mileage for the Empco facilitator and up to three members of the Empco assessment team, at the IRS approved rate.

General Contract Provisions

17. The parties each represent that they have the authority to enter into this contract.
18. Empco shall send all test result to: Jeanette Menig, Human Resources Director, as representative of the City.
19. Empco shall invoice the City for services after the final test scores are provided to the City. The City shall pay those invoices within 30 days of receipt.
20. 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 the City of Troy. Empco shall provide the City with a copy of each such insurance policy upon request of the City. 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 contract and the contract shall become null and void unless the

Contractor immediately provides proof of renewal of continuous coverage to the City of 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 City of Troy within 24 hours after execution of this contract.

21. 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.
22. The City 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 there last known address. Upon receipt of a notice of termination, Empco shall cease performance of any of the terms and conditions under this Agreement.
23. Empco shall have no authority or power to assign, subcontract, or transfer any rights, privileges, or interest without obtaining prior written permission from the City.
24. This Agreement incorporates by reference the attached Empco Proposal, as though fully set out herein. If there is a conflict between the Proposals 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.
25. 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 _____, 2017.

City of Troy

Empco

By: _____

By: _____

Its: _____

Its: _____

Proposal for Troy Police Department

Sergeant Promotional Process
And
Entry Level Oral Boards

Proposal Submitted by:



Submitted:
November 2016

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Proposal for Troy Police Department

Thank you for the opportunity to submit a proposal for your upcoming promotional process for Sergeant and Entry Level Candidates. 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.
1740 W. Big Beaver Rd.
Suite 200
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.

Written Exams

After completing the job analysis, Empco will begin developing the 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.

Empco generally recommends a 100-question exam. Our exams are multiple-choice. Samples of our exam questions can be found on our web site at 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 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 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 paying the cost of an Empco representative to administer the exam.

Examinations can be developed in three formats: off-the-shelf, tailored or customized. An off-the-shelf examination is one that is used by a number of departments desiring value testing. A tailored examination is one where the Department selects specific books from a list of texts provided by Empco. A customized examination is a tailored examination with 20% of the questions authored from the Department's own Rules, Regulations, Policies, etc.

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 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.

Scheduling and Billing

Off-the-shelf exams – Empco recommends a minimum 60 day study period. This is the time from the date the department posts the bibliography to the test date. Final test counts must be given to Empco two weeks prior to the test date. Any orders/final counts given one week or less prior to the testing deadline will result in an expedited shipping fee billed to the client.

Tailored exams – Empco recommends a minimum 60 day study period. This is the time from the date the department posts the bibliography to the test date. Final test counts must be given to Empco two weeks prior to the test date. Exams cancelled less than two weeks prior to the test will result in the client being billed the development fee for the test. Any orders/final counts given one week or less prior to the testing deadline will result in an expedited shipping fee billed to the client.

Custom exams – Empco requires a minimum 60 day study period/preparation time. This is the time from the date the department posts the bibliography AND gets all local content material to Empco to the test date. Final test counts must be given to Empco two weeks prior to the test date. Exams cancelled less than one month prior to the test will result in the client being billed the development fee for the test. Any orders/final counts given one week or less prior to the testing deadline will result in an expedited shipping fee billed to the client.

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. The oral board will consist of questions on modern management techniques, personal philosophies, and can contain job related scenario questions, all based on findings from the job analysis.

Assessors

Empco will provide all assessors for oral board exercises. All assessors will be those regularly used by Empco and are therefore trained in how Empco evaluates and scores candidates. This panel will evaluate all candidates on the oral board to ensure reliability of ratings. Assessors are drawn from non-contiguous departments and have no prejudicial knowledge of the candidates.

Candidate Preparation

Empco will provide the department with a handout that must be distributed to all candidates going through the oral board. This handout will inform candidates on how to prepare for the oral board and what to expect.

Scheduling and Billing

Empco requires a minimum three week development period. The specific dates and times of each aspect of the test development and administration will depend on the availability of representatives from the department. Final candidate counts must be given to Empco two weeks prior to the oral board. Oral Boards cancelled less than two weeks prior to the oral board will result in the client being billed the development fee for the oral board. Reduction in the number of days for the oral board less than two weeks prior to the oral board will result in the client being billed \$1000 for the cancelled day(s).

