

ADDENDUM #1
R-69
ASSESSMENT CENTER
JUNE 13, 2016

1) Would you please clarify in detail the intended scope and conduct of the assessment center?

This request is made with specific reference to the first sentence of the third paragraph of Section 1.1.1, Introduction, which reads as follows with emphasis added in bold and italic: “Each community’s exercises may be modified to meet the specific needs of each community to address particular areas of concern.”

This language, as re read it, requires three separate assessment centers in order to reflect “...the specific needs of each community and to address particular areas of concern.”

Should the RPF require three assessment centers, one for each city, as we believe it does, we are compelled to note that this also minimizes any economies of scale which the cities individually and collectively may be expecting.

It is not intended to have three separate assessment centers, as this would be counter-intuitive to the purpose and intent of the collaboration between the three cities. The intent of the language is to identify that through the development of the exercises there may be particular attention paid to places or issues in each of the cities. For instance, an exercise that was dealing with the opioid overdose issues in our communities that would bring those victims to a hospital, then hospital listed could be listed as NSMC for Salem, Lahey for Peabody, Beverly Hospital for Beverly or there would be a generic option. This is something that the selection committee will weigh in on during the project development. As a company who has a sustainable history of assessment centers for police departments, this approach should be understandable.

2) What is the number of exercises which the cities expect to be included in the assessment center?

As is standard with most assessment centers for municipal police departments, regardless of rank, it is not expected that the assessment center would include more than four (4) exercises as it would be cumbersome for both candidate and evaluators with fourteen (14) candidates. This is not to indicate in any identifiable way that the RFP for this assessment center wants/expects this particular number of exercises or not, nor will solely rate companies on this specific number of exercises.

3) What is the total budget for this project? We understand that this may be viewed as privileged information but it is public record and important to the consulting community.

There is no particular identified funding or line item set aside for this project in any of the FY2017 Expense budgets for Salem, Peabody, or Beverly.

4) Who by position classification and city are members of the selection committee for this project?

The Police Chiefs from the three separate communities.

5) Is this effort part of any particular program of the Commonwealth such as the Community Compact?

Though all three communities have signed the Commonwealth's Community Compact, and it may turn out that this initiated project could be considered a best practice if it is found to actually be one, it is not with the specific Compact that this RFP was sought.

6) What is the intended date for completion of the project? Item 5 at the bottom of page 10 refers in its last sentence to a "...proposed timeline for project completion, including a timeline ending in mid-May." However, Section 5.1 on page 17, Term of Contract, later states: "It is expected that the assessment center will be conducted in July 2016 and that the process be complete on or around August 1, 2016."

The combined assessment was a long sought back and forth process and was originally intended to occur in May of 2016; however, due to the length of time that the particular wording took to be agreeable to HRD and the involved communities, it was later determined that the Assessment Center would be preferably conducted in July 2016. July is still the target; however, there may be dates that are unavailable.

7) What is the intent of item 7 at the top of page 11? We respectfully suggest that an evaluation or publication by the consultant proposing here would have particular relevance. However, we do not see what value a proposal to another agency or another agency's assessment center plan would have to this process since the consultant's proposal here, including the required Plan of Service, should stand on its own two feet.

The intent is to establish a past history of successful accomplishment in the area of police department promotional assessment centers. Any information may be redacted as needed.

8) May we please have a copy of the Delegation Agreement for Assessment Centers as executed?

Yes. A copy of the Salem Delegation Agreement is attached.

DELEGATION AGREEMENT
between the Salem Police Department and the
Massachusetts Human Resources Division

This agreement between the Human Resources Division (HRD) and the Salem Police Department is for the purpose of delineating the responsibilities of the parties in the delegation of certain duties and powers of the HRD, in accordance with the provisions of Chapter 31, MGL, section 5(l), to the Salem Police Department in order to incorporate the use of an assessment center as a weighted, graded component of the examination process for the title of Sergeant, Salem Police Department.

The Salem Police Department will be included to participate in the Departmental Promotional written examination for Police Sergeant scheduled to be administered by the HRD on October 17, 2015. There will be three components of the examination process: written examination, an assessment center, and education and experience rating. The weights for the examination components are 40% for written examination, 40% for the assessment center exercises, and 20% for the education and experience rating. The assessment center rating will be included in the overall examination mark subject to the applicant scoring at or above the passing point on the written examination component; and the education and experience rating will be included in the overall examination mark subject to the applicant scoring at or above the passing point on the assessment center component. Applicants must get a passing mark on each of the weighted components in order to receive an overall (general average) examination score.

