

**OHIO ASSOCIATION OF CHIEFS OF POLICE  
ASSESSMENT CENTER REPORT**

Prepared For:  
**The City of Worthington**

Position:  
**Lieutenant**

Assessment Center Conducted:  
**Saturday, February 16, 2013**



Report Prepared By:

Chief Heinz von Eckartsberg, Lead Consultant  
Chief Gary Vest, Assessor  
Chief Paul Denton, Assessor

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OHIO ASSOCIATION OF CHIEFS OF POLICE  
ADVISORY SERVICES

277 Riverside Drive  
Dublin, Ohio 43017

February 18, 2013

Ms. Lori Trego  
Director of Personnel  
City of Worthington  
6550 N. High St.  
Worthington, Ohio 43085

Dear Director Trego:

On behalf of the Ohio Association of Chiefs of Police, and our assessment team, thank you for the opportunity to assist you in the selection process for the position of Lieutenant in the Worthington Division of Police. The assessment process for lieutenant was conducted on Saturday, February 16, 2013. A total of four (4) candidates participated in this process, which was conducted at the Worthington Municipal Offices. The facilities were very conducive to holding this type of process. We received excellent cooperation from everyone involved.

Included are two hard copies and one PDF copy of our final report to be distributed as you wish. Please feel free to share information with the candidates or to restrict it as is appropriate for your agency.

On behalf of Chief Gary Vest, Chief Paul Denton, and myself, please pass along our appreciation for the efforts and abilities of all of the candidates. Their interest speaks well for the Worthington Division of Police and its future.

Please call me at (614) 778-6010 at your convenience with any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "Heinz von Eckartsberg".

Chief Heinz von Eckartsberg  
Lead Consultant

**ASSESSMENT CENTER FINAL REPORT  
WORTHINGTON DIVISION OF POLICE – LIEUTENANT  
February 16, 2013**

**THE COMMUNITY**

The City of Worthington lies entirely within Franklin County in Central Ohio. The population at the last census (2011) was 13,603, a 3.7% decline from the 2000 census. The city was settled in 1803, under the leadership of James Kilbourne of Connecticut. The town was named after Thomas Worthington, a future Ohio senator and governor, who helped the settlers locate the land for their new homes. Worthington was first incorporated as a village in 1835 and later given city status in 1954.

Today, the City of Worthington encompasses approximately 5.6 square miles north of Columbus, and within the I. 270 outerbelt. The development of the City is centered around the Village Green area and historic downtown, at the intersection of High St. and State Route 161.

Demographics of the City of Worthington are indicated below:

Population data (race):

- The population of Worthington is:
  - 91 % White
  - 2.2 % African-American
  - 2.2 % Asian
  - 1.8 % Two or more races
  - 1.7 % Latino origin

Population data (age):

- The median age of Worthington residents is 45 years of age

Population data (education):

- 96.1 % of Worthington residents are high school graduates
- 59.7 % of Worthington residents hold a Bachelor's degree
- 25.7 % of Worthington residents hold a Master's degree, or higher

Population data (income):

- The estimated median household income in Worthington is \$75,629.00 per year

Housing data:

- The estimated median home price in Worthington is \$227,073
- This reflects a 10.7% decline in median home prices since 2009

Occupation data:

- 14 % of Worthington residents are employed in professional, scientific, or technical jobs
- 12 % of Worthington residents are employed in education services
- 11 % of Worthington residents are employed in manufacturing jobs
- 10 % of Worthington residents are employed in retail jobs
- 9 % of Worthington residents are employed in finance or insurance jobs

- 8 % of Worthington residents are employed in health care or social assistance jobs
- 6 % of Worthington residents are employed in construction jobs

Worthington operates as a chartered city with a Manager-Council form of government. City Council consists of seven members, elected to four-year, at large terms. City Council members select a President who presides over City Council meetings. In addition, they select the City Manager who is the chief executive for the city. He is responsible for the administration of all the City's affairs and the appointment of all city employees, including the Chief of Police.

(Sources: Worthington City Website: <http://www.worthington.org/> , the U.S. Census Bureau: <http://quickfacts.census.gov/qfd/states/39/3986604.html>, and City-Data.com: <http://www.city-data.com/city/Worthington-Ohio.html> )

## **The Police Agency**

The Worthington Division of Police is a full service police agency with a staff of 32 sworn officers and an authorized civilian staff of thirteen (13). The Division is led by Chief James Masic. His command staff consists of two Lieutenants who act as the Division's two bureau commanders (Patrol Operations Bureau and the Support Services Bureau). Within the Patrol Operations Bureau the lieutenant directly supervises three watch sergeants and a relief sergeant. Each watch sergeant supervises a shift of six (6) Patrol Operations officers. In addition, the Patrol Operations Lieutenant supervises a community resource officer, five (5) school crossing guards, a uniformed investigator, and seven (7) volunteer reserve police officers. The Support Services Lieutenant oversees the communications and technology section, the criminal investigative section, records personnel, and the Division's part-time court liaison.

The agency is housed in a modern facility adjacent to the City Hall and the City Fire Headquarters.

The **Mission** of the Worthington Division of Police reads as follows:

*The mission of the Worthington Division of Police is to foster a partnership with the community that enhances all aspects of the quality of life. We believe this mission is best accomplished by being responsive to changing community needs and by being responsible for our own actions at all times.*

*Excellence in law enforcement is achieved by balancing all aspects of law enforcement while maintaining the highest of ethical standards. We recognize that accepting the responsibility of service to the City of Worthington requires that we be held to a high standard, conscious of how we are viewed by others at all times. Each officer should strive to continuously improve law enforcement knowledge and performance.*

*Every member of the Worthington Division of Police is a crime prevention practitioner, attempting to reduce the threat of criminal activity that causes fear in our community. We will strive to anticipate potential crime problems and implement plans to proactively prevent their occurrence. When criminal activity does occur, we will respond promptly and professionally, never forgetting the needs of victims of the crime.*

*Active participation in community activities is encouraged for all personnel, as personal involvement can increase our understanding of our city.*

*We will always be alert to the constant necessity for impartial enforcement action, recognizing the need for understanding of diverse cultures, lifestyles and age groups. Enforcement action is one part of a complete officer; we emphasize courtesy and fairness in all situations.*

*We will accomplish our goals as a team. We will evaluate our direction at every opportunity without fearing change. Every person in the Worthington Division of Police has a voice in our direction and shares in the corresponding responsibility for our successes and failures.*

The **Core Values** of the Worthington Division of Police are:

**Integrity**

*We will always maintain a character of high standards and do what is legally, ethically and morally right.*

**Respect**

*We are dedicated to be objective, fair, consistent and compassionate in the treatment of our community and fellow employees in all of our actions.*

**Commitment**

*We strive to consistently do what is right and to build strong working relationships with co-workers and members of our community through open and timely communications.*

**Honesty**

*We are truthful and open in our interactions with each other and with members of our community.*

**Professionalism**

*We are dedicated to treating all people with respect, fairness and compassion while continually pursuing the highest levels of knowledge, skills and expertise.*

This assessment center process was designed to help the City of Worthington in selecting a candidate to fill a vacancy in the position of Police Lieutenant. The newly promoted lieutenant is expected to work within the Patrol Operations Bureau as a member of the Division's command staff.