Scoring

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

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

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 (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-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.

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.

Scheduling and Billing

Empco requires a minimum one month development period. 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. Final candidate

counts must be given to Empco two weeks prior to the assessment. The department will be billed for the number of candidates given at this time. Assessment Centers cancelled less than three weeks prior to the assessment center will result in the client be billed the development fee for the assessment center. Reduction in the number of days for the assessment center less than two weeks prior to the assessment center will result in the client being billed \$1000 for the cancelled day(s).

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. 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.

It is the department's responsibility to notify candidates that recording devices of any kind, including department issued body cameras, are strictly prohibited at all orientations, written exams, assessment centers and oral boards. If a candidate is wearing any of these devices upon arriving at the testing facility, they will be asked to turn the device off and remove it from the testing areas. Use of a recording device during written exams, assessment centers or oral boards will be considered cheating and will be handled in the same manner.

The department must notify Empco of any additional requirements when scheduling a testing process. Those additional requirements could be dictated by department policy or collective bargaining agreement and include, but are not limited to, specific cut scores, candidate reviews and candidate challenge periods. Additional fees may apply.

Project Team

Kendra Royer, 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 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, Director of Marketing and Project Management

Charles Castle is the 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 where he is on staff as an adjunct Criminal Justice instructor. Chuck obtained his Master's Degree in Criminal Justice from Wayne State University and is an active volunteer mentor for students in WSU's CJ program. As Director of Marketing and Project Management, Chuck will administer and facilitate all aspects of the assessment process. 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

Birmingham Police Department	
Contact:	Mark Clemence Police Chief Birmingham Police Department 151 Martin Street MI, 48012-3001 (248) 530-1875 mclemence@bham.gov Dates of Service: 2004 to present
Project:	Empco designs and conducts tailored written exams for the Police Department. The ranks tested include Corporal, Sergeant and Commander. The Police Department also uses Empco for its entry level hiring as a participant in Empco's Law Enforcement Testing System.

Dearborn Police Department	
Contact:	Tracy Duncan Human Resources Senior Analyst City of Dearborn 16901 Michigan Ave., Suite 18 Dearborn, MI 48126 (313) 943-2130 tduncan@ci.dearborn.mi.us Dates of Service: 2004 to Present
Project:	Empco conducted assessment centers for the rank of Police Sergeant. 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. In addition, we designed and conducted written examinations for Police Sergeant and Lieutenant.

Lansing Police Department	
Contact:	Cherie Ballor Lieutenant Lansing Police Department 120 W. Michigan Ave. Lansing, MI 48933 (517) 483-4647

	cballor@lansingmi.gov Dates of Service: 2002 to present
Project:	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 Detective and Sergeant. All assessment centers, written exams and oral boards are based on extensive job analyses conducted for each rank.

Livonia Police Department

Contact:	Denise Maier Human Resources Director Civil Service Department 33000 Civic Center Drive Livonia, MI 48154 (734) 466-2527 dmaier@ci.livonia.mi.us Dates of Service: 1998 to present
Project:	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.

Madison Heights Police Department

Contact:	Amy Mischak Human Resources Director 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 Police Department. Empco develops and conducts assessment centers for the ranks of Police Lieutenant and Chief and develops and conducts oral boards for the rank of Sergeant. Empco also develops and administers written exams for Sergeants and Lieutenants. Madison Heights also utilizes our Law Enforcement Testing System to create eligibility lists for entry level positions. Empco also develops and facilitates oral boards for these entry level positions.

Novi Police Department

Contact:	Dave Molloy Director of Public Safety Novi Police Department 45125 W. Ten Mile Road Novi, MI 48375 (248)348-7100 dmolloy@cityofnovi.org
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Project:	Empco develops custom written exams for the ranks for Sergeant and Lieutenant in the Novi Police Department.
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Port Huron Police Department

Contact:	Michael Reaves Director of Public Safety Port Huron Police Department 100 McMorran Blvd Port Huron, MI 48060 (810) 984-9710 reavesm@porthuron.org Dates of Service: 1999 to present
Project:	Empco designs a tailored exam for the following ranks in the Police Department: Detective, Sergeant and Lieutenant.

