

Pat Sample

February 2007

FINAL REPORT

Confidential: This information is to be used confidentially by those contributing to the selection decision in the organization.

We draw our information for the following Executive Summary from:

- Personal interview
- the DRI Consulting Personal History Survey
- A battery of 7 managerial work personality assessments
- Results from 4 timed mental ability tests
- Results from 1 un-timed mental ability test
- Review of
- Pat's review of assessment results

The Position. We rate Pat on a 5 point scale (5=very high, 3=expected, 1=very low) on the job aspects we can assess – in red after each item.

Overall rating of a 4.75 on a 5 point scale for fit to the role of Fire Chief for the City of Gotham (average of 3 ratings in Functions below).

1.100 JOB DESCRIPTION, CHIEF OF DEPARTMENT

I. Functions:

Serves as Chief Executive Officer and conducts the affairs of the department. Provides leadership, planning, and direction to the department Administration, Fire Prevention Bureau, and Fire Suppression Force. **5**

Directs and monitors the preparation and adherence to an annual budget. Determines long range capital improvement plans and follows through with the process. **5**

Is the principal public relations officer of the department. **4**

II. Responsibility and Authority:

A. Operations and Activities

1. **Assures integrity of operations by identifying and defining objectives, setting priorities, strategic planning and development of a management plan to achieve objectives, and by coordinating operations, and monitoring progress and performance. 5**

2. Interprets, complies, and/or implements City Council ordinances or policies, Civil Service Rules, contractual obligations, and State/Federal laws. Prepares and generates necessary departmental policies, communications and/or training to comply with requirements.
3. Acts as the principal public relations officer of the department.

B. Organization

- 1. Approves and enforces the organizational plan of the Department. 4.75**
2. Recommends to the City Administration additions, elimination or alterations of the management policy.
3. Approves changes in positions other than managerial when consistent with budgetary and contractual restraints.
- 4. Initiates improvement in the organizational plan. 4**

C. Personnel

1. Approves personnel policies.
2. Sets Affirmative Action goals. Provides for a content valid firefighter interview and selection process. Interviews, selects, hires, and promotes personnel to staff authorized positions.
3. Recommends salary changes for upper managers.
4. Conducts disciplinary hearings and applies appropriate corrective actions.
5. Recommends demotions, suspensions and discharges to the Civil Service Commission.
6. Authorizes vacation and personal leave of upper level managers.
7. Ensures equitable administration of employee benefit programs.

D. Finance

1. Oversees and monitors the annual department budget. Ensures financial compliance and restraint to remain within the maximum annually authorized appropriations.
2. Develops long range capital improvement plans for the department, and follows through with the process from the first introduction of projects at CLIC meetings, to Mayor and City Council meetings, and on through to the design, construction, and final completion of projects.

III. Relationships:

- A. Reports to the City Executive Committee.
- B. Through regular top management and staff meetings, and daily dealings with immediate subordinates, directs the daily activities of the Fire Prevention Bureau (code enforcement, fire investigation, and fire prevention education), Fire Suppression (suppression of fires, emergency medical and rescue services), Administration (safety and training, personnel and budgetary issues).
- C. Conducts such liaison and relations with other agencies of government and the public as are warranted, to address the goals of the city, citizen concerns, and societal issues relevant to the Fire Department, and acts upon accordingly.

IV. Knowledge, Skills, and Abilities

- A. Thorough knowledge of the Gotham Fire Department operations manual, standard operating procedures, fire department communications and orders as well as City and Civil Service rules and regulations.
- B. Ability to develop new standard operating procedures, orders, and operating practices in response to changing conditions
- C. Working knowledge of the building construction and the fire code.
- D. Working knowledge of streets, routes, and water main system throughout the city.
- E. Working knowledge of State and Federal requirements affecting any activities engaged in by the Department.
- F. Course work at the National Fire Academy and other college level course work covering personnel management, business, fire suppression, hazardous materials, technical rescue, and related topics.
- G. Ability to train others and give instruction on a wide range of fire service topics to department personnel. Experience at the training division is desirable.
- H. Ability to evaluate the job performance of all sworn positions and conduct one on one coaching sessions to improve job performance.
- I. Ability to apply the Gotham Fire Department Rules, Regulations, and Civil Service Rules and Regulations, and discipline employees.
- J. Ability to take field command at multiple alarm fires and other emergencies. Must have a thorough knowledge of the incident command system.
- K. Ability to provide for the safety of all personnel working at emergency scenes.
- L. **Ability to work under extreme environmental conditions in the field under psychological stress, making sound decisions and applying accepted practices to resolve emergency and non-emergency situations. 5**
- M. **Ability to take on special projects and coordinate the efforts of others in accomplishing an assigned project on time. 5**
- N. **Ability to chair effective meetings and keep team members involved and on task. 4.75**
- O. **Ability to communicate orally and in writing effectively in a wide variety of situations. Written 5, oral 4.5**
- P. **Ability to work with elected officials. 4.5**
- Q. **Ability to communicate and work with other department heads. 4.75**
- R. Working knowledge of legal issues related to Human Resources issues as well as Fire Suppression and Emergency Medical issues.
- S. Working knowledge of the Fire Department budget.

Pat's comments on reviewing the assessment details

The assessments look pretty accurate to me. It's interesting for me to read them over; I find myself nodding yes a lot.