## POSITION PROFILE

The City of Worthington Personnel Department has determined that the position of **Police Lieutenant** with the Division of Police is a non-exempt, classified position. This assessment center is part of a multi-dimensional promotional process that was designed to select a new Police Lieutenant to fill a vacancy (the vacancy will occur within the next thirty days with the retirement of one of the current lieutenants). The candidate selected for this position will work as the Patrol Operations Bureau Lieutenant, reporting directly to the Chief of Police.

The City Manager, working with the Police Chief and Personnel Director determined that only internal candidates would be eligible to participate in this assessment center. Eligible candidates were invited to give notice of their intent to participate and four candidates did so. The assessment center was the first phase in the process to select a police lieutenant, and is weighted at 60%. A community panel interview is the second phase of the process and is weighted at 40%.

Prior to the assessment center date each candidate was provided the biographical information of each of the assessment team members. The candidates were directed to notify the City if any conflict of interest existed with any of the assessors. No such conflict of interest was voiced by any of the candidates.

In preparation for the assessment center the City of Worthington provided the following information. This information was used in the development of this assessment center process.

- Position description for the position of Police Lieutenant
- Worthington Police Division Organizational Chart
- Current FOP/OLC Union Contract between the City of Worthington and Lieutenants, Sergeants and Police Officers (2010 – 2012)
- Current Division of Police policy on:
  - Discipline
  - Use of Force
  - Domestic Violence
  - Motor Vehicle Pursuits
- The 2013 Patrol Operations Schedule
- The Division's Zone Officer Program policy
- A map of the Zone Officer Program's zones
- The Division's 2013 budget
- A PowerPoint presentation explaining the Division's policy for measuring traffic enforcement production by police officers
- The Division's public pamphlet on traffic safety
- The Division's performance evaluation form for Police Officers
- A copy of the Division's 2013 Goals and Objectives
- A copy of the 2011 Division of Police annual report
- A copy of the 2012 Division goals review
- The Use of Force Analysis report for 2010

- The Motor Vehicle Pursuit Analysis report for 2010
- Information available at the City of Worthington website at: [www.Worthingtonohio.org](http://www.Worthingtonohio.org)
- Additional information available at: [www.city-data.com](http://www.city-data.com)

## **ASSESSMENT TEAM**

The selection of the assessment team is an important part of any successful assessment center process. The OACP has an extensive list of professionally trained and qualified assessors. Within this list are assessors with varied experiences and backgrounds. It is the job of the Lead Consultant to assemble an assessment team that is appropriate to conduct an assessment center for the position being considered.

The assessment team selected for this process met all of those criteria. The Client reviewed the qualifications of the assessment team members following the pre-assessment process and approval was given for the inclusion of the assessors listed below.

During this assessment it was necessary to use a role-player. Deputy Chief Stephen Hrytzik filled that position. The job of the role-player is both critical and difficult. The critical part of the job is that the role-player must create an environment in which the candidates feel as though they were actually at work. The difficult part of the job is that the role-player must be consistent with the role from candidate to candidate. Dep. Chief Hrytzik was successful in both regards.

### **Heinz von Eckartsberg—Lead Consultant**

Heinz von Eckartsberg has been a member of the Dublin Ohio Division of Police since February of 1983. Chief von Eckartsberg was promoted to Chief in March 2011. During his career Chief von Eckartsberg has been assigned as a patrol officer, patrol sergeant, operations commander and services bureau commander. As Operations Commander, Chief von Eckartsberg supervised the operations of the Division's Patrol section, K-9 unit and was instrumental in developing the Division's Problem-Oriented Policing and Motorcycle units. In his assignment as Services Bureau Commander he was charged with managing the Division's Community Education Unit (DARE and School Resource Officers), Investigations section, and coordinated safety for all City special events. He was also responsible for managing his department's accreditation section, Community Relations and recruiting efforts.

Chief von Eckartsberg graduated summa cum laude with a bachelor's degree in organizational leadership from Franklin University in Columbus, Ohio. He is also a graduate of Northwestern University's School of Police Staff and Command, and the Ohio Police Executive Leadership College (PELC). Chief von Eckartsberg is a member of the Ohio Chiefs of Police, and the International Association of Chiefs of Police.



Chief von Eckartsberg currently serves as a Police Management Lead Consultant for the Ohio Association of Chiefs of Police (OACP), as the OACP's representative on the Sexual Abuse Advisory Board of Ohio, and has served on the OACP's Advisory Services Policy Committee since 2003.

### **Gary Vest—Consultant**

Chief Vest is the 2006-2007 Past-President of the Ohio Association of Chiefs of Police and chief of police for the City of Powell, Ohio, a position he has held since May 1996. The Powell Police Department is an accredited agency by the Commission on Accreditation for Law Enforcement Agencies, Inc., since March 23, 2002 and designated as a CALEA Flagship Agency in 2008 and 2011. Previously he served as the Police Chief of Clayton Ohio for seven years and ten years with the Montgomery County Sheriff's Office in Dayton.

Chief Vest holds an undergraduate degree in Criminal Justice and a Master of Public Administration degree from the University of Dayton. He is a graduate of the Police Executive Leadership College Session 18 and the 205<sup>th</sup> Session of the FBI National Academy.

### **Paul Denton—Consultant**

Paul Denton was appointed Chief of The Ohio State University Police Division in 2006 after serving 28-years with the Columbus Division of Police. He completed his career with Columbus Police at the rank of Commander. As Chief at OSU he reorganized the Division launching a crime analysis and problem-oriented approach to address campus crime issues. The agency was accepted by the Commission on the Accreditation of Law Enforcement Agencies to enter the accreditation process and is currently going through self-assessment. Chief Denton has successfully directed public safety operations for major campus events such as football games, political campaigns and other dignitary visits. Chief Denton has worked as a member of the exercise design team and evaluator for tabletop, functional and full scale emergency exercises on the local and county wide levels.

He serves on numerous campus, community and professional work groups including his current appointment by the governor to the Ohio Peace Officer Training Commission. He has presented in the classroom as a guest lecturer, at state and national professional conferences and to local community groups.

Chief Denton has participated in promotional assessments for Upper Arlington, Newark, Dayton, and Akron Police Departments in Ohio. Chief Denton holds a Master of Business Administration degree from Xavier University; a Master of Science in Criminal Justice degree from Tiffin University and a Bachelor of Science degree in Criminal Justice from Youngstown State University.

He attended the 194<sup>th</sup> session of the FBI National Academy and received certificates in the Certified Law Enforcement Executive (CLEE) and Police Executive Leadership College (PELC) programs.

