

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

Prepared For:  
**The City of London, Ohio**

Position:  
**Chief of Police**

Assessment Center Conducted:  
**Saturday, October 31, 2015**



Report Prepared By:

Chief Douglas Knight, Lead Consultant  
Chief (ret.) R. Steven Bailey, Assessor  
Chief (ret.) Kenneth Burns, Assessor

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Ohio Association of Chiefs of Police  
Advisory Services

November 6, 2015

Mr. Stephen L. Hume  
Safety-Service Director  
City of London  
6 E. Second Street  
London, Ohio 43140

Re: **Assessment Center for Police Chief**

Dear Mr. Hume:

The Ohio Association of Chiefs of Police and the assessment team thank the City of London for the opportunity to assess candidates for Police Chief appointment.

The Advisory Services Division conducted an assessment center on Saturday, October 31, 2015. R. Steven Bailey (retired) of the Miami Township Police Department and Chief Kenneth Burns (retired) of the Lebanon Police Department joined me as assessors. Consultants conducted the assessment center at the London City Offices. Five police chief candidates participated. We received excellent cooperation from the candidates and from London police staff.

I've enclosed the assessment team's report. Individual photographs included herein associate the candidate's letter designation. Please feel free to share information with the candidates or to restrict disclosure as the City of London deems appropriate.

Please extend the assessment team's appreciation of the effort and abilities of all five candidates. Each fully participated in assessment center exercises. They presented themselves as talented professionals.

Mr. Craig King of the Ohio Association of Chiefs of Police will forward an invoice on behalf of the Advisory Services Division. I may be reached at (937) 454-0020 or (937) 623-1160 if you have any questions.

Sincerely,

A handwritten signature in black ink, reading "D. L. Knight".

Douglas L. Knight  
Lead Consultant



## **LONDON POLICE CHIEF ASSESSMENT REPORT**

**OCTOBER 31, 2015**

### **COMMUNITY/AGENCY PROFILE**

London, the county seat of Madison County, is a central Ohio city of approximately 10,000 residents. The city is approximately 24 miles southwest of Columbus. London encompasses an area of about nine square miles and has more than 3,800 housing units. Since 1980, the land size of London has increased more than 70 percent. Members of racial or ethnic minorities comprise 11% of the city's population.

When the organization of Madison County took place on March 1, 1810, there was no city or village suitable to be selected as a county seat. The General Assembly appointed a commission to choose a site for the seat of justice. They chose a 200 acre tract of land in Union Township belonging to John Martin. Lots were laid for a new town which the commissioners called London.

Today, the city's downtown includes stately buildings of the nineteenth and twentieth centuries, retail and commercial storefronts, and the offices of municipal and county government. The London Correctional Institution, The Madison Correctional Institution, the Ohio Peace Officer Training Academy, and the headquarters of the state's Bureau of Criminal Investigation are just beyond the city's corporate limits and are major employers of London residents. London is also a manufacturing and an agricultural community. In addition to state government, the community's largest employers include Stanley Electric and a Staples distribution center. The London City School District and the Madison Hospital are also major employers. The school district is comprised of London High School, a middle school, and an elementary school. The city is also home to St. Patrick School, a private parochial school for students in grades K-8.

London has the statutory mayor-council form of Ohio municipal government. The city's elected officials include the mayor, council president, and seven council members. Four city council members are elected from wards. The mayor, the city auditor, the president of council, and three council members are elected at large. A three-member civil service commission, assisted by the city's mayor and Safety-Service Director, oversees London's method of selection of police personnel, including the chief of police. The chief of police reports to the Safety-Service Director.

London experiences the same types of crime that confront most Ohio cities of comparable size and composition. Crimes of violence are infrequent. The most frequent offenses include property crimes, drug offenses, and public disorder complaints. London recorded a total of 16 violent crimes and 252 property crimes during 2013, the most recent year for which FBI statistics are available. The city experienced no murders, three rapes, four robberies, and nine aggravated assaults in 2013. Property crimes that year included 69 burglaries, 179 thefts, four motor vehicle thefts, and one case of arson.

The London Police Department is a full-service municipal law enforcement agency. The police department has an annual budget of \$2.1 million and is comprised of approximately 22 members—a complement that includes 18 law enforcement officers (including five paid part-time officers who must each work at least 16 hours per month), five civilian dispatchers (one a part-time employee) who are augmented by patrol officers, and a half-time civilian assistant to the chief. The sworn ranks include the police chief, four sergeants, and 12 patrolmen, one of whom is assigned as a detective and another who is assigned to a Major Crimes Unit.

The police department currently has two police officers who are members of a racial or ethnic minority. One full-time police officer, a sergeant, is female. Officers work traditional eight-hour shifts. There are generally two patrol officers on duty.

The London police station is in an aging downtown storefront that city officials describe as inadequate to properly support police services. In fact, the city's need for additional police workspace required conversion of the building's garage to office use. London's police fleet includes six patrol cars, an unmarked car used by the detective, and the chief's assigned vehicle.

The Safety-Service Director and sheriff report that London police officers have a good working relationship with the area's law enforcement agencies. London police officers provide mutual aid assistance to Madison County sheriff's deputies and troopers of the Ohio State Highway Patrol. The Safety-Service Director also notes that the police department has positive interactions with the mayor and city council, the county prosecutor, the city attorney, the Madison County Municipal and Common Pleas courts, and state and federal law enforcement agencies. The London Police Department enjoys a cooperative working relationship with the local newspaper, the *Madison Press*.

London has collective bargaining agreements with the Ohio Patrolmen's Benevolent Association that cover police employees below the rank of chief of police. There are three separate bargaining units: patrol officers, sergeants, and dispatchers. City administration describes labor relations and employee morale as good. There are no ongoing internal investigations. Union grievances are infrequent.

## **POSITION PROFILE**

The City of London Employee Performance Plan identifies the police chief's job as "a managerial/supervisory role that is exempt under Fair Labor Standards Act regulations and therefore not eligible for overtime compensation or compensatory time. This is a position operating under appointment by the City mayor in accordance with State and local ordinances. This is a salaried position; salary is set each year by City Council."

Other examples of essential functions include but are not limited to:

- "Plans, organizes, and directs all functions of the City Police Department to protect life and property through law enforcement and crime prevention activities."
- "Manage/supervise Captain, Sergeants, Police Officers, Communications Dispatchers, and their processes to include; patrol, investigation, special assignment projects, dispatch operations, crime and accident scene leadership duties, monitors officer and FTO training, and develops officer training programs."
- "Performs Community Liaison activities."

- “Provides administrative oversight of Division operational and budget issues.”
- “Cares for Citizens of London and strives to be the best public servant possible by upholding the mission, vision and values of the London Police Department.”

