
MEMORANDUM – EXAMPLE

TO: ACTING CHIEF J. SCOTT CARLTON, CHIEF OF POLICE CANDIDATE,
HAMILTON TOWNSHIP POLICE DEPARTMENT ASSESSMENT CENTER

FROM: CHIEF MICHAEL DICKEY, CLEE, LEAD CONSULTANT

SUBJECT: INFORMATION RELATIVE TO THE ASSESSMENT CENTER

DATE: FEBRUARY 9, 2011

CC: MELISSA BROCK, HUMAN RESOURCES MANAGER, HAMILTON TOWNSHIP

Below is information relative to the Assessment Center for the Hamilton Township Police Department. I have been selected to be the Lead Consultant with responsibilities to conduct the Assessment Center and I will be assisted by the Assessors listed below. If you have additional questions about the Assessment Center, please contact Craig King, Director, OACP Advisory Services at craig.king@oacp.org. They will forward to me any questions that they cannot answer.

Attached are biographies for all three consultants who form the Assessment Panel and a document, *Introduction to the Assessment Center Process* that might help you to better understand the process. There will be a brief orientation at the beginning of the Assessment Center. We appreciate your participation in this important component of the selection process and your cooperation.

Assessors Assisting: Chief (ret.) Peter Herdt
Chief Russell Martin, Delaware PD

Date: Saturday, February 19, 2011

Reporting Time: 8:30 a.m. (Exercises will start at approximately 9:00 a.m.)

Place: Warren Ritchie Law Office
5300 Socialville-Foster Road, Suite 140
Mason, OH 45040

Ending Time 3:00 p.m. (approximated)

Proper Attire: Business attire for men/women (no lapel pins or uniforms)

Identification: Each candidate will be assigned a letter and names will not be given to the Assessors. Assessors will address candidates by the assigned letter and candidates should likewise address each other by letter.

Other Information: The various exercises will contain content that is applicable to the administration of a police department and law enforcement in general.

All materials necessary for the assessment exercises will be provided for you and these are the only materials you are authorized to use for the assessment center. Candidates may not bring aids other than pencil, pen, eraser, highlighter, if they so choose. **All other materials are prohibited and are not to be brought to the assessment center, or otherwise used**, including, cell phones, dictionaries, calculators, computers, notes, other types of reference materials, etc. Lunch will be provided on-site. Candidates are permitted to bring snacks, a lunch and/or beverages with them.

INTRODUCTION TO THE ASSESSMENT CENTER PROCESS

An assessment center is a structured series of activities or exercises. These exercises are developed to enable individuals trained as assessors to observe a candidate's behavior and document a score based on the candidate's performance.

Assessment centers in one form or another have been around for a long time. In World War I the German army used a form of the assessment center process to select intelligence officers. In the last twenty years assessment centers have become an extremely popular testing method of assessing candidates' behaviors and of promoting those who show a high degree of positives in those behaviors.

There are several reasons for a public sector agency such as a police department to continue with or to adopt the assessment process:

1. The accuracy of the process has been proven in studies conducted by a large number of companies and government agencies. Candidates selected for managerial positions through the assessment center process have been found to be two to three times more likely to succeed at higher management levels than those promoted on the basis of other tests or on supervisory judgment.
2. Involvement in the assessment center process is a powerful learning experience for both the candidate and the assessors who observe and record the candidate's behavior.
3. Candidates generally react favorably to the assessment center in selection systems for career advancement.
4. Management acceptance is high because the assessment center makes sense. Managers like the idea of being able to judge an employee's future performance at the management level on the basis of how he or she reacts to the simulated challenges of the assessment center.

One of the primary things to remember about the assessment center is that your behavior which is being rated is, in most cases, more important than your knowledge of the position you are seeking. Knowledge of the job is important; especially in police work and you should make yourself as knowledgeable as possible regarding the operating procedures of the position you are seeking. The fact of the matter is, however, that if you exhibit strength in the behaviors necessary to do that position, management will usually know that you will be able to function at a high level within that position.

Perhaps one of the better ways to prepare for the assessment center is to simply focus on the behaviors exhibited by an individual you know and respect who is in the position for which you are testing.

Finally, assessment centers measure behavior. Positive examples of those behaviors demonstrated by a candidate will suggest to an agency that the candidate can perform well in the rank for which the testing represents. In order to find people who show that they possess positive examples of those behaviors, structured exercises are developed which will highlight examples of those behaviors. There is no mystique to the process and there really shouldn't be. In a good assessment center process there should be no secrets. Candidates should be given all possible information prior to entering the testing.