## ASSESSMENT CENTER EXERCISES

The assessment center process begins with a pre-assessment meeting. This meeting took place on Tuesday, January 8, 2013 at the Worthington Division of Police Headquarters. In the pre-assessment meeting the policies and procedures for conducting an assessment center were reviewed with the leadership of the agency (Police Chief Masic, Personnel Director Trego, Lt. Jerry Strait, and Lt. Michael Daugherty). Relevant information about the agency was exchanged, and the assessment center exercises and dimensions were reviewed. Input was also received about the characteristics necessary to be successful at the rank of lieutenant as well as information regarding the ranking and importance of the reviewed dimensions. The dimensions receiving the highest priority for this agency were:

- **Decisiveness**—Readiness to make decisions, render judgment, take action, and commit oneself
- **Delegation and Control**—Effectiveness in direction, monitoring, assessment and development of subordinates
- **Planning and Organization**—Ability to efficiently establish an appropriate course of action for self or others to accomplish a specific goal, to make proper assignments of personnel, and to use resources appropriately
- **Judgment**—Ability to develop alternative solutions to problems, to evaluate courses of action, and to reach logical decisions
- **Problem Analysis**—Skill in identifying problems, securing relevant information and identifying possible causes of problems
- **Interpersonal Insight**—Perceiving and reacting to the needs of others and understanding the impact of self on others

In addition to these dimensions the following leadership/management traits were identified by the command staff as being important in the role of Police Lieutenant:

- Timeliness
- Innovativeness
- Able to lead by example / Lead from the front
- Inspirational
- Direct communicator
- Dedication
- Ability to see the “big picture”
- Team player

During the development of the exercises for this assessment center care was given to emphasize the use of these dimensions and the additional traits cited by the command staff (it should be noted that, for the In-Basket and Oral Presentation exercises respectively, the dimensions of written communications and oral communications were also used due to the very nature of the exercises). By comparing the assessment exercises and dimensions to the job description, position description, and the information gleaned during the pre-assessment interview the Lead Consultant was able to develop exercises that are specific to this process and

agency. These exercises were developed exclusively for this assessment center and will not be used again. Additionally, these exercises contained specific references to local addresses/locations and/or agency policy and procedure to facilitate understanding and a level of relevance for the candidates. It should also be noted that, at the conclusion of the assessment center the candidates were asked if they had been treated fairly and if the exercises had been relevant to their agency. The candidates all responded in the positive to both questions.

As previously mentioned, the leadership of the agency and the Lead Assessor discussed all the exercises offered in assessment centers by the OACP. It was agreed that this assessment center should consist of the following exercises:

- A Counseling Session Exercise
- An Oral Presentation Exercise
- An In-Basket Exercise

A definition of each exercise and brief descriptions of the specific exercises used in this process are shown below:

**In Basket Exercise:** Many of the projects and problems that confront supervisors and managers within a police organization first come to their notice through their in-basket. The In-Basket exercise closely simulates the day-to-day administrative and decision-making activities of a supervisor/manager in an actual working situation. The candidates are given scenarios typical of the promotional position and instructed to solve problems and make recommendations within a designated time frame. The items in the In-Basket exercise are a measure of the candidate's potential for performing in an actual situation. This enables the assessors to evaluate each candidate's performance to determine the degree to which the candidate's actions and decisions demonstrate sound management principles and are aligned with the expectations of the police organization and community.

**Dimensions Used:** Written Communication, Decisiveness, Delegation and Control, Planning and Organization, Judgment, Problem Analysis

- **Worthington Exercise:** This exercise attempted to simulate a day in the working life of a Patrol Operations Police Lieutenant with the Worthington Division of Police. The candidates were given the entire exercise of 15 items at the beginning of the day and had the duration of the assessment center to work on their responses. During this time they also had to prioritize their work and manage their time so that they were able to complete all the items in the exercise, as well as prepare two responses that had a time sensitive requirement.

**Counseling (Role Play) Session Exercise:** The purpose of a counseling exercise is as follows: A trained, experienced "role player" brings to the Counseling Session a scenario that has been designed by the lead consultant after discussions with the client. A Counseling Session is a form of interpersonal, face-to-face communication that takes place between the candidate and role player. A candidate must be aware that his or her every word or gesture during the Counseling Session may, in some

way, affect the perception of the individual being counseled. A candidate must demonstrate the ability to motivate work performance, correct misbehavior or misperceptions, provide key information, direct actions towards an appropriate solution, develop effective working relationships demonstrate flexibility, analyze problems, and use effective oral communications. Candidates should be cognizant of what is said and how it is said. Candidates must show they possess excellent listening skills. The candidate's attention to the body language and the responses of the role player is evaluated to determine how the candidate received and processed information.

**Dimensions Used:** Decisiveness, Delegation and Control, Planning and Organization, Judgment, Problem Analysis, Interpersonal Insight

- **Worthington Exercise:** This exercise required the candidates to act in the role of the newly promoted Patrol Operations Lieutenant as he/she meets with one of the Patrol Operations sergeants to discuss his team's performance in meeting traffic enforcement goals. The candidates were given specific information about the candidate's and his team's past work performance as compared to the work performance of other teams within the bureau. The exercise required all candidates to utilize good interviewing skills, sound management technique, and solid interpersonal skills to get to the bottom of the issues behind the sergeant's poor team work performance.

**Oral Presentation Exercise:** The Oral Presentation exercise gives assessors an opportunity to observe and evaluate a candidate's ability to present ideas or tasks to an individual or group, with or without preparation. The candidate's use of non-verbal communication is also observed and evaluated. By choosing a relevant topic, assessors are provided an opportunity to evaluate the candidate's knowledge in that area. This exercise measures the candidate's ability to comprehend information presented, to give an oral presentation in a clear, concise, and logical manner, and to respond appropriately to any follow-up questions.

**Dimensions Used:** Decisiveness, Delegation and Control, Planning and Organization, Judgment, Problem Analysis, Oral Communication

- **Worthington Exercise:** In this exercise the candidates were tasked with presenting to the Division's command staff, including the City Manager, their plan for improving the Patrol Operations Bureau's performance in promoting and utilizing the Division's Zone Officer program in the coming year. The candidates were required to present to the Command Staff (the three assessors) and answer any follow up questions resulting from their presentations. The preparation and presentation for this exercise required careful planning and use of management and leadership principles.

## **CANDIDATE EVALUATIONS**

The final scores for each candidate in this assessment center are expressed on a numeric scale of 0% - 100%. At the beginning of the assessment center each candidate was given a letter designation (A through D). Each candidate wore that letter on his/her clothing throughout the assessment center. Additionally, each

candidate signed a log in sheet indicating their name as it corresponded to their letter designation. Finally, a photo of each candidate, showing their letter designation was taken. A record of the photos and the log in sheet are retained for identification purposes.

The assessment team was provided with copies of the exercises and dimensions to be used prior to arriving at the host agency. In addition, the team met prior to the start of the assessment center to review all the exercises and dimensions used. Each exercise was discussed and a general consensus was reached as to the level of expected performance by the candidates for each scoring value. Each assessor then evaluates and scores each candidate's performance independently based on the dimensions used. A total of six dimensions were used for each exercise. A grading scale of 5 – 10 is used for grading each dimension with the exercises. After the assessors complete their independent scoring of each exercise a consensus discussion is held to determine whether a variance in score of more than one point exists for any dimension. If a greater variance exists, the assessors discuss the performance on that dimension to determine the cause of the variance. Typically, this discussion results in all scores coming within the variance parameter. The individual scores of the assessors were averaged for each exercise and then converted to a 0-100% value. The scores of all of the exercises were then averaged to arrive at the total score. Scores are reported on the two pages that follow.

After the scores, a section of the report follows that includes charts for each candidate providing additional information about the performance of the candidate in relation of all candidates. The final section of this report is the narrative section which reports behaviors of each candidate during the Assessment Center.