The Safety-Service Director reports that the new police chief will need to take the police force in a more proactive (instead of reactive) direction and promote police visibility in the community. The chief should be involved with community groups. Outreach should include social networking; e.g. local drug abuse and domestic violence coalitions. The new chief will also need to maintain a close working relationship with the Madison County Sheriff’s Office and promote good rapport with other agencies. It is also the city’s desire that the police department provide enforcement and drug education to combat a growing community problem of heroin and other abuse of drugs. Securing stable and adequate funding of the police department also remains a challenge.

According to those interviewed, London seeks the following attributes or competencies in a successful police chief:

- “Strong leadership”
- “Willingness to make and successfully implement a decision”
- “Adaptable.” Maintain a close working relationship
- “Engaged; involved in the community; assure community-oriented policing”
- “Willingness to set aside internal, personal friendships in order to lead”
- “An administrator who can write policy and procedures, maintain personnel files, and administer the contract (collective bargaining agreement)”
- “An individual who will treat the staff fairly”
- “Communicative; one who assures that information is disseminated to everyone”
- “One who acts in the best interests of the city, not themselves”
- “Impromptu, daily contact with the public” (proactive before a problem develops)
- “Collaboration between law enforcement and the public”
- “Demonstrates professionalism”

## **ASSESSOR BIOGRAPHIC INFORMATION**

The London Police Department and the OACP Advisory Services Division mutually agreed that the following Police Management Consultants would serve as London assessors:

### **Chief Douglas L. Knight Lead Consultant**

Chief Douglas Knight is Chief of Police for the city of Vandalia in Montgomery County. The Vandalia Division of Police is an internationally accredited law enforcement agency, having 48 personnel for a population of 15,000. Prior to accepting his current position Chief Knight served as Assistant Chief of Police at the University of Cincinnati in Hamilton County. Before, he functioned in supervisory and command officer positions with the City of Vandalia Division of Police, as a Deputy Sheriff with the Montgomery County Sheriff’s Office, and Police Officer with The Ohio State University Police Department.

Chief Knight has a Master of Arts Degree in Management and Supervision from Central Michigan University and a Bachelor of Science degree in Criminal Justice from the

University of Dayton. He is a graduate of the FBI National Academy and the Police Executive Leadership College. In 1999, he qualified for designation as a Certified Law Enforcement Executive. He is a past President of the Ohio Association of Chiefs of Police and in 1995 was appointed by the Chief Justice of the Ohio Supreme Court to chair the Law Enforcement Committee of the Court's Domestic Violence Task Force. In 1997-1998, he served as an advisory member of the Ohio Courts Futures Commission. From 2000-2002 he chaired a statewide law enforcement committee that addressed the issue of bias-based traffic stops. Currently, Chief Knight is a member of the Commission on Accreditation for Law Enforcement Agencies.

Since 1990, Douglas Knight has been an OACP Lead Police Management Consultant for more than 30 Ohio communities and other units of local government. In addition, he has assisted in a number of other assessment centers. Chief Knight has successfully completed all annual Assessment Center training requirements of the Ohio Association of Chiefs of Police.

**Chief (ret.) R. Steven Bailey, CLEE, M.A., M.S.  
Assessor**

Chief (ret.) R. Steven Bailey, CLEE, M.A., M.S. Assessor R. Steven Bailey retired as Chief of the Miami Township Police Department in February 2014 after 19 years in that position. He is a strong advocate of Community Policing, Evidence-Based and Intelligence Led Policing, Accreditation for Police Agencies and the inclusion of minorities in law enforcement. He is a Certified Law Enforcement Executive (C.L.E.E.), a graduate of the 203d Session of the FBINA, the Northwestern University Traffic Institute School of Police Staff and Command, the Ohio Police Executive Leadership College (P.E.L.C.) and the LEAD Clermont Program. He holds a Master of Science Degree in Criminal Justice from the University of Cincinnati, a Master of Arts Degree in Public Administration, and a Bachelor of Arts Degree in English from Miami University. He has been appointed as a visiting Assistant Professor of Criminal Justice Studies at Miami University. He is an adjunct instructor for Northwestern University, the University of Cincinnati, and the Union Institute and University. Prior to working for Miami Township, he was an Assistant County Administrator, an Assistant City Manager, a Village Manager and a Village Administrator. Chief Bailey is a Past President of the Executive Committee and Treasurer of Ohio Association of Chiefs of Police (OACP).

**Chief (ret.) Kenneth R. Burns  
Assessor**

Kenneth Burns retired as Chief of Police for the Lebanon Division of Police in 2012. He had been Chief there since 1988. Prior to his position as Chief, he was Operation's Commander for the same agency for six years. The Lebanon Police Department was nationally accredited in 1987, only the second department in the state at that time, and re-accredited in 1991, 1996, 1999, 2002, 2005 and 2008. Chief Burns is a 1986 graduate of the fifteenth class of Northwestern University School of Police Staff and Command. He is also a 1988 graduate of the Police Executive Leadership College. His career includes thirty-seven years of numerous and diversified law enforcement and management training courses. Chief Burns is currently the president of the Warren County Police Chiefs Association. He is also a member of the Ohio Association of Chiefs of Police (OACP) and the International Association of Chiefs of Police (IACP). He has also participated in numerous promotional and selective boards throughout his career. Chief Burns has conducted assessments for Minerva, Galion, Vandalia, Bay Village, Troy, North Royalton, Fairfield, North College Hill, Powell, Springfield, Copley Twp., Versailles, Indian Hill, Wooster, Marysville, Urbana, Wellston, Westlake, Zanesville, Middletown, Heath,

University of Cincinnati, Grove City, Montgomery County Sheriff, Franklin, Delaware, Reynoldsburg, Mason, Tipp City, Lancaster and Newark. Chief Burns successfully completed all annual assessment center training sessions offered through the Ohio Association of Chiefs of Police.

## **ASSESSMENT CENTER EXERCISES**

The City of London retained the Ohio Association of Chiefs of Police, Advisory Services Division, to conduct an assessment center for the position of Police Chief.