If the Salem Police Department desires to conduct the assessment center component before HRD determines the passing point for the written examination and which participants achieved a passing score, it is understood that all eligible applicants must be given the opportunity to participate in the assessment center exercises. It is the Salem Police Department's responsibility to ensure that each applicant is advised that the results of his/her assessment center component will be cancelled if s/he does not pass the written examination.

The Salem Police Department has agreed to hire a consultant to develop, construct, validate, administer and score the assessment center component and to pay all attendant costs associated with same. Upon submission of the credentials, qualifications and references of the proposed consultant to HRD and the approval of HRD regarding the selection of the consultant, HRD will delegate to Salem Police Department Sharyn Lubas and the consultant in, but not limited to, the following areas.

1. Determination of the knowledges, skills, abilities and personal characteristics (KSAP's) that are supported by job analysis data that will be evaluated during the assessment center exercises.
2. Determination of the relative weights of the three examination components as supported by job analysis data.
3. Development of the job-related, content valid questions/activities that will be used during the assessment center component.
4. The security plan that will be utilized to ensure the integrity of the assessment center.

5. Any training materials or sessions that will be distributed to/conducted for applicants prior to the administration of the assessment center in order to familiarize them with assessment center procedures.
6. The review of any validation materials which support the assessment center exercises.
7. The composition and selection of the panelists for the assessment center exercises.
8. The training of the assessment center assessors in the use of the rating schedules.
9. The review and approval of the rating schedules to be used.
10. The Salem Police Department's representation as observers only for the assessment center exercises.
11. Reviews permitted pursuant to Section 22 of Chapter 31 of the MGL shall be the responsibility of the Salem Police Department with respect to the assessment center activities. The Salem Police Department's Appointing Authority shall be responsible for issuing notice to all candidates of the rights afforded to them under this Section of the MGL.
12. This delegation agreement may be revoked if any delegated duty or responsibility is exercised in violation of or in a manner inconsistent with this delegation agreement.
13. The consultant shall submit assessment center component scores to HRD.
14. Maintenance of the record of the examination for three years from the date of the examination.
15. Forward all notices of employment of promoted employee(s) from the certification process.

The Human Resources Division authorizes George Bibilos, Director, Organizational Development Group/Civil Service, (617) 878- 9727, and/or his designee to act as its representative in all matters relative to this delegation agreement. Primary responsibility for the administration of all delegated civil service functions, as described herein, for the Salem Police Department will be assigned to Sharyn Lubas, who will serve as Delegation Administrator. She, or her designee, will be responsible for all matters relative to this delegation agreement.

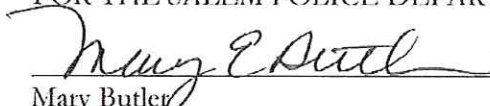
The Delegation Administrator will be responsible for ensuring that the examination referenced herein is administered within 18 months of the execution of this Delegation Agreement. An extension of a maximum of six additional months may be approved by HRD upon review of a written request from the Delegation Administrator detailing extenuating circumstances necessitating such extension. Such request must be submitted at least 30 days prior to expiration of the 18 month timeframe. An additional extension may be approved only if HRD postpones the written component of this examination due to insufficient applicants. Upon failure to administer this examination within the timeframe approved by HRD, HRD may cancel this examination and Delegation Agreement, and the Delegation Administrator will be responsible for refunding any examination processing fee(s) paid by applicants.

Periodic or random audits of all examination materials, examination records, and/or delegated personnel transactions may be conducted at any time by representatives from HRD. All examination materials, records, ledgers and correspondence relating to the delegated functions shall be made readily available and accessible to HRD upon request. HRD may also at its option attend the administration of the examination as an observer. Candidate scores from the Assessment Center shall only be available to HRD and the individual candidates. A report on any audit findings regarding delegated personnel transactions will be made available to the Delegation Administrator and corrective action, if necessary, on any problems or errors identified in that report must be taken by the Salem Police Department within thirty 30 days from receipt of the audit report. A written report of that corrective action shall be submitted to HRD. HRD retains the rights to review, retain, approve, and/or disapprove any and all examination related materials and/or records, before or after the administration of the examination, at its discretion. HRD reserves the right to take action up to rescinding this agreement if Salem Police Department or assessment center vendor has violated this agreement.

Either party may revoke this delegation agreement with 30 days written notice.

DATE OF ISSUANCE:

FOR THE SALEM POLICE DEPARTMENT:



Mary Butler
Salem Police Chief

05/18/15

Date

FOR THE HUMAN RESOURCES DIVISION:



Paul Diern
Chief Human Resources Officer

5/20/2015

Date