# OHIO ASSOCIATION OF CHIEFS OF POLICE

Advisory Services

## Assessment Center Scores

Worthington Division of Police

Lieutenant

Saturday, February 16, 2013

Chief Heinz von Eckartsberg, Lead Consultant

Average % Score: 84.40%

Average Point Score: 455.75

Total Possible Points: 540

<u>Candidate</u>	<u>Score</u>	<u>%</u>	<u>Rank</u>
A	489.00	90.56	1
B	458.00	84.81	3
C	472.00	87.41	2
D	404.00	74.81	4

## Worthington Division of Police

Results Of The Assessment Center Conducted:

**Saturday, February 16, 2013**

Chief Heinz von Eckartsberg, Lead Consultant

### Lieutenant

<b>Candidate</b>	<b>Role Play #1</b>	<b>Oral Exercise #1</b>	<b>In-Basket</b>	<b>Not Used</b>	<b>Total Points</b>	<b>Final Score %</b>	<b>Rank</b>
<b><u>Letter</u></b>	(Total Possible Score For This Exercise Is 180)	(Total Possible Score For This Exercise Is 180)	(Total Possible Score For This Exercise Is 180)	(Total Possible Score For This Exercise Is 0)	(Total Score Is 540)		
A	170	160	159	0	489	90.56%	1
B	156	148	154	0	458	84.81%	3
C	155	168	149	0	472	87.41%	2
D	127	141	136	0	404	74.81%	4

## EXPLANATION OF CANDIDATE RESULTS - INDIVIDUAL CHARTS

**It is important to understand that for this and all Assessment Centers conducted by the OACP Advisory Services Division evaluations of candidates are based upon the professional judgment of the three members of the assessment team.** These experienced consultants have all served at a command level, have been selected based upon their qualifications, have been trained initially in a common assessment center methodology and are required to retrain periodically.

There is one table and three charts on each Candidate Results - Individual Charts form that provide specific information about the candidate's score on the test as a whole, on each Exercise and on each Dimension measured.

T  
A  
B  
L  
E

The table at the top left side lists the Exercises included in the Assessment Center, the Total Possible Score (total points in the Assessment Center) for each Exercise and for the Assessment Center as a whole. The table also lists the Candidate's Score on each Exercise and lists the candidate's Total Score for the Assessment Center. Finally, for each Exercise and for the total Assessment Center, the table lists each Candidate's % Score and the Average % Score for all candidates participating in this Assessment Center.

C  
H  
A  
R  
T  
  
1

The first chart compares for each candidate their score (Candidate's Score) with the Total Possible Score (most points achievable) for the Assessment Center.

**Important note: For ranking purposes, the scores provided to the client in the Final Report are based upon the Total Scores for candidates that have been converted to a percentage of the Total Possible Score and represented on a scale of 1 to 100.**

C  
H  
A  
R  
T  
  
2

The second chart provides a way to view the performance of each candidate on the various Exercises. The Candidate's % Score on each Exercise is compared with the performance of the "Average" % Score For All Candidates who participated in the Assessment Center.

C  
H  
A  
R  
T  
  
3

The third chart provides a way to view the performance of each candidate with the performance of the "average" candidate who participated in the Assessment Center. The candidate's scores on the 8 Dimensions are compared with the average score obtained on each Dimension by all candidates. Listed below are all of the 8 Dimensions along with the definition for each Dimension.

DIMENSION	DEFINITION
ORAL COMMUNICATIONS	Effectiveness of spoken expression in individual and group situations (including gestures and non-verbal communication)
WRITTEN COMMUNICATIONS	Effectiveness of expression in writing
INTERPERSONAL INSIGHT	Perceiving and reacting to the needs of others and understanding the impact of self on others
PROBLEM ANALYSIS	Skill in identifying problems, securing relevant information and identifying possible causes of problems
JUDGMENT	Ability to develop alternative solutions to problems, to evaluate courses of action, and to reach logical decisions
DECISIVENESS	Readiness to make decisions, render judgment, take action, and commit oneself
PLANNING & ORGANIZING	Ability to efficiently establish an appropriate course of action for self or others to accomplish a specific goal, to make proper assignments of personnel, and to use resources appropriately
DELEGATION & CONTROL	Effectiveness in the direction, monitoring, assessment and development of subordinates

**Anyone who receives a copy of the OACP Advisory Services Assessment Center Results Form for one or more of the Candidates who participated in this Assessment Center should also be given a copy of this Explanation Of Candidate Results Form.**



# OACP Advisory Services Assessment Center - Candidate Results

(See the "Explanation of Candidate Results Form" for an explanation of the information provided on this page.)

Candidate: A

Police Department: The City of Worthington

Position: Lieutenant

Assessment Center Date: February 16, 2013

(TABLE)

Exercise	Total Possible Score	Candidate's Score	Candidate's % Score*	Average % Score
Role Play #1	180	170	94.44%	84.44%
Oral Exercise #1	180	160	88.89%	85.69%
In-Basket	180	159	88.33%	83.06%
Not Used	0	0		
Total	540	489	90.56%	84.40%