Chief Douglas L. Knight conducted pre-assessment activities in London on September 8, 2015. During the pre-assessment meeting Chief Knight interviewed the following officials selected by the City of London:

David Wiseman	Police Chief
Steve Hume	Safety-Service Director
Joe Mosier	Safety-Service Director Designate
Jim Sabin	Madison County Sheriff

Those interviewed reviewed the eight dimensions of police leadership used by OACP management consultants to assess each candidate's performance during an assessment center. Chief Knight conducted these interviews to ascertain the requisite skills, knowledge, and abilities of a London police chief. The pre-assessment interviews provided the foundation from which the assessment team designed assessment center exercises intended to replicate the typical duties of a London police chief. The lead consultant also considered the following information from the City of London during his review of the organization:

- Job Task Descriptor Report for Dimension Frequency and Importance, completed by London police personnel
- City of London website – Police Department pages
- London Police Department organizational chart
- Quick Facts – U. S. Census (2010) data for City of London
- City of London Employee Performance Plan – Police Chief
- London Police Department UCR Part 1 Crime Statistics Snapshot Report (2013)
- London Position Announcement – Chief of Police
- London Police Schedule
- IACP/OACP Dimension Relevancy Forms completed by Chief Wiseman, Director Hume, Director Designate Mosier, and Sheriff Sabin.

The parties agreed that OACP Advisory Services consultants would administer the police chief assessment center to a maximum of five candidates on October 31, 2015. They also agreed that OACP would provide a numeric score for each candidate based upon their assessment center performance. The city asked to receive a standard OACP Assessment Center report, exclusive of individual narratives.

As a result of the pre-assessment site visit, interviews, and a dimension relevancy rating procedure by London subject matter experts, and by agreement with city representatives, the parties identified assessment center exercises and eight associated OACP/IACP dimensions of police leadership appropriate for the London police chief assessment center.



The four exercises selected for use during the London Police Chief Assessment Center on October 31, 2015 are group discussion, counseling session, oral presentation, and written problem-solving exercise.

### **GROUP DISCUSSION**

Group Discussion is an exercise with a set time limit. Through discussion, candidates attempt to reach consensus on a solution to a problem or problems given to them by the assessors. Candidates display their willingness and ability to organize and process information, personally influence others, listen to other ideas, and negotiate a workable solution. Assessors observe and evaluate candidate behavior in this group setting. Therefore, it is essential that the candidates demonstrate their ability to interact with others in a positive manner.

A London police chief “monitors officer and FTO training” and must “develop officer training programs” as one of the essential duties and responsibilities of the job. In the first of two group discussion topics, the police chief candidates serve as members of a focus group. The focus group, through group discussion, must provide the police chief and Safety-Service Director with fresh ideas and specific suggestions about ways for London to effectively and affordably accomplish state-required and other necessary in-service training of London’s police officers.

City officials seek a proactive London police department that engages the community; one that practices community-oriented policing and builds even greater collaboration between law enforcement and the public. In a second discussion, the focus group provides the chief Safety-Service Director with specific suggestions about ways to develop a police force that encourages impromptu daily contacts by London police officers with the public.

### **COUNSELING SESSION**

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 communication. 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.

During the London assessment center, individual candidates assumed the role of a newly appointed London police chief. The new chief interviewed a veteran police sergeant (role player) whose performance, leadership and personal attitude is less than satisfactory. The best past efforts of other chiefs have proven insufficient to improve the veteran sergeant’s work. The candidate is tasked with making a successful difference.

## ORAL PRESENTATION

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.

London officials describe a successful police chief as a person who provides strong leadership; someone willing to make and successfully implement a decision. The city seeks a police chief who is adaptable; one who will maintain a close working relationship and who will treat the staff fairly. London also desires a police chief to be communicative; someone who assures that information is disseminated to everyone. The city expects its police chief to demonstrate professionalism.

In this assessment exercise, each candidate assumed the role of the newly appointed London police chief. The new chief conducted his first staff meeting with the sergeants who report directly to him. The Safety-Service Director had urged the chief to promptly establish his role as their new leader. He has also asked the chief to cover at least four specific topics during the chief's first meeting with his sergeants.

## WRITTEN PROBLEM-SOLVING

The purpose of a Written Problem-Solving exercise in a police assessment center is to test the candidate's skills in identifying and understanding a problem, in gathering appropriate information, and in documenting a potential solution or solutions. Critical to this exercise is the candidate's formal writing ability and skill to translate his or her mental processes into a logical, documented form. This exercise is designed to test the candidate's ability to formulate situational data and related facts into a workable plan of action within a specific time frame.

In an earlier exercise, police chief candidates counseled a veteran police supervisor (role player) about the supervisor's performance and leadership deficiencies. In this written-problem solving exercise, candidates document the result of the meetings with the troubled sergeant and inform the Safety-Service Director about intended action(s) and follow-up.

## DIMENSIONS OF POLICE LEADERSHIP

The eight OACP/IACP dimensions of police leadership that London officials validated as important for future success as a London police chief are:

**Oral Communication** - Effectiveness of spoken expression in individual and group situations (including gestures and non-verbal communication).

**Written Communication** - 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 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.

**Delegation and Control** - Effectiveness in direction, monitoring, assessment and development of subordinates.

## **SCORING AND RESULTS**

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 of the five candidates randomly drew a letter designation (A through F). Each candidate wore that letter on his/her clothing throughout the assessment center and was referred to by their letter designation. Additionally, each candidate signed a registration log affiliating their name to their letter designation. London Police Chief Dave Wiseman received the registration log in an addressed envelope, sealed by a candidate. Finally, the assessment team took a photograph of each candidate wearing their letter designation. The assessment team retained the photos as a record for identification purposes.

Members of the assessment team received copies of the exercises and dimensions to be used prior to arriving at London. In addition, the team met prior to the start of the assessment center to review all the exercises and dimensions. The assessors averaged a candidate's scores for each exercise and then converted the scores to a 0-100% value.

The candidate's scores on all of the dimensions measured within each Exercise used were summed to arrive at the total score for the Assessment Center. The following three pages report the scores in ways that aid with the understanding of each candidate's performance. The first page reports total scores on the Assessment Center and resulting rankings. The next two pages report scores on Dimensions measures (Dimension Matrix) and on the Exercises used (Exercise Matrix). After those three pages are charts depicting each candidate's performance on the various Dimensions measured and Exercises used. These charts also compare each candidate's score with the average of all candidates.