Portsmouth Police Department

Contact:	Chris Cummings Lieutenant Portsmouth NH Police Department Personnel & Training Division 3 Junkins Ave. Portsmouth, NH 03801 (603) 610-7508 ccummings@cityofportsmouth.com Dates of Service: 2007 to present
Project:	Empco designs custom exams for the Portsmouth Police Department. Empco has designed these exams for the ranks of Sergeant and Detective in the department. These examinations contain questions from a bibliography developed with the department and include both national texts and local content.

Royal Oak Police Department

Contact:	Corrigan O'Donohue Police Chief Royal Oak Police Department 221 E. Third St. Royal Oak, MI 48067 (248) 246-3527 CorriganO@ci.royal-oak.mi.us
Project:	Empco develops and administers custom written exams for the ranks of Detective, Sergeant and Lieutenant in the Royal Oak Police Department.

Sheridan Police Department

Contact:	Jenifer Shassetz Sergeant Sheridan WY Police Department 45 W. 12 th Street
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	Sheridan, WY 82801 (307) 672-2413 jenifer@sheridanpolice.com
Project:	Empco develops and administers custom written exams for the ranks of Corporal, Sergeant and Lieutenant in the Sheridan Police Department.

Southfield Police Department

Contact:	Lauri Siskind Human Resources Director City of Southfield 26000 Evergreen Road 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 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.

Southgate Police Department

Contact:	Thomas Coombs Director of Public Safety Southgate Police Department 14710 Reaume Parkway Southgate, MI 48195 (734) 258-3046 tcoombs@ci.southgate.mi.us 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.

St. Clair Shores Police Department

Contact:	Mike Smith City Manager City of St. Clair Shores 27600 Jefferson Circle Drive St. Clair Shores, MI 48081 (586) 447-3311 smithm@scsmi.net
Project:	Empco develops and conducts assessment centers for the ranks of Chief and Assistant Chief in the St. Clair Shores Police Department.

	Empco also develops custom written exams for the rank of Sergeant and Lieutenant in the department.
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Sterling Heights Police Department	
Contact:	Walt Blessed Assistant City Manager/Human Resources Director City of Sterling Heights 40555 Utica Road Sterling Heights, MI 48311 (586) 446-2316 wblessed@sterling-heights.net 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.

Warren Police Department	
Contact:	Brittany Dallas Personnel Assistant City of Warren One City Square Personnel, Suite 410 Warren, MI 48093 (586) 574-4656 bdallas@cityofwarren.org
Project:	Empco develops and administers written exams for Corporal, Sergeant and Lieutenant in the Warren Police Department. Empco also facilitates an onsite review after each written exam.

Wayne County Airport Police Department	
Contact:	John Bowyer Police Commander Wayne County Airport Police Department 10250 Middlebelt Rd. Detroit, MI 48242 (734) 247-7142 John.bowyer@wcaa.us
Project:	Empco is actively working with the Wayne County Airport Authority to develop written exams and assessment centers for the ranks of Sergeant and Lieutenant in the Wayne County Airport Police Department.

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 (2009)*, 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; email: info@empco.net, 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

Kendra Royer, Ph.D., President, is the person authorized to sign a contract. She can be reached at 248-528-8060 or at kendra@empco.net

Non-Collusion

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

Kendra Royer, Ph.D.
President

Pricing

Sergeant Promotional Process

Custom Written Exam	
Development Fee	\$2,400.00
Per Candidate Fee	\$24.00
Proctoring of Exam	\$350.00

Assessment Center	
Development Fee	\$4,800.00
Administration Fee (per day, up to 5 candidates per day)	\$2,000.00
Per Candidate Fee	\$300.00

Entry Level Candidate Oral Boards

Per Candidate Fee	\$36.00
(1 Internal Assessor, 1 Empco Assessor per panel)	

Mileage and travel expenses will be billed as they occur.

Prices effective for 60 days after proposal is submitted