CHART 1

## Total Scores

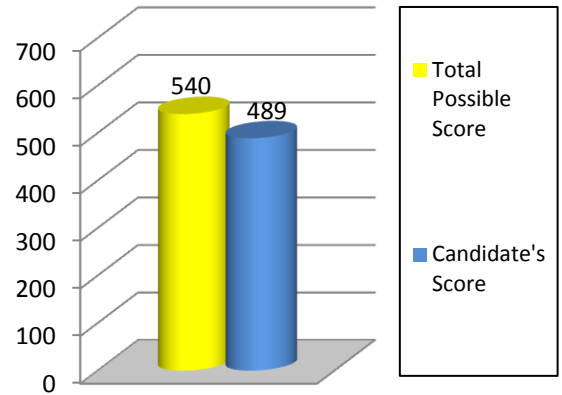


CHART 2

## Comparison - Candidate's % Score and Average % Score for all Candidates for each Exercise

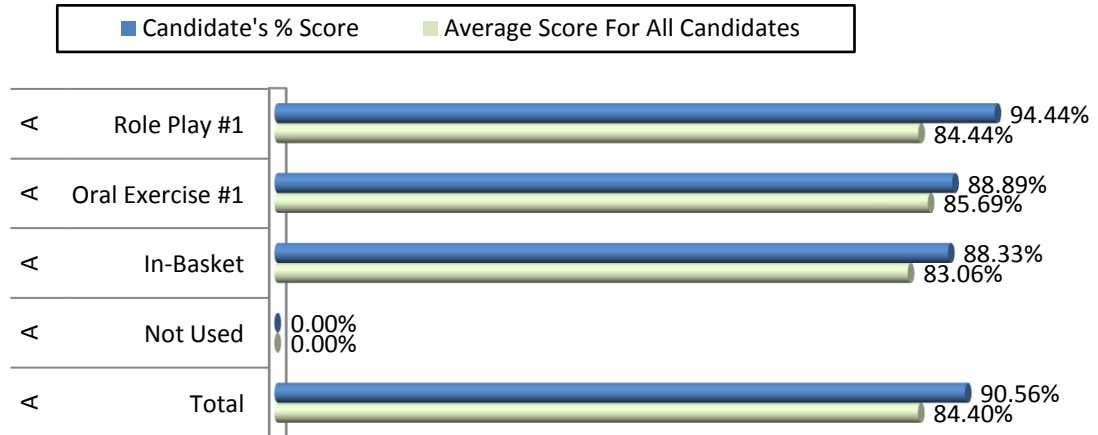
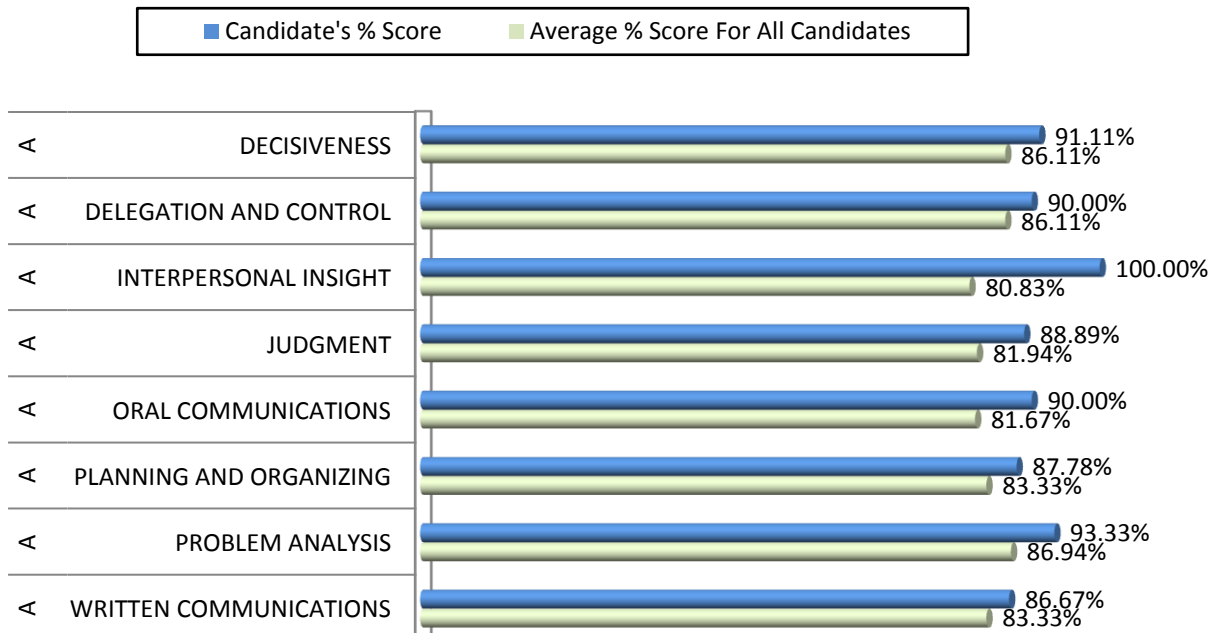


CHART 3

## Comparison - Candidate's % Score and Average % Score for all Candidates for each Dimension



# OACP Advisory Services Assessment Center - Candidate Results

(See the "Explanation of Candidate Results Form" for an explanation of the information provided on this page.)

Candidate: B

Police Department: The City of Worthington

Position: Lieutenant

Assessment Center Date: February 16, 2013

(TABLE)

Exercise	Total Possible Score	Candidate's Score	Candidate's % Score*	Average % Score
Role Play #1	180	156	86.67%	84.44%
Oral Exercise #1	180	148	82.22%	85.69%
In-Basket	180	154	85.56%	83.06%
Not Used	0	0		
Total	540	458	84.81%	84.40%

CHART 1

## Total Scores

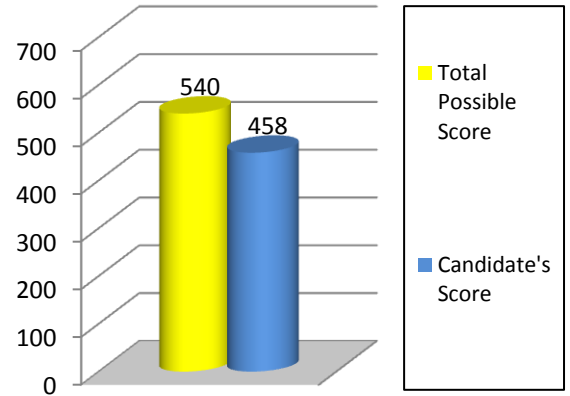


CHART 2

## Comparison - Candidate's % Score and Average % Score for all Candidates for each Exercise

■ Candidate's % Score ■ Average Score For All Candidates

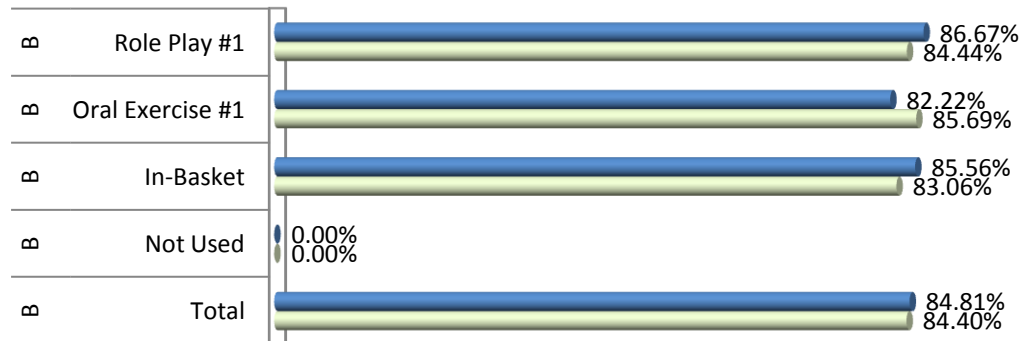
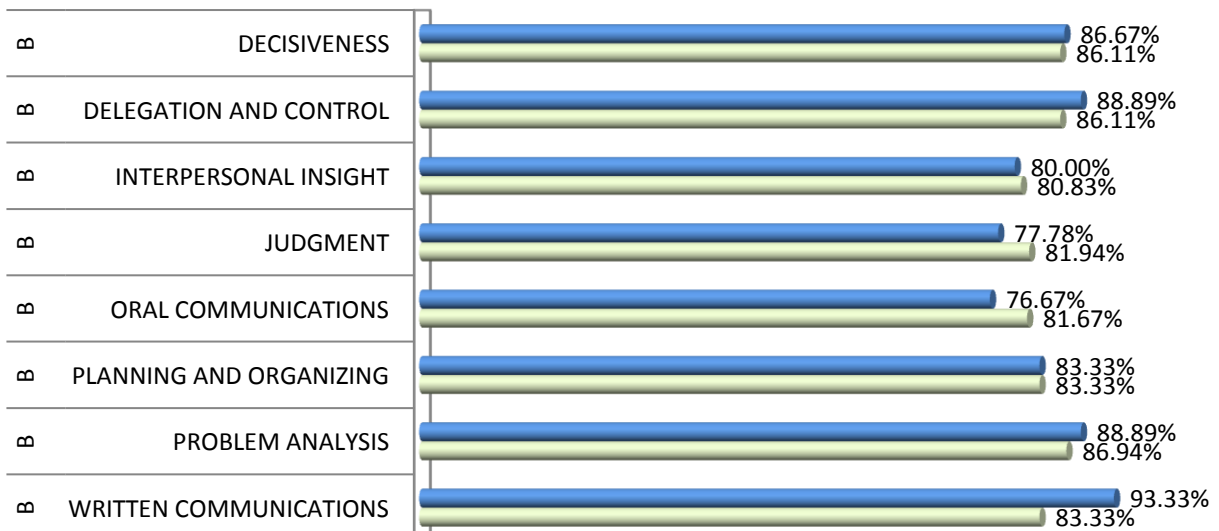


CHART 3

## Comparison - Candidate's % Score and Average % Score for all Candidates for each Dimension

■ Candidate's % Score ■ Average % Score For All Candidates



# OACP Advisory Services Assessment Center - Candidate Results

(See the "Explanation of Candidate Results Form" for an explanation of the information provided on this page.)