OHIO ASSOCIATION OF CHIEFS OF POLICE  
Advisory Services

Assessment Center Scores & Ranks

London Police Department  
Chief of Police

Saturday, October 31, 2015  
Chief Douglas Knight, Lead Consultant

Average % Score: 81.00%

Average Point Score: 486.00

Total Possible Points: 600

<u>Candidate</u>	<u>Score</u>	<u>%</u>	<u>Rank</u>
A	509.5	84.92	1
B	482.0	80.33	3
C	480.5	80.08	4
D	473.5	78.92	5
E	484.5	80.75	2

London Police Department  
 Results Of The Assessment Center Conducted:  
 Saturday, October 31, 2015  
 Chief Douglas Knight, Lead Consultant  
 Chief of Police  
Scores - Dimensions

Candidate	DECISIVENESS	DELEGATION AND CONTROL	INTERPERSONAL INSIGHT	JUDGMENT	ORAL COMMUNICATIONS	PLANNING AND ORGANIZING	PROBLEM ANALYSIS	WRITTEN COMMUNICATIONS	TOTAL SCORE	Total Possible Score
	60.0	60.0	90.0	120.0	90.0	60.0	90.0	30.0	600.0	
A	52.0	50.0	76.5	102.0	77.0	52.0	75.0	25.0	509.5	
B	48.5	47.0	71.0	98.0	72.5	49.0	71.0	25.0	482.0	
C	49.0	43.0	73.0	93.0	73.5	48.0	75.0	26.0	480.5	
D	49.0	48.0	67.0	94.5	68.5	50.0	70.5	26.0	473.5	
E	49.5	47.0	73.0	94.0	72.5	50.0	74.5	24.0	484.5	

# London Police Department

Results Of The Assessment Center Conducted:

Saturday, October 31, 2015

Chief Douglas Knight, Lead Consultant

Chief of Police

## Scores - Exercises

<b>Candidate Letter</b>	<b><u>Group</u></b>	<b><u>Role Play #1</u></b>	<b><u>Oral Exercise #1</u></b>	<b><u>Written Exercise</u></b>	<b><u>Total</u></b>	<b>Final Score % Rank</b>	
	<b><u>Discussion 1</u></b> (Total Possible Score For This Exercise Is 150)	(Total Possible Score For This Exercise Is 150)	(Total Possible Score For This Exercise Is 150)	<b><u>#1</u></b> (Total Possible Score For This Exercise Is 150)	<b><u>Points</u></b> (Total Score Is 600)		
A	124.5	128.0	129.0	128.0	509.5	84.92%	1
B	126.0	114.0	122.0	120.0	482.0	80.33%	3
C	124.5	117.0	109.0	130.0	480.5	80.08%	4
D	112.5	120.0	110.0	131.0	473.5	78.92%	5
E	121.5	119.0	117.0	127.0	484.5	80.75%	2

## 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.**

The charts are less helpful when less than 3 candidates participate in the Assessment Center.

# 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 London, Ohio

Position: Chief of Police

Assessment Center Date: October 31, 2015

(TABLE)

Exercise	Total Possible Score	Candidate's Score	Candidate's % Score*	Average % Score
Group Discussion 1	150	124.5	83.00%	81.20%
Role Play #1	150	128.0	85.33%	79.73%
Oral Exercise #1	150	129.0	86.00%	78.27%
Written Exercise #1	150	128.0	85.33%	84.80%
Total	600	509.5	84.92%	81.00%

CHART 1

## Total Scores

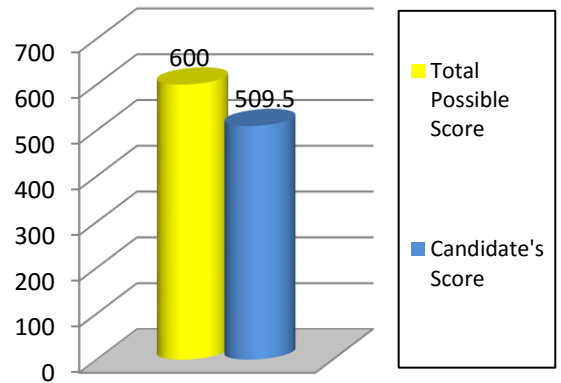


CHART 2

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

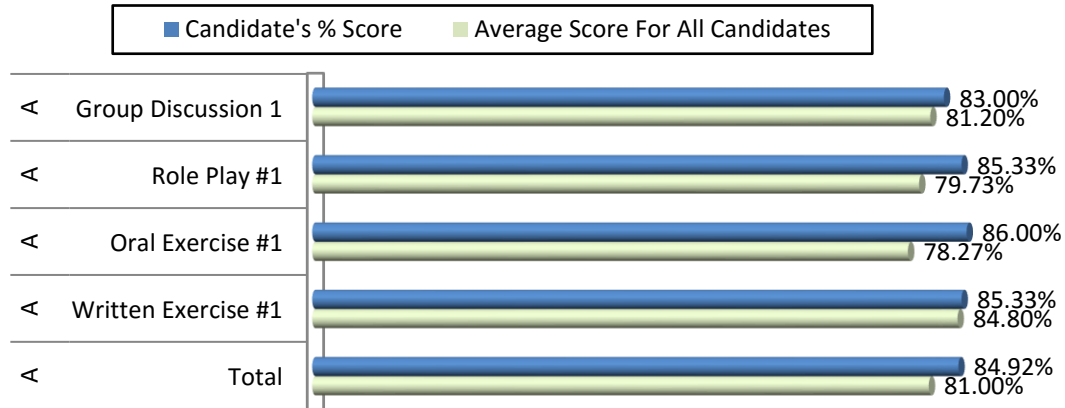
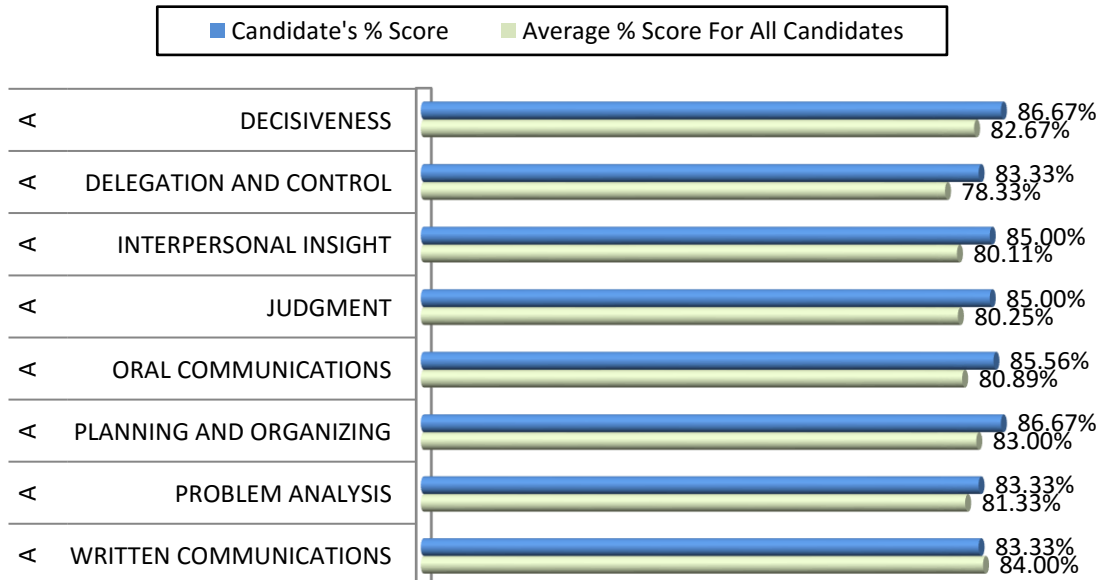


