

CIVIL SERVICE COMMISSION  
April 19, 2021  
1:30 PM  
Human Resource Conference Room, Third Floor  
City Hall, 209 Pearl Street

**AGENDA**

- 1. CALL TO ORDER**
- 2. APPROVE AGENDA**
- 3. APPROVE MINUTES FROM PRIOR MEETING(S)**
  - A. N/A
- 4. APPROVE TESTING PROCEDURES**
  - A. Police Lieutenant (Updated)
- 5. CERTIFY ELIGIBILITY LIST**
  - A. Planner
  - B. Records Technician I
- 6. OTHER BUSINESS**
  - A. Discuss if meetings will continue via Zoom or be in person moving forward
- 7. ADJOURNMENT**

Disclaimer:

If you require special assistance, please contact the City Clerk's Office  
at 712-890-5261 at least 24 hours prior to the meeting.

**CITY OF COUNCIL BLUFFS, IOWA**

**INTER-OFFICE MEMO**

**March 31, 2021 (Updated on April 19, 2021)**

**TO:** Civil Service Commission

**FROM:** Mallory Davis, Recruiter – Human Resources

**SUBJECT:** Set Promotional Procedures for Police Lieutenant

---

**Background**

The Police Chief is asking the commission to approve procedures to create an eligibility list for Police Lieutenant. The Chief is recommending using Swensen & Associates as the testing administrator, as this company has developed several other processes for both the Police and Fire Departments, with good results.

The Lieutenants' promotional process will consist of the following: a written Body of Work evaluation, a Structured Interview, an Analysis Presentation exercise, and a written In Basket exercise. Swensen will also be performing a thorough job analysis, compiling study materials, conducting an orientation for candidates, training the assessors, administering the exercises in the Assessment Center, and providing a feedback report to candidates.

Swensen will also develop an interview based on the Body of Work Evaluation to be conducted by the Chief with all candidates following the administration of the other exercises.

Scores on the Assessment Center will be used, in combination with the scores on the Chief's Interview, to develop a ranked list, with the top ten (10) candidates, or fewer if fewer qualify, to be certified on the eligibility list.

**Features of the Promotional Process**

The consultant has provided the following descriptions of the test instruments to explain the details of the process to the Commission.

**In-Basket**

The In-basket exercise is a written job simulation, reflecting the real-life daily administrative tasks performed at the target rank. Common issues include but are not limited to requests for information/assistance from peers, subordinates, and supervisors; personnel problems; citizen complaints; indications that the area of command is not functioning efficiently. Each item in the In-basket presents an opportunity for candidates to display behaviors required from a successful performer at the target rank. The items are presented in the form of memos, emails, letters, reports, etc.

The In-basket and the associated report form are developed by the consultant, working closely with members of the police department and the process will be administered by the consultant to ensure test security and adherence to protocol.

### **Structured Interview**

The structured interview is an interview consisting of job-related questions designed to elicit information from the candidates on their experience, skills, and ability to handle common managerial problems at the target rank. Each aspect of the interview process is highly structured: assessors are trained by the consultant to provide fair and accurate ratings of candidates' performance; assessors keep strict time limits on the interview and are not allowed to answer questions for additional information, ensuring that each candidate has an equal opportunity.

The assessor panel will include two members at the target rank or above from outside agencies and one internal member. The internal member will serve as a resource for the panel but will not score the candidates. The consultant will administer the process to ensure test security and adherence to protocol.

### **Analysis Presentation**

In the Analysis Presentation exercise, candidates are presented with background information on a selected relevant topic and directed to prepare a presentation. Candidates have a preparation period, and then move to a breakout room to give their presentation to assessors who are identified as members of a neighborhood association, public safety commission, the media, or other roles as appropriate to the situation. Candidates have a designated period to give their presentation; after which they will answer scripted questions from the assessors designed to challenge their presentation. The candidate has not seen these questions in advance.

Following the presentation, and question and answer, candidates may be write a follow up email describing the presentation. Assessors take notes during the presentation, ask the scripted questions, note the responses, and then use their notes to make ratings of the candidates' oral presentation and the written follow up, if applicable. The Analysis Presentation exercise simulates public presentations and/or presentations to command staff or subordinates.

The assessor panel will include two members at the target rank or above from outside agencies and one internal member. The internal member will serve as a resource for the panel, but will not score the candidates. The consultant will administer the process to ensure test security and adherence to protocol.

### **Body of Work Evaluation**

The Body of Work evaluation includes a short resume (including work experience, training, and awards and commendations) and four sections: Preparation, Experience, Leadership, and Training/Development. As part of the promotional process, the Body of Work evaluation is intended to give each candidate the opportunity to display their job-related experience and what steps they have taken to prepare to be promoted to the next rank.