Candidate: C

Police Department: The City of Worthington

Position: Lieutenant

Assessment Center Date: February 16, 2013

(TABLE)

Exercise	Total Possible Score	Candidate's Score	Candidate's % Score*	Average % Score
Role Play #1	180	155	86.11%	84.44%
Oral Exercise #1	180	168	93.33%	85.69%
In-Basket	180	149	82.78%	83.06%
Not Used	0	0		
Total	540	472	87.41%	84.40%

CHART 1

## Total Scores

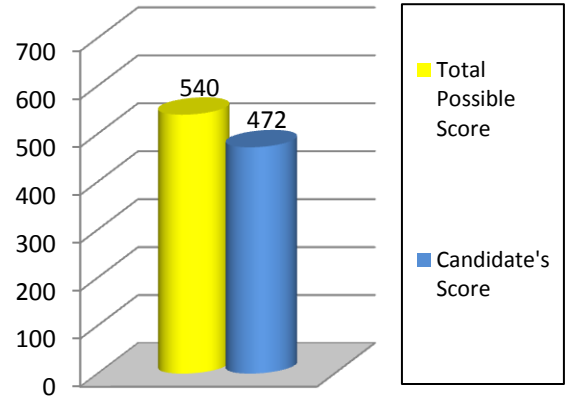


CHART 2

## Comparison - Candidate's % Score and Average % Score for all Candidates for each Exercise

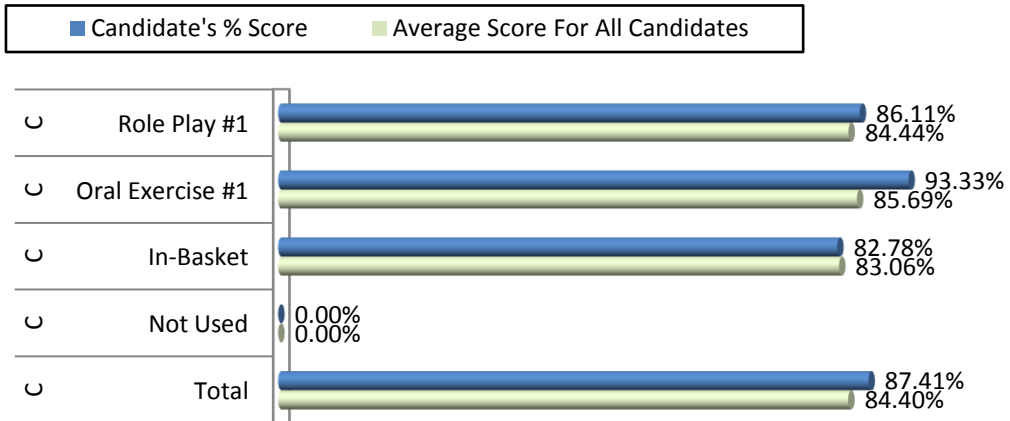
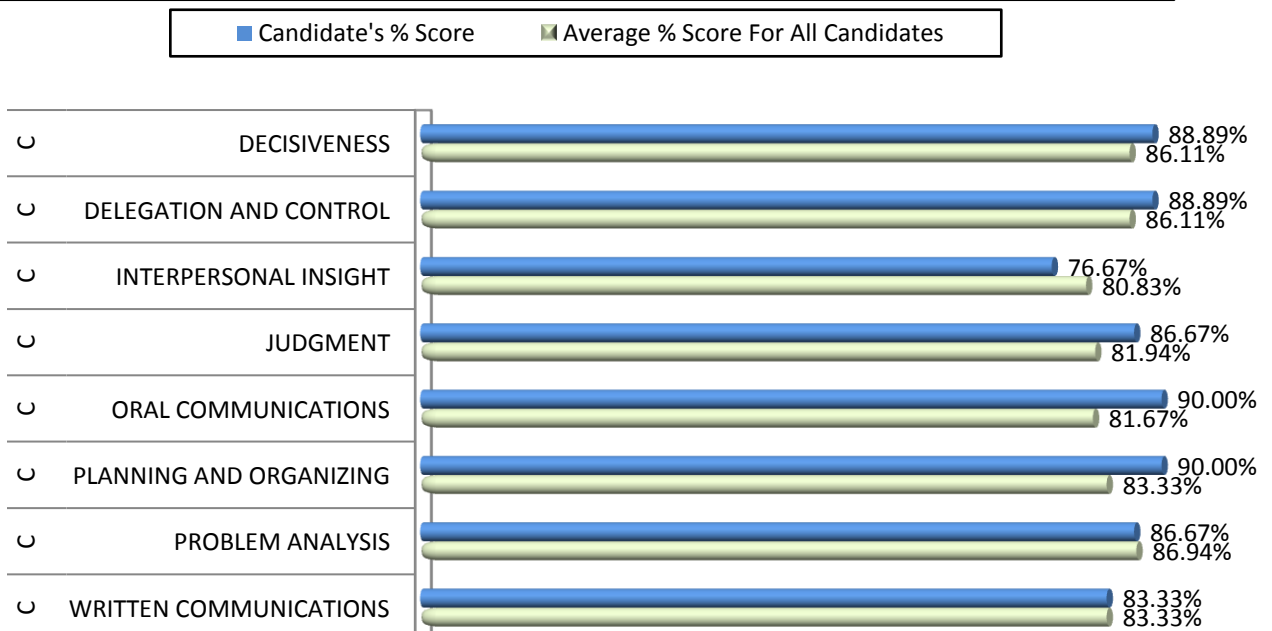


CHART 3

## Comparison - Candidate's % Score and Average % Score for all Candidates for each Dimension



# OACP Advisory Services Assessment Center - Candidate Results

(See the "Explanation of Candidate Results Form" for an explanation of the information provided on this page.)

Candidate: **D**

Police Department: The City of Worthington

Position: Lieutenant

Assessment Center Date: February 16, 2013

(TABLE)

Exercise	Total Possible Score	Candidate's Score	Candidate's % Score*	Average % Score
Role Play #1	180	127	70.56%	84.44%
Oral Exercise #1	180	141	78.33%	85.69%
In-Basket	180	136	75.56%	83.06%
Not Used	0	0		
Total	540	404	74.81%	84.40%