CHART 3

## 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 London, Ohio

Position: Chief of Police

Assessment Center Date: October 31, 2015

(TABLE)

Exercise	Total Possible Score	Candidate's Score	Candidate's % Score*	Average % Score
Group Discussion 1	150	126.0	84.00%	81.20%
Role Play #1	150	114.0	76.00%	79.73%
Oral Exercise #1	150	122.0	81.33%	78.27%
Written Exercise #1	150	120.0	80.00%	84.80%
Total	600	482.0	80.33%	81.00%

CHART 1

## Total Scores

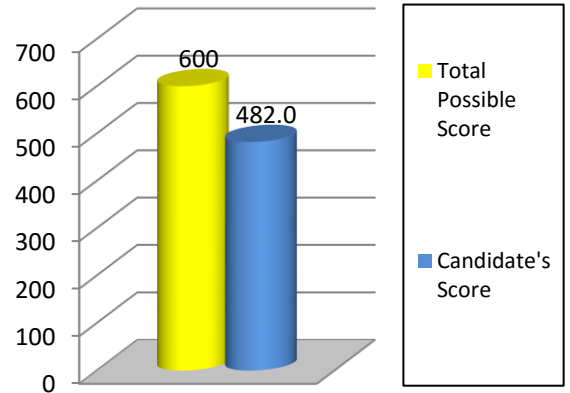


CHART 2

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

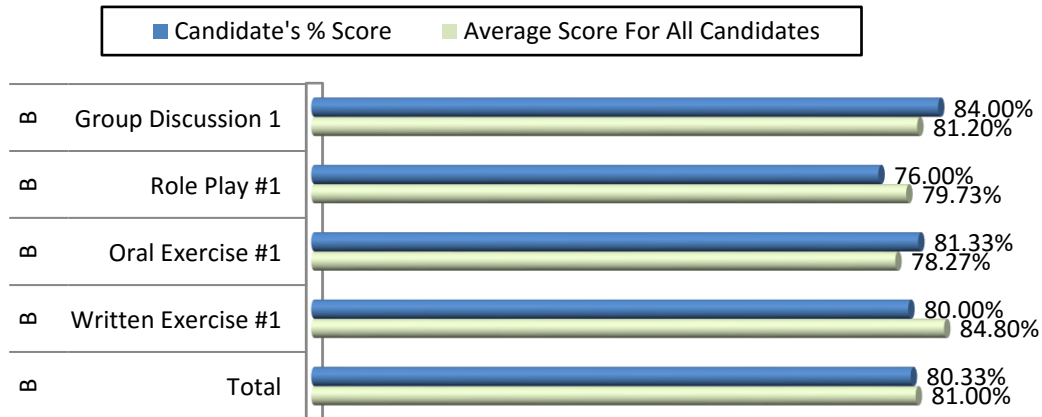
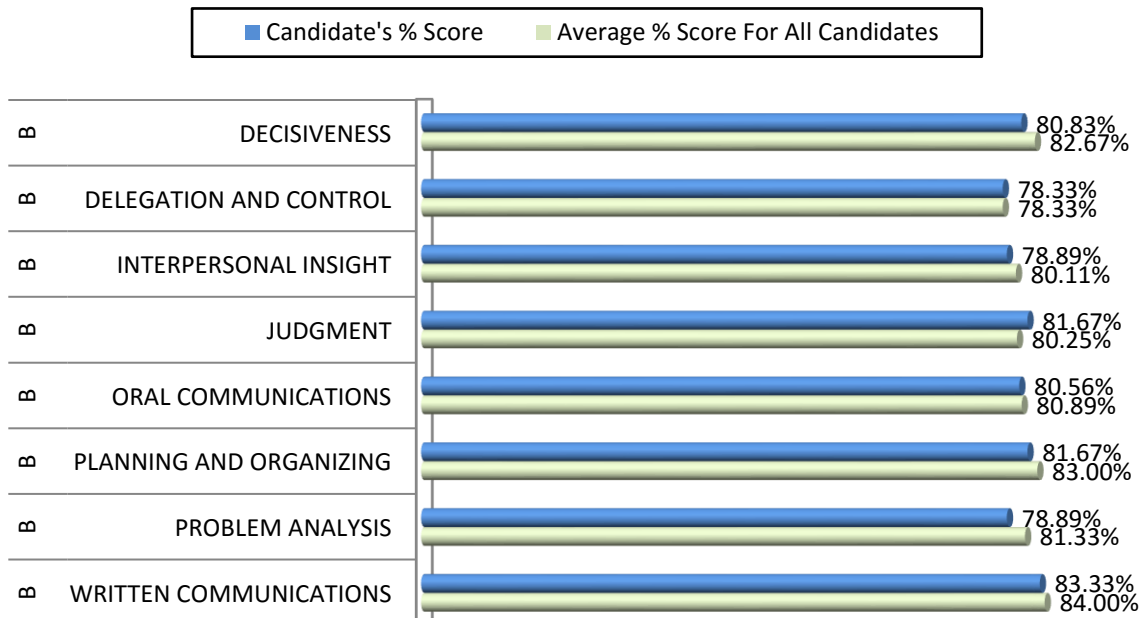


CHART 3

## 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: C

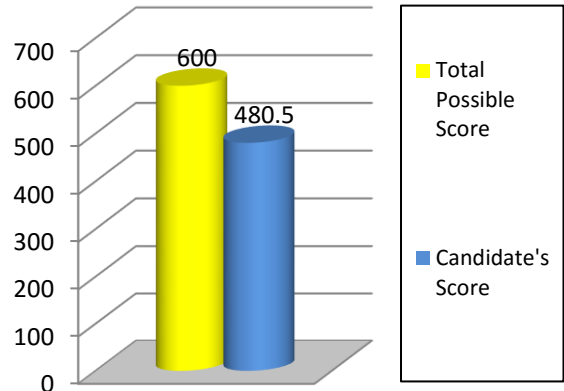
Police Department: The City of London, Ohio

Position: Chief of Police

Assessment Center Date: October 31, 2015

CHART 1

## Total Scores



(TABLE)

Exercise	Total Possible Score	Candidate's Score	Candidate's % Score*	Average % Score
Group Discussion 1	150	124.5	83.00%	81.20%
Role Play #1	150	117.0	78.00%	79.73%
Oral Exercise #1	150	109.0	72.67%	78.27%
Written Exercise #1	150	130.0	86.67%	84.80%
Total	600	480.5	80.08%	81.00%

