

Ryan Strategies Group, LLC

*City of Revere
Chief of Police
Assessment Center
Executive Summary*

Background

Mayor Brian Arrigo tasked consultant Ryan Strategies, LLC to develop and administer a promotional assessment center, designed to evaluate the knowledge, skills, abilities, and Personal Characteristics (KSAP's), required to succeed in the position of Chief of Police. The candidates eligible to participate in the assessment center were identified through an application/screening process that was managed by the Revere Human Resources team. Five candidates applied and were invited by the Mayor to participate in the assessment center on May 2, 2017. Of the five initial applicants, five participated in the orientation and take home written assignment and four candidates appeared to participate in the Assessment Center.

Methodology

This Assessment Center was designed in accordance with the *Guidelines and Ethical Considerations for Assessment Center Operations* prepared and endorsed by *The International Taskforce on Assessment Center Guidelines*. Delivery of this assessment center involved the following procedural steps:

1. Job Task Analysis
2. Assessment Center Exercise Design
3. Assessment Center Orientation
4. Assessment Center Implementation
5. Evaluation/Candidate Feedback
6. Executive Summary Report

Job Task Analysis

Prior to the design of the assessment center a job analysis of relevant behaviors was conducted to determine the dimensions, competencies, and tasks that are necessary to be an effective Chief of Police in the City of Revere. A thorough review of current and former position descriptions was conducted and a job task analysis was completed.

The job task analysis identified the following dimensions as being critical to the success of the person appointed to this position:

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Decisiveness: Readiness to make decisions, render judgments, take action, or commit one-self to a course of action. Ability to act based on own convictions rather than through a desire to please others.

Initiative: Desire to actively influence events rather than passively accepting them; self-starting; takes action beyond what is necessarily called for.

Judgment: Ability to evaluate courses of action, develop alternative courses of action, and to reach logical decisions based on the information at hand.

Leadership: Using appropriate interpersonal styles and methods in guiding individuals toward goal achievement: modifying behavior according to tasks and individuals involved; taking action that indicates a consideration for the feelings and needs of others; being aware of one's own behavior and its influence on others. It also includes command presence; by word, deed, physical presence and bearing, command respect and attention.

Communication (Oral & Written): Ability to orally communicate accurately and clearly information, ideas, tasks, directives, conditions, and needs to groups or individuals, with or without time for preparation (includes nonverbal gestures and use of aids where appropriate). Ability to communicate in writing using proper grammar and syntax, in an organized, accurate, and concise manner.

Organizational Sensitivity: Ability to perceive the impact of a decision on the rest of the organization, awareness of the impact of outside pressures on the organization, awareness of changing societal conditions, and ability to challenge the organizational culture where necessary.

Planning and Organization: Ability to efficiently establish an appropriate course of action for self and/or others, to accomplish a specific goal, makes proper assignments of personnel, and appropriate use of resources.

Problem Analysis: Ability to identify problems, secure relevant information from both oral and written sources, identify possible causes of problems, and analyze and interpret data in complex situations involving conflicting demands, needs, or priorities.

Critical Thinking: Ability to intellectually process information gathered from, or generated by, observation, experience, reflection, reasoning, or communication, as a guide to belief and managerial/supervisory action.

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Exercise Design

Based upon the job analysis, five exercises were designed to evaluate each candidate's knowledge, skills, abilities, and personal characteristics within each of the dimensions listed above. Each candidate was afforded the exact same opportunity to perform the following exercises before a panel of trained assessors:

- Take Home Written Exercise – each candidate was tasked with preparing a written transition plan with key goals and major milestones.
- In-Basket Exercise - each candidate had to respond to a series of written correspondence that simulated a day in the life of Revere's Chief of Police.
- Subordinate Counseling Role Play – a simulated counseling session among a disgruntled subordinate (role player) and each candidate.
- Scenario Interview – each candidate was asked a “rapid fire” series of scenario based questions designed to evaluate, among other things, the decisiveness skills of the candidates.
- Simulated Community Meeting – each candidate is tasked with filling in for the Chief of Police at a Revere Chamber of Commerce meeting. Assessors served as the audience. The presentation by the candidates was followed by a question and answer session with simulated members of the Chamber and a local media reporter.

An assessor's manual was published and provided to each assessor prior to their training and orientation.

Assessment Center Orientation

On Friday April 28, 2017, an assessment center orientation was held at Revere City Hall. Each candidate was provided with written orientation materials and the take home written exercise.

Assessment Center Implementation

On May 2, 2017 four candidates participated in the assessment center at Revere City Hall. All the candidates were given the same opportunity to perform each exercise and to be observed by the trained assessors in the performance of such exercises.

To ensure the integrity and validity of the process assessors were selected from outside of the Revere region and each had extensive municipal police and/or municipal management and human resources experience. An assessor orientation and training was conducted. The training was followed up by an individual exercise orientation with each assessor based on their respective exercise assignment.

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General Feedback

Given the size, complexity, and progressiveness of the City of Revere we would have expected that one or more of the candidates would have performed in the high "Very Good" or "Excellent" range. That was not the case in this Assessment Center. In fact, the highest candidate performed in the low "Good" range and all others performed in the "Satisfactory" range.

No city should settle for a Police Chief who cannot deliver an "Excellent" performance when competing for the Police Chief's position. If the residents of the Revere expect a Police Chief that can challenge the organizational culture of the Revere Police Department, implement organizational transformation to enhance community trust in its police department, implement 21st century policing philosophies, and abandon the military "us vs. them" style of policing, we strongly recommend that the City consider expanding the candidate pool and consider hiring a seasoned police executive from outside of the department. Failure to do so will ensure the status quo and further compromise the trust that the residents of Revere place in its police department.

As mentioned above, none of the candidates performed above the low "B" range. This is highly unusual for a City such as Revere. During the various exercises, dimensional patterns for each candidate developed and strengths and weaknesses (as compared to the performance dimensions) were identified as follows:

██████████ – this candidate demonstrated potential in the Decisiveness and Leadership dimensions while he showed some weakness in the Organizational Sensitivity dimension.

██████████ – this candidate demonstrated potential in the Judgement, Leadership, and Initiative dimensions and significant weakness in the Written Communication dimension.

██████████ – this candidate demonstrated strength in the Organizational Sensitivity and Problem Analysis dimension and weakness in the Leadership and Judgement dimensions.

██████████ – this candidate demonstrated strength in the Organizational Sensitivity and Problem Analysis and weakness in the Decisiveness and Judgement dimensions.

Debriefing

After all on-site exercises were completed and graded the candidates and the assessors were introduced to one another and provided with the opportunity to comment on the process. I specifically asked each candidate if they felt that the process was fair and impartial. Each

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candidate affirmed the fairness of the process and each of them complimented the Mayor and the consulting team for delivering a fair and impartial experience.

Record Retention

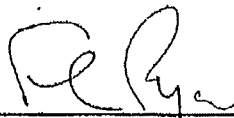
Ryan Strategies, LLC will retain electronic copies of all records related to this Assessment Center process for a minimum of three (3) years.

The candidate scores resulted in two "bands." Candidates [REDACTED] are in the higher band and candidates [REDACTED] are in the lower band.

Please be advised that the candidates individual scores are evaluative and privileged personnel information, and therefore may not be a public record. The standardized evaluations submitted and signed by each assessor resulted in the following score for the candidates:

	<u>Candidate Final Score</u>
	May 2, 2017
<u>High Band</u>	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
<u>Low Band</u>	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Respectfully submitted:



Frederick Ryan
Principal, Ryan Strategies