CHART 1

## Total Scores

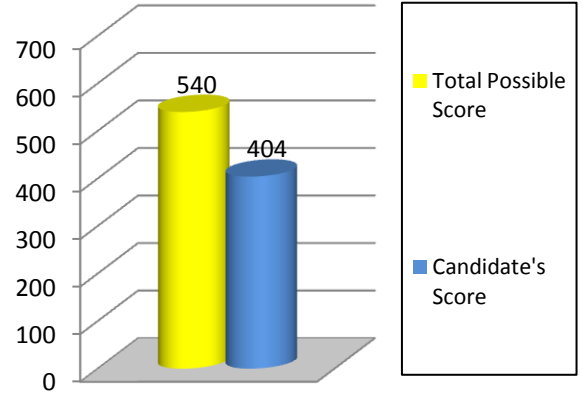


CHART 2

## Comparison - Candidate's % Score and Average % Score for all Candidates for each Exercise

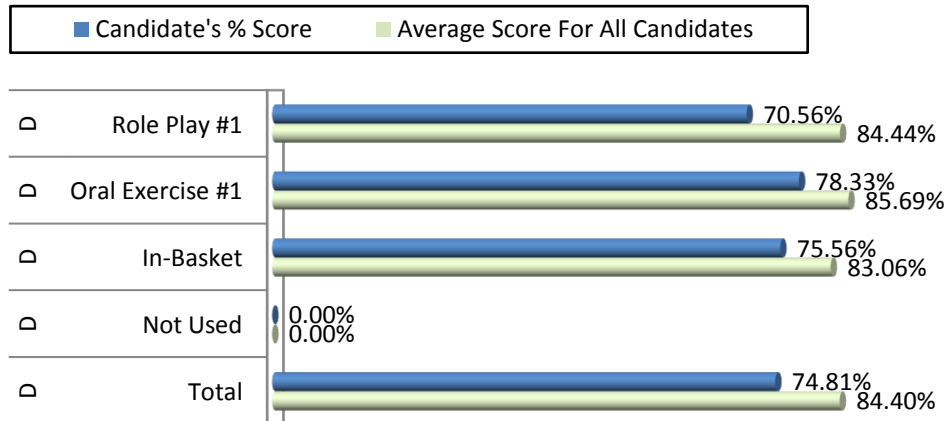
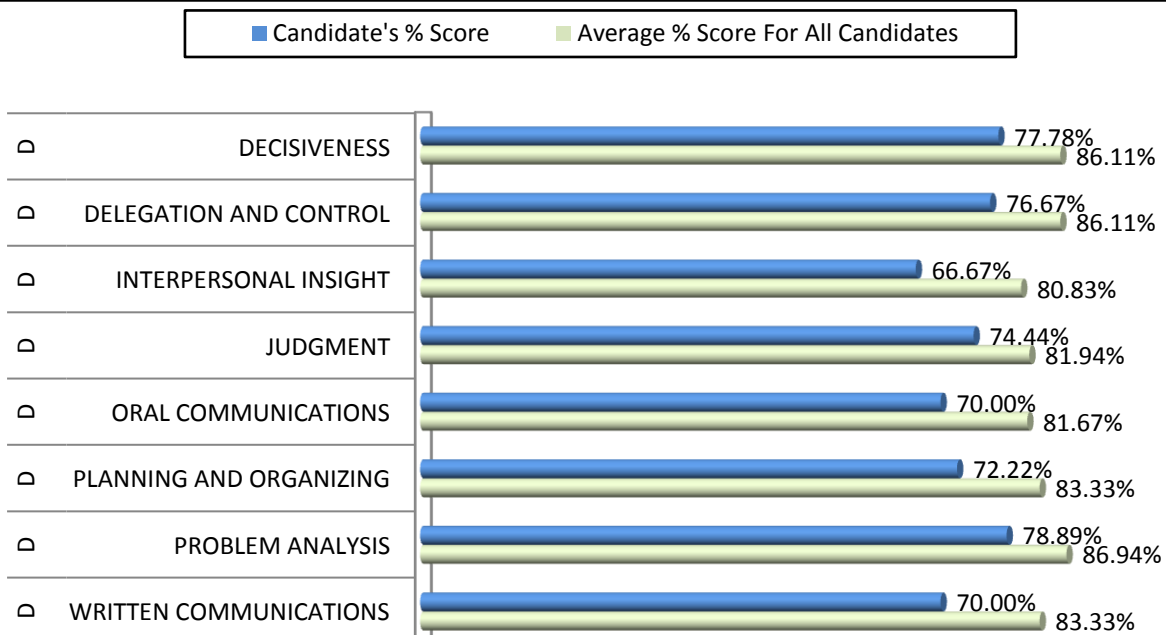


CHART 3

## Comparison - Candidate's % Score and Average % Score for all Candidates for each Dimension



## **NARRATIVE SECTION OF THE FINAL REPORT**

The Narrative Section of the Final Report is a collection of behaviors observed from each Candidate from each Exercise. As such they are only a reflection of all behaviors exhibited throughout the Assessment Center. This section is added to the Final Report at the request of the Client and is a supplement to the normal Final Report format. Typically, Clients request these observations either to assist the appointing authority in making promotional decisions or to assist the police department and candidates with future career development and training activities.

There is not a quantifiable relationship between these reflective comments and the scores and rankings of candidates. The scores candidates received were based upon the total sum of behaviors exhibited during each Exercise as evaluated by this team of trained, experienced and professional subject area specialists.

### **SYNOPSIS OF BEHAVIORS OBSERVED—BY CANDIDATE**

By exercise and for each candidate, comments in this section of the Final Report are a synopsis of behaviors observed. These comments are **not** all inclusive of the candidate's behaviors observed during the assessment center process.

#### **Candidate A**

##### **Counseling Exercise**

- ☐ The candidate greeted the sergeant politely and introduced himself
- ☐ The candidate displayed appropriate listening skills, allowing the sergeant time to speak, while candidate listened
- ☐ The candidate's discussion with the sergeant was professional and direct
- ☐ The candidate was prepared for the meeting with the sergeant
- ☐ The candidate's discussion reflected professional knowledge and prudent decision-making
- ☐ The candidate demonstrated command presence through his/her control of the interview and by making it clear to the sergeant that he/she was now his lieutenant
- ☐ The candidate demonstrated good interviewing and investigative skills by asking probing questions and/or developing additional relevant information during the exercise
- ☐ The candidate showed appropriate respect and compassion regarding the sergeant's situation

- ☐ The candidate took appropriate action to improve the sergeant's work performance
- ☐ The candidate made an appropriate EAP referral for the sergeant
- ☐ The candidate concluded the exercise by providing an appropriate follow up with the sergeant

### **Oral Presentation Exercise**

- ☐ The candidate began with an appropriate introduction
- ☐ The candidate's remarks were logical, clear, and concise
- ☐ The candidate used appropriate non-verbal communication techniques; e.g., eye contact, body language, and gestures
- ☐ The candidate used voice (volume, tone, and inflection) to enhance the presentation
- ☐ The candidate used appropriate vocabulary
- ☐ The candidate was prepared for the exercise
- ☐ The candidate defined the issue(s) and offered proposed solution(s)
- ☐ The candidate proposed practical and proactive solutions
- ☐ The candidate's utilized good problem-solving skills
- ☐ The candidate's recommendations included interaction with more than one level or component of the organization and/or external stakeholders or constituencies
- ☐ The candidate outlined a viable plan for monitoring progress and measuring success
- ☐ The candidate's response suggested an effective use of agency resources

### **In-Basket Exercise**

- ☐ The candidate formulated a response, as instructed, to at least twelve of the fifteen in-basket items.
- ☐ The candidate's responses demonstrate an ability to critically evaluate information and to properly weigh its priority.