CHART 2

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

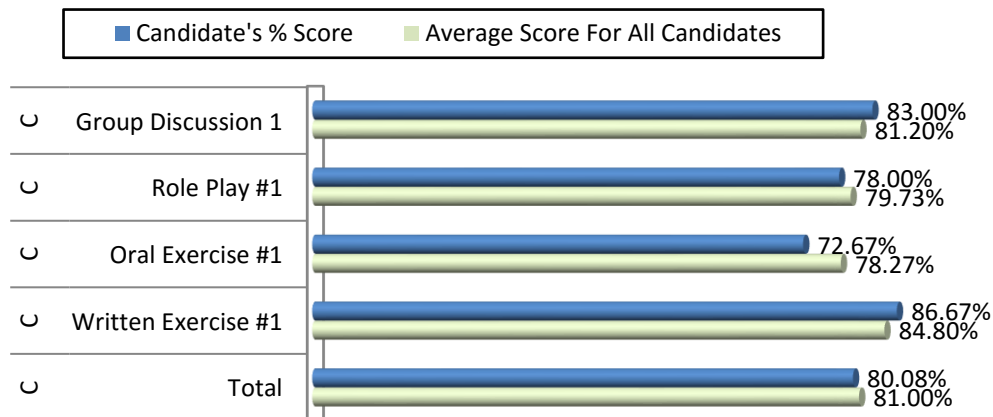
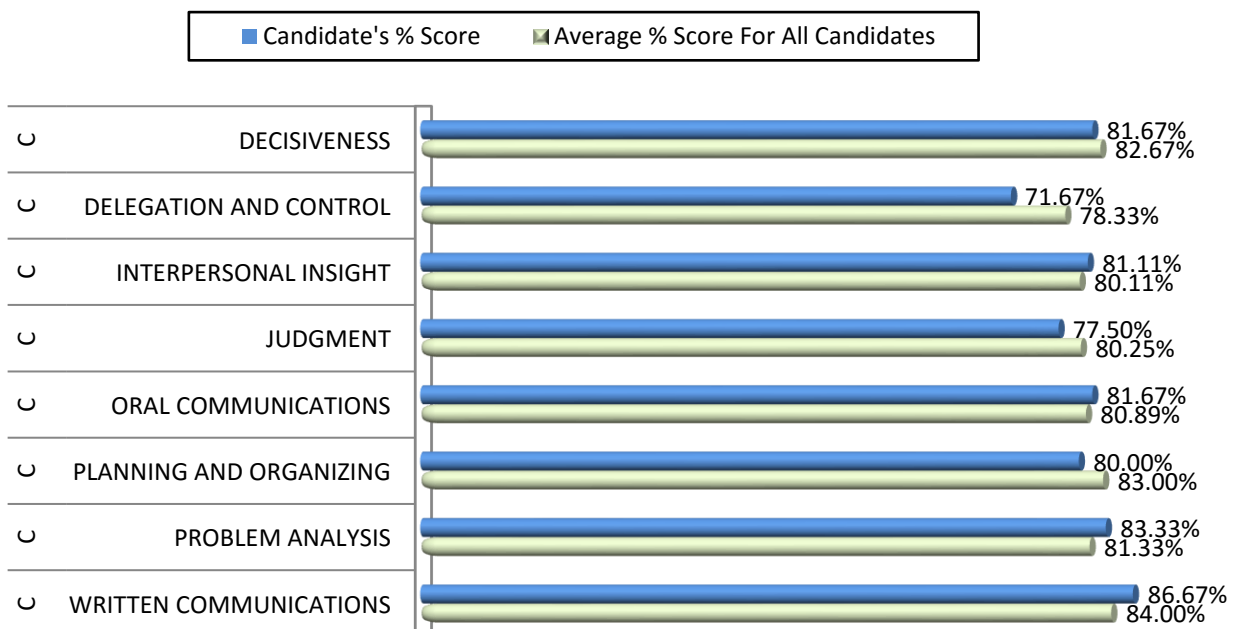


CHART 3

## 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 London, Ohio

Position: Chief of Police

Assessment Center Date: October 31, 2015

(TABLE)

Exercise	Total Possible Score	Candidate's Score	Candidate's % Score*	Average % Score
Group Discussion 1	150	112.5	75.00%	81.20%
Role Play #1	150	120.0	80.00%	79.73%
Oral Exercise #1	150	110.0	73.33%	78.27%
Written Exercise #1	150	131.0	87.33%	84.80%
Total	600	473.5	78.92%	81.00%

CHART 1

## Total Scores

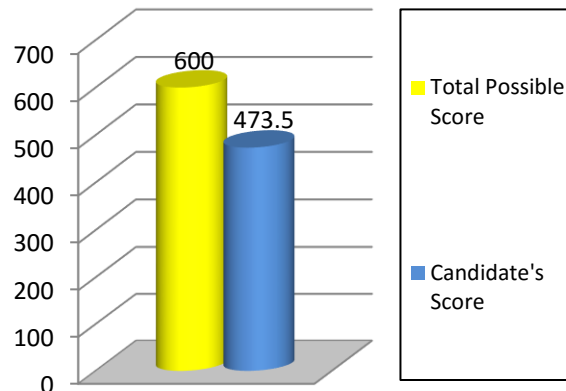


CHART 2

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

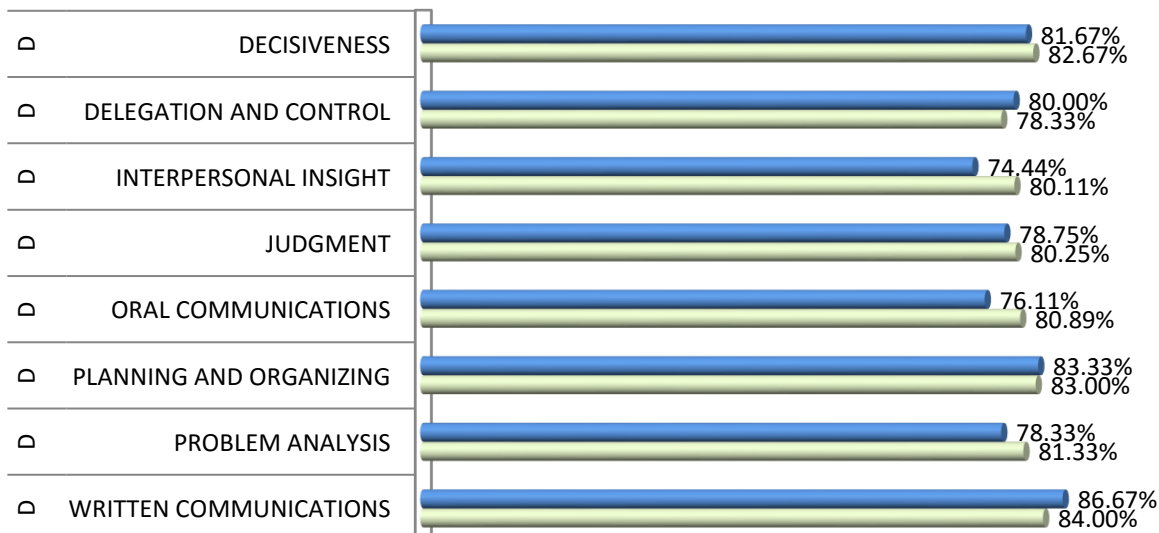
■ Candidate's % Score ■ Average Score For All Candidates