Candidates are given instructions on how to complete the Body of Work evaluation. Trained assessors rate the candidates in five sections: Preparation, Experience, Leadership, Training/Development, and Written Communication. This exercise will be scored according to pre-established behavioral benchmarks.

### **Chief's Interview**

Following the administration of the Lieutenant Assessment Center, the Chief will schedule interviews with candidates. These interviews will be based on the written Body of Work Evaluation, and will allow candidates to verbally present this information. The responses to the questions will be scored on how well the candidates covered the Expected Indicators for each section. These Expected Indicators were established through the job analysis and represent the behavior expected from the most qualified candidates.

### **Scoring**

Candidates are ranked based on their performance in each of the competency areas identified as critical during the job analysis. These competency areas include the following: Oral Communication, Written Communication, Problem Analysis, Judgment, Interpersonal Insight, Planning & Organization, Decisiveness, and Delegation & Control. In each exercise, candidates have multiple opportunities to display behaviors that are grouped by competency. Each of these opportunities is expressed as a behavioral benchmark.

Each benchmark is rated on a scale of 1 to 7. The benchmarks in each competency group are added and averaged arriving at a total score for that competency. These averages are added to arrive at a final score. Perfect score, using eight competency areas, would be 56.

Trained assessors will evaluate candidate performance in all exercises and make ratings. The consultant will compile the ratings from the written Body of Work evaluation, the In-basket, the Analysis Presentation, and the Structured Interview exercises and report these final scores to Human Resources.

A perfect score on the Chief's Interview would be 15 points. The total points scored on the Assessment Center and the Chief's Interview will be combined to determine the score for candidates. Any seniority or education points the candidates receive will be added to this score to determine the candidates' final score and ranking.

### **Recommendation**

It is the staff recommendation that the Commission adopt the test dates and procedures as outlined below:

- A. The City Clerk will post announcement of the exam on or before April 2, 2021.
- B. Interested parties must sign a roster provided in the City Clerk's Office between the following dates and times: 8:00 a.m. April 2, 2021, and 5:00

p.m. April 16, 2021. To be eligible to participate, candidates must have five (5) years of continuous service with the Council Bluffs Police Department as a Police Officer and have a total of two (2) years of continuous service as a Police Sergeant with the City of Council Bluffs as of the date of the Assessment Center (May 18, 2021).

- C. An orientation session for all eligible candidates will be held on April 26, 2021, in the Community Room at the Council Bluffs Police Station. Study materials will be distributed at that time. Study materials for those candidates not able to attend will be made available immediately following the orientation session.
- D. The written Body of Work Evaluation is due on May 8, 2021.
- E. The administration of the Assessment Center will take place May 18, 2021, through May 20, 2021, in the Community Room at the Council Bluffs Police Station.
- F. A Chief's Interview will take place on a yet to be determined date.
- G. After the scoring is computed each eligible candidate shall be awarded additional points as follows:
  - Candidates shall be awarded .20 points for each year of continuous service with the City as of May 18, 2021. The maximum seniority points to be awarded shall be 4 points for 20 years' service.
  - Candidates with formal college education from an accredited college or university shall receive an additional 1 point for an associate level degree and/or 60 credit hours; an additional 2 points for holding a bachelor's level degree and/or 120 credit hours; or an additional 3 points for holding a master's level degree or higher degree.
    - "Accredited college" shall mean that the college has been accredited by the North Central Association of Schools and Colleges or an equivalent regional accrediting agency.
    - It shall be the responsibility of the employee to provide an original transcript to the Human Resources department by May 18, 2021, for any hours for which credit is desired. Original transcripts can be sent electronically directly to the City's Recruiter, Mallory Davis, from the accredited college. Mallory's email is [mdavis@councilbluffs-ia.gov](mailto:mdavis@councilbluffs-ia.gov).
- G. Consultant will provide a feedback report to all candidates following the test administration.
- H. At the completion of this process, the Commission will certify the top ten (10) candidates, or fewer if fewer qualify, on the eligibility list.

**CIVIL SERVICE PUBLIC NOTICE POSTING  
PROMOTIONAL EXAMINATION FOR  
POLICE LIEUTENANT  
COUNCIL BLUFFS POLICE DEPARTMENT**

The Civil Service Commission of the City of Council Bluffs, Iowa, will conduct an Assessment Center Promotional Exam for the position of Police Lieutenant with the Council Bluffs Police Department on May 18, 2021, through May 20, 2021. The exam will be held in the Community Room at the Council Bluffs Police Station.