- ☐ The candidate selected appropriate means of response (meeting, e-mail, telephone call, etc.).
- ☐ The candidate's responses to in-basket items were well reasoned for the situation.
- ☐ The candidate recognized interrelated in-basket items.
- ☐ The candidate's responses reflected professional knowledge and prudent decision-making.
- ☐ The candidate's written product utilized proper spelling and punctuation.
- ☐ The candidate's written product is organized using a logical sequence.
- ☐ The candidate's solutions are plausible, creative, and resourceful.
- ☐ The written work product demonstrates understanding and use of available resources.
- ☐ The candidate uses delegation appropriately and effectively.
- ☐ Good problem-solving skills are evident in the candidate's resolution of the in-basket items.
- ☐ The candidate's responses demonstrate recognition of staffing, scheduling, and/or budget impact.
- ☐ The candidate's performance would have been enhanced by more immediate follow up with complainant in item #7
- ☐ The candidate's performance would have been enhanced by recognizing the policy violation by the officer in item #15

### **Candidate B**

#### **Counseling Exercise**

- ☐ The candidate greeted the sergeant politely and introduced himself
- ☐ The candidate displayed appropriate listening skills, allowing the sergeant time to speak, while candidate listened
- ☐ The candidate's discussion with the sergeant was professional and direct
- ☐ The candidate was prepared for the meeting with the sergeant

- ☐ The candidate's discussion reflected professional knowledge and prudent decision-making
- ☐ The candidate demonstrated command presence through his/her control of the interview and by making it clear to the sergeant that he/she was now his lieutenant
- ☐ The candidate demonstrated good interviewing and investigative skills by asking probing questions and/or developing additional relevant information during the exercise
- ☐ The candidate took appropriate action to improve the sergeant's work performance

### **Oral Presentation Exercise**

- ☐ The candidate began with an appropriate introduction
- ☐ The candidate appeared enthusiastic, calm, and created a positive impression
- ☐ The candidate's remarks were logical, clear, and concise
- ☐ The candidate used appropriate non-verbal communication techniques; e.g., eye contact, body language, and gestures
- ☐ The candidate used voice (volume, tone, and inflection) to enhance the presentation
- ☐ The candidate used appropriate vocabulary
- ☐ The candidate was prepared for the exercise
- ☐ The candidate proposed practical and proactive solutions
- ☐ The candidate's utilized good problem-solving skills
- ☐ The candidate's recommendations included interaction with more than one level or component of the organization and/or external stakeholders or constituencies
- ☐ The candidate's response suggested an effective use of agency resources

### **In-Basket Exercise**

- ☐ The candidate formulated a response, as instructed, to at least twelve of the fifteen in-basket items.



- ☐ The candidate's responses demonstrate an ability to critically evaluate information and to properly weigh its priority.
- ☐ The candidate selected appropriate means of response (meeting, e-mail, telephone call, etc.).
- ☐ The candidate's responses to in-basket items were well reasoned for the situation.
- ☐ The candidate recognized interrelated in-basket items.
- ☐ The candidate's responses reflected professional knowledge and prudent decision-making.
- ☐ The candidate's written product utilized proper spelling and punctuation.
- ☐ The candidate's written product is organized using a logical sequence.
- ☐ The candidate's solutions are plausible, creative, and resourceful.
- ☐ The written work product demonstrates understanding and use of available resources.
- ☐ The candidate uses delegation appropriately and effectively.
- ☐ Good problem-solving skills are evident in the candidate's resolution of the in-basket items.
- ☐ The candidate's responses demonstrate recognition of staffing, scheduling, and/or budget impact.

### **Candidate C**

#### **Counseling Exercise**

- ☐ The candidate displayed appropriate listening skills, allowing the sergeant time to speak, while candidate listened
- ☐ The candidate's discussion with the sergeant was professional and direct
- ☐ The candidate was prepared for the meeting with the sergeant
- ☐ The candidate demonstrated command presence through his/her control of the interview and by making it clear to the sergeant that he/she was now his lieutenant

- ☐ The candidate took appropriate action to improve the sergeant's work performance
- ☐ The candidate made an appropriate EAP referral for the sergeant
- ☐ The candidate concluded the exercise by providing an appropriate follow up with the sergeant

### **Oral Presentation Exercise**

- ☐ The candidate began with an appropriate introduction
- ☐ The candidate appeared enthusiastic, calm, and created a positive impression
- ☐ The candidate's remarks were logical, clear, and concise
- ☐ The candidate used appropriate non-verbal communication techniques; e.g., eye contact, body language, and gestures
- ☐ The candidate adequately addressed all issues and questions posed in the exercise
- ☐ The candidate used voice (volume, tone, and inflection) to enhance the presentation
- ☐ The candidate used appropriate vocabulary
- ☐ The candidate was prepared for the exercise
- ☐ The candidate defined the issue(s) and offered proposed solution(s)
- ☐ The candidate proposed practical and proactive solutions
- ☐ The candidate's recommendations included interaction with more than one level or component of the organization and/or external stakeholders or constituencies
- ☐ The candidate outlined a viable plan for monitoring progress and measuring success
- ☐ The candidate's response suggested an effective use of agency resources

### **In-Basket Exercise**

- ☐ The candidate formulated a response, as instructed, to at least twelve of the fifteen in-basket items.

- ☐ The candidate's responses demonstrate an ability to critically evaluate information and to properly weigh its priority.
- ☐ The candidate selected appropriate means of response (meeting, e-mail, telephone call, etc.).
- ☐ The candidate's responses to in-basket items were well reasoned for the situation.
- ☐ The candidate recognized interrelated in-basket items.
- ☐ The candidate's responses reflected professional knowledge and prudent decision-making.
- ☐ The candidate's written product utilized proper spelling and punctuation.
- ☐ The candidate's written product is organized using a logical sequence.
- ☐ The candidate's solutions are plausible, creative, and resourceful.
- ☐ The written work product demonstrates understanding and use of available resources.
- ☐ The candidate uses delegation appropriately and effectively.
- ☐ The candidate's performance would have been enhanced by using better problem-solving skills in the resolution of in-basket items.

### **Candidate D**

#### **Counseling Exercise**

- ☐ The candidate greeted the sergeant politely and introduced himself
- ☐ The candidate's discussion with the sergeant was professional and direct
- ☐ The candidate was prepared for the meeting with the sergeant
- ☐ The candidate demonstrated command presence through his/her control of the interview and by making it clear to the sergeant that he/she was now his lieutenant
- ☐ The candidate's performance would have been enhanced by showing more appropriate respect and compassion regarding the sergeant's situation
- ☐ The candidate's performance would have been enhanced by making an appropriate EAP referral for the sergeant

- ☐ The candidate's performance would have been enhanced concluding the exercise by providing an appropriate follow up with the sergeant

### **Oral Presentation Exercise**

- ☐ The candidate began with an appropriate introduction
- ☐ The candidate appeared enthusiastic, calm, and created a positive impression
- ☐ The candidate used appropriate non-verbal communication techniques; e.g., eye contact, body language, and gestures
- ☐ The candidate used voice (volume, tone, and inflection) to enhance the presentation
- ☐ The candidate used appropriate vocabulary
- ☐ The candidate was prepared for the exercise
- ☐ The candidate defined the issue(s) and offered proposed solution(s)
- ☐ The candidate proposed practical and proactive solutions
- ☐ The candidate's recommendations included interaction with more than one level or component of the organization and/or external stakeholders or constituencies
- ☐ The candidate's response suggested an effective use of agency resources
- ☐ The candidate's performance would have been enhanced by outlining a viable plan for monitoring progress and measuring success

### **In-Basket Exercise**

- ☐ The candidate formulated a response, as instructed, to at least twelve of the fifteen in-basket items.
- ☐ The candidate's responses demonstrate an ability to critically evaluate information and to properly weigh its priority.
- ☐ The candidate's performance would have been enhanced if responses to in-basket items were more reasonable for the given situations.
- ☐ The candidate's responses reflected professional knowledge and prudent decision-making.

- ☐ The candidate's performance would have been enhanced if his written product utilized better spelling and punctuation.
- ☐ The written work product demonstrates understanding and use of available resources.
- ☐ The candidate's performance would have been enhanced if responses demonstrated better recognition of staffing, scheduling, and/or budget impact.