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: E

Police Department: The City of London, Ohio

Position: Chief of Police

Assessment Center Date: October 31, 2015

(TABLE)

Exercise	Total Possible Score	Candidate's Score	Candidate's % Score*	Average % Score
Group Discussion 1	150	121.5	81.00%	81.20%
Role Play #1	150	119.0	79.33%	79.73%
Oral Exercise #1	150	117.0	78.00%	78.27%
Written Exercise #1	150	127.0	84.67%	84.80%
Total	600	484.5	80.75%	81.00%

CHART 1

## Total Scores

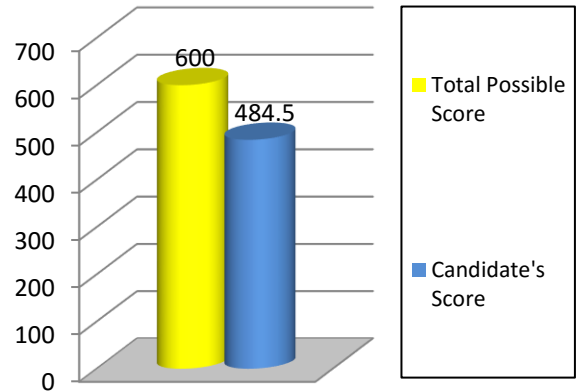


CHART 2

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

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

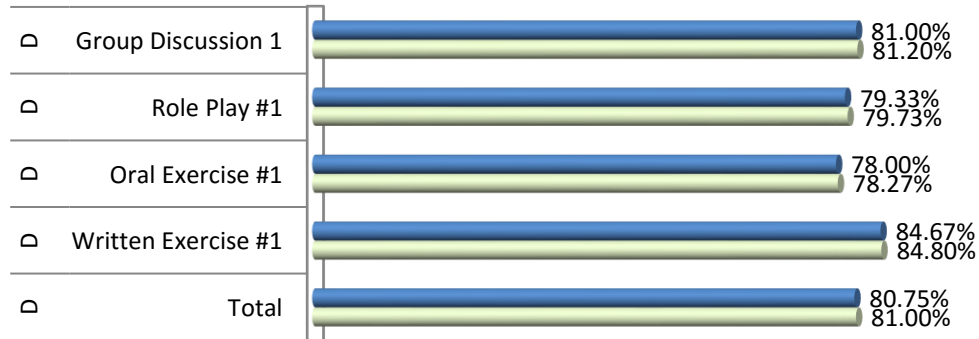
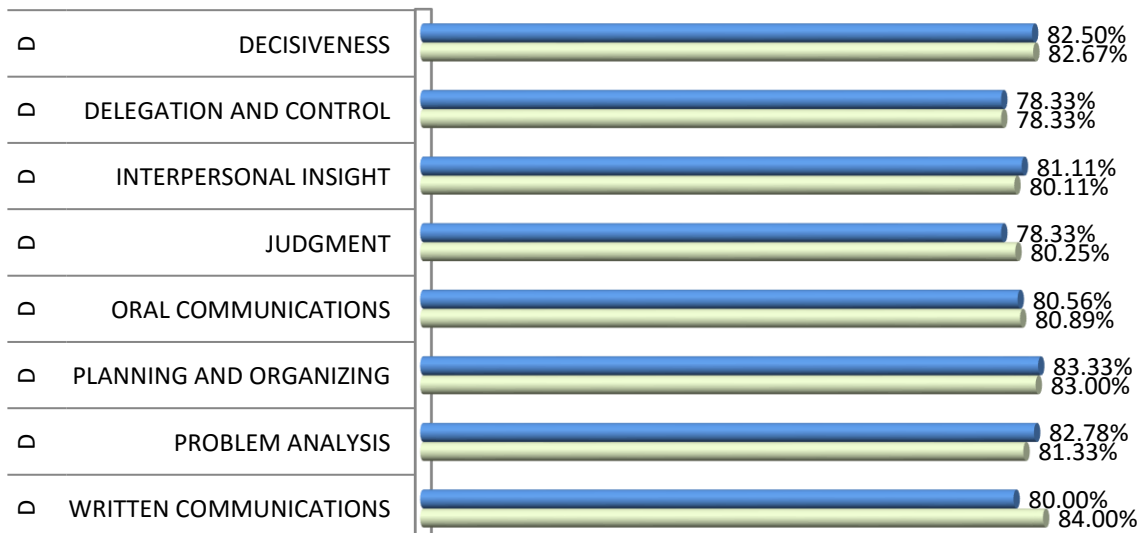


CHART 3

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

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



## Candidate Dimension Score Reviews

Chief of Police  
London Police Department  
Chief Douglas Knight, Lead Consultant

October 31, 2015

Raw scores tell how candidates performed on the Assessment Center overall, but do not provide insight into how they performed on the various Dimensions being measured. The Performance Level Descriptors below are provided to give candidates an understanding of how they have performed in this Assessment Center beyond just their raw scores. In each candidate's Dimension Score Reviews on the following pages, the Performance Level Descriptors are used to highlight Dimensions where performance was above expectations and might be considered an area of strength for the candidate. Likewise, the Descriptors can also highlight performance on Dimensions that are below expectations and an area that the candidate might want to work on to improve. Supervisors might use these descriptors when making assignments within ranks or planning for developmental programs for individuals or even groups.

It is of utmost importance to understand that this particular Assessment Center looks at how a candidate performs relative to the Dimensions presented on this day. Just as in any testing situation, candidates may not always show their normal level of competency or show their true potential. This Assessment Center does capture a snapshot of how a candidate performed on this day.

The Dimensions used are skill sets identified by the International Association of Chiefs of Police and assessed by that organization. The Dimensions have been adopted by OACP Advisory Services to use in our Assessment Centers. Both organizations see these Dimensions as critical for effective performance. Depending upon the nature of the positions itself, the culture of the particular agency, the community and other factors, some of these Dimensions can be called into greater importance than others. These factors and others are taken into account by Lead Consultants in constructing each unique Assessment Center.