The Civil Service Commission has adopted the Council Bluffs Police Department Promotional Guidelines for the position of Police Lieutenant which became effective March 31, 2021 (Updated April 19, 2021).

**I. To be eligible to participate in the Police Lieutenant exam an employee must have:**

- a. At least five (5) years of continuous service as a Police Officer with the City, and have a total of two (2) years of continuous service as a Police Sergeant with the City of Council Bluffs as of the date of the Assessment Center (May 18, 2021).

**II. Police Lieutenant test dates and procedures set by the Civil Service Commission to establish an eligibility list:**

- a. The City Clerk will post an announcement of the written exam on or before April 2, 2021.
- b. Interested parties must sign a roster at the City Clerk's Office, 209 Pearl Street, between the following time frame:

**8:00 a.m. on April 2, 2021, through 5:00 p.m. on April 16, 2021**
- c. An orientation for the Assessment Center will be held for all eligible candidates on April 26, 2021, in the Community Room at the Council Bluffs Police Station. Study materials for the Assessment Center will be distributed at that time. Study materials for those candidates not able to attend will be made available immediately following the orientation session.
- d. The written Body of Work Evaluation is due on May 8, 2021.
- e. The Assessment Center will be held in the Community Room at the Council Bluffs Police Station on May 18, 2021, through May 20, 2021.
- f. Each benchmark is rated on a scale of 1 to 7. The benchmarks in each competency group are added and averaged, arriving at a total score for that competency. These averages are added to arrive at a final score. A perfect score, using eight competency areas would be 56.
  - Competency Areas: Oral Communication, Written Communication, Problem Analysis, Judgment, Interpersonal Insight, Planning & Organization, Decisiveness, and Delegation & Control.
- g. The consultant will compile the scores from the In-Basket, the Structured Interview, the Body of Work Evaluation, and the Analysis Presentation and report these scores to the Human Resources Department.
- h. A Chief's Interview will take place on a yet to be determined date.
- i. A perfect score for the Assessment Center would be 56 points and a perfect score for the Chief's Interview would be 15 points. The total points scored on the Assessment Center and the Chief's Interview will be combined to determine the score for candidates. Any seniority or education points the candidates receive will be added to this score to determine the candidates' final score and ranking.

- j. After the scoring is computed each eligible candidate shall be awarded additional points as follows:
  - Candidates shall be awarded .20 points for each year of continuous service with the City as of May 18, 2021. The maximum seniority points to be awarded shall be 4 points for 20 years' service.
  - Candidates with formal college education from an accredited college or university shall receive an additional 1 point for an associate level degree and/or 60 credit hours; an additional 2 points for holding a bachelor's level degree or higher and/or 120 credit hours; or an additional 3 points for holding a master's level or higher degree.
    - "Accredited college" shall mean that the college has been accredited by the North Central Association of Schools and Colleges or an equivalent regional accrediting agency.
    - It shall be the responsibility of the employee to provide an original transcript to the Human Resources Department by May 18, 2021, for any hours for which credit is desired. Original transcripts can be sent electronically directly to the City's Recruiter, Mallory Davis, from the accredited college. Mallory's email is [mdavis@councilbluffs-ia.gov](mailto:mdavis@councilbluffs-ia.gov).
- k. Consultant will provide a feedback report to all candidates following the test administration.
- l. At the completion of this process, the Commission will certify the top ten (10) candidates, or fewer if fewer qualify, on the eligibility list.

**CITY OF COUNCIL BLUFFS, IOWA**

**INTER-OFFICE MEMO**

**April 19, 2021**

**TO:** Civil Service Commission

**FROM:** Mallory Davis, Recruiter – Human Resources

**SUBJECT:** Planner

---

Background

The application process for Planner has been conducted and an eligibility list prepared for the Commission's consideration. There was 14 candidates.

Recommendation

It is the recommendation of staff that the Commission certify the eligibility list as presented below:

1. Brandon Siracuse
2. Michael Delp
3. Grant Daily

Expires: April 19, 2023



**CITY OF COUNCIL BLUFFS, IOWA**

**INTER-OFFICE MEMO**

**April 19, 2021**

**TO:** Civil Service Commission

**FROM:** Mallory Davis, Recruiter – Human Resources

**SUBJECT:** Records Technician I

---

Background

The application process for Records Technician I has been conducted and an eligibility list prepared for the Commission's consideration. There was 100 candidates.

Recommendation

It is the recommendation of staff that the Commission certify the eligibility list as presented below:

1. Colleen Sylvis
2. Camber Reed

Expires: April 19, 2023