A 6 point rating scale of 5 through 10 is used by OACP Advisory Services for scoring purposes. It is used because it helps adjust scores to coincide with a demarcation typically used by Civil Service Commissions of 70% as passing. This scale also aligns with that of many educational settings that use the demarcations of 70% as passing. The scores listed below for each candidate for each Dimension are the average score given by the 3 Assessors relative to each candidate's performance across all Exercises used.

At its basis, an Assessment Center utilizes Assessors who are subject matter experts and who have training and experience in using the observational methods called for in the Assessment Center process. These Assessors use their subjective expertise to determine the candidate scores. These scores are the ultimate objective of the Assessment Center. This Dimension Score Review and the preceding Charts are only provided as additional information about each candidate's performance that may be helpful to them or their police agency.

### **PERFORMANCE LEVEL DESCRIPTORS**

**5 - FAR BELOW**

**6 - BELOW**

**7 - MEETS EXPECTATIONS**

**8 - ABOVE**

**9 - FAR ABOVE**

**10 - VERY FAR ABOVE**

## Candidate Dimension Score Reviews

	Dimension	Score	Level	Dimension
Candidate A	DECISIVENESS	8.67	ABOVE	Readiness to make decisions, render judgment, take action, and commit oneself.
	DELEGATION AND CONTROL	8.33	ABOVE	Effectiveness in the direction, monitoring, assessment and development of subordinates.
	INTERPERSONAL INSIGHT	8.50	ABOVE	Perceiving and reacting to the needs of others and understanding the impact of self on others.
	JUDGMENT	8.50	ABOVE	Ability to develop alternative solutions to problems, to evaluate courses of action, and to reach logical decisions.
	ORAL COMMUNICATIONS	8.56	ABOVE	Effectiveness of spoken expression in individual and group situations (including gestures and non-verbal communication).
	PLANNING AND ORGANIZING	8.67	ABOVE	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.
	PROBLEM ANALYSIS	8.33	ABOVE	Skill in identifying problems, securing relevant information and identifying possible causes of problems.
	WRITTEN COMMUNICATIONS	8.33	ABOVE	Effectiveness of expression in writing.

	Dimension	Score	Level	
Candidate B	DECISIVENESS	8.08	ABOVE	Readiness to make decisions, render judgment, take action, and commit oneself.
	DELEGATION AND CONTROL	7.83	MEETS EXPTATIONS	Effectiveness in the direction, monitoring, assessment and development of subordinates.
	INTERPERSONAL INSIGHT	7.89	MEETS EXPTATIONS	Perceiving and reacting to the needs of others and understanding the impact of self on others.
	JUDGMENT	8.17	ABOVE	Ability to develop alternative solutions to problems, to evaluate courses of action, and to reach logical decisions.
	ORAL COMMUNICATIONS	8.06	ABOVE	Effectiveness of spoken expression in individual and group situations (including gestures and non-verbal communication).
	PLANNING AND ORGANIZING	8.17	ABOVE	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.
	PROBLEM ANALYSIS	7.89	MEETS EXPTATIONS	Skill in identifying problems, securing relevant information and identifying possible causes of problems.
	WRITTEN COMMUNICATIONS	8.33	ABOVE	Effectiveness of expression in writing.

	Dimension	Score	Level	
Candidate C	DECISIVENESS	8.17	ABOVE	Readiness to make decisions, render judgment, take action, and commit oneself.
	DELEGATION AND CONTROL	7.17	MEETS EXPTATIONS	Effectiveness in the direction, monitoring, assessment and development of subordinates.
	INTERPERSONAL INSIGHT	8.11	ABOVE	Perceiving and reacting to the needs of others and understanding the impact of self on others.
	JUDGMENT	7.75	MEETS EXPTATIONS	Ability to develop alternative solutions to problems, to evaluate courses of action, and to reach logical decisions.
	ORAL COMMUNICATIONS	8.17	ABOVE	Effectiveness of spoken expression in individual and group situations (including gestures and non-verbal communication).
	PLANNING AND ORGANIZING	8.00	ABOVE	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.
	PROBLEM ANALYSIS	8.33	ABOVE	Skill in identifying problems, securing relevant information and identifying possible causes of problems.
	WRITTEN COMMUNICATIONS	8.67	ABOVE	Effectiveness of expression in writing.

	Dimension	Score	Level	
Candidate D	DECISIVENESS	8.17	ABOVE	Readiness to make decisions, render judgment, take action, and commit oneself.
	DELEGATION AND CONTROL	8.00	ABOVE	Effectiveness in the direction, monitoring, assessment and development of subordinates.
	INTERPERSONAL INSIGHT	7.44	MEETS EXPTATIONS	Perceiving and reacting to the needs of others and understanding the impact of self on others.
	JUDGMENT	7.88	MEETS EXPTATIONS	Ability to develop alternative solutions to problems, to evaluate courses of action, and to reach logical decisions.
	ORAL COMMUNICATIONS	7.61	MEETS EXPTATIONS	Effectiveness of spoken expression in individual and group situations (including gestures and non-verbal communication).
	PLANNING AND ORGANIZING	8.33	ABOVE	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.
	PROBLEM ANALYSIS	7.83	MEETS EXPTATIONS	Skill in identifying problems, securing relevant information and identifying possible causes of problems.
	WRITTEN COMMUNICATIONS	8.67	ABOVE	Effectiveness of expression in writing.

## Candidate Dimension Score Reviews

Candidate	E	Dimension	Score	Level	
		DECISIVENESS	8.25	ABOVE	Readiness to make decisions, render judgment, take action, and commit oneself.
		DELEGATION AND CONTROL	7.83	MEETS EXPTATIONS	Effectiveness in the direction, monitoring, assessment and development of subordinates.
		INTERPERSONAL INSIGHT	8.11	ABOVE	Perceiving and reacting to the needs of others and understanding the impact of self on others.
		JUDGMENT	7.83	MEETS EXPTATIONS	Ability to develop alternative solutions to problems, to evaluate courses of action, and to reach logical decisions.
		ORAL COMMUNICATIONS	8.06	ABOVE	Effectiveness of spoken expression in individual and group situations (including gestures and non-verbal communication).
		PLANNING AND ORGANIZING	8.33	ABOVE	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.
		PROBLEM ANALYSIS	8.28	ABOVE	Skill in identifying problems, securing relevant information and identifying possible causes of problems.
		WRITTEN COMMUNICATIONS	8.00	ABOVE	Effectiveness of expression in writing.