Strengths of Pat's:

1. xx years in the department in progressively more responsible roles, including some faster track promotions. Many positions of leadership in the Firefighting profession and outside that, including Chair of Township Board, Deacon in a church,

2. Pat is very bright - mental ability being one of the best predictor of success for this position, and management jobs in general. He scored at the 92nd percentile, as compared to the most talented norm group – Executives, on an un-timed test of mental abilities (Watson-Glaser). On a timed test of mental ability (EAS), he scored at the 55th percentile of as compared to other executives. Specifically, he scored at the 60% on verbal reasoning (i.e. forming conclusions based on information), 52% on numeric ability (i.e. calculating numbers), 48% on numeric reasoning (i.e. seeing patterns and trends in numbers) and 59% on verbal comprehension (i.e. understanding words) compared to other top managers. Thus, Pat will excel on tasks where he is asked to define problems, identify important information to solve problems, recognize assumptions, formulate hypotheses and draw accurate conclusions.
3. His satisfaction score of a 7 on page 5 of the CPI places him at the 97th to 99th percentile compared to others. This is a measure of emotional intelligence, of which he is highly so. Pat is very reliable, responsible, conscientious and consistent. He is satisfied with where his life is going and feels that he is living up to his potential. Pat copes effectively with life's demands, stresses and pressures. Others are and will be drawn to him and his positive energy and character. Pat will be a responsible servant, employee and Fire Chief for the City of Gotham. He is conscientious, reliable and takes his duties seriously.
4. Many signs of his emotional stability and overall positive attitude include measures from the assessment process and his self-report of being happily married for 25 years and his recently losing a good deal of weight (25 lbs). His life story is characterized by a great deal of love, success, overcoming challenges well and experiencing a great variety of exceptional situations from the vantage point of a leader or one learning from great leaders. Pat is very coachable – one who uses advisors regularly to make decisions and to guide his life and work.
5. Pat possesses great leadership and managerial potential, as indicated by a personality assessment. He likes being in charge, shows good judgment and motivates others. He is ambitious and will want to be a success as the Fire Chief for the City of Gotham for the next several years. Note page 14 of the CPI Coaching Report for Leaders, of the 18 leadership characteristics, Pat profiles strong in 14 of them. The other 4 might be strengths or areas for development depending on the job and situation. It is our opinion that 2 of these are actually assets for this position – being more self-controlled and action-oriented than executives in other kinds of work. We address the other 2 in the development needs area below.
6. His professional motivation – to accomplish things at work – is at the 90% as compared to others in the general population and 80% as compared to executive leaders. In other words, only 1 out of 100 people are more driven to succeed professionally than Pat. He is equally entrepreneurial and interapreneurial, wanting a high degree of structure and direction in his work, and also working in a setting that allows for initiative, freedom, autonomy and independent thinking. The City of Gotham Fire Department is recognized for its innovation and entrepreneurship, including its ability to generate a few million dollars in fees for special services and ways it does its work. This is a good place for Pat to continue this tradition.

Additionally, as shown on the CPI conceptual fluency scale, he is currently functioning quite efficiently and effectively – nearly to the same high level he aspires each day. With a motivational level at 90% and an efficiency level of 85%, he is productive.

7. According to a 5/2 control score on the FIRO-B, Pat is comfortable with and enjoys influencing and directing others work where needed. He is a natural manager who will take charge regularly and comfortable delegating as necessary.
8. Interpersonally, Pat possesses much empathy and tolerance to other people's thoughts and feelings. In fact, only 3 in 100 peers are more open-minded and respectful of the rights and beliefs of others than Pat. According to an affection measure (FIRO-B), he will provide his employees with some encouragement, recognition and support and expects the same from his boss(es). Others will see Pat as cooperative, appreciative and easy to get to know.
9. According to the Strong Interest Inventory, Pat's pattern of occupational interests matches well with the Fire Chief position. He shows general interests and much confidence in the areas of service, business thinking/management, and things technical/mechanical such as found in a firehouse.
10. According to the Thomas-Kilmann Conflict Instrument, when faced with conflict in the workplace, Pat utilizes several conflict resolution strategies including accommodating, collaborating, and compromising. Although to a lesser degree, he also utilizes other conflict resolution skills such as competing and avoiding. Because of the variety of strategies he utilizes, he will be well equipped to effectively manage conflict.

Weaknesses/Development needs of Pat's:

1. He has some struggles with self-doubt, but he is aware of this and a good user of the advice of others to mitigate suboptimal decisions/actions. He has mentors in other Fire Chief positions ("the baggers"), the support of his staff in the department, the counsel of his wise and dear wife, and an active faith life that inspires and guides him.
2. As indicated above, Pat has interpersonal strengths such as empathy, tolerance, and expressive; however, he prefers to initiate contact and is less open to contact initiated by others. On a measure of inclusion (FIRO-B), Pat profiles as someone who will initiate contact with others but is not open to others initiating contact and communications with him. Interpersonally, he is more of an introvert who prefers one-on-one and small group conversations rather than large group settings. Thus, the aspects of his job that require him to have contact with large groups of people or continuous contact with people will be tiresome and "drain his energy". His staff may have a difficult time meeting and communicating with him when it is not on his terms. He would be a better manager and co-worker if he was more open to others inclusion of and communications with him.
3. Pat controls his emotions, thoughts and feelings more than other managers and executives. As previously stated, Pat is very caring and accepting of others; however, because of his level of self-control, people may not see his passion, tolerance, and empathy as strongly as he feels. At its worst, Pat's level of self-control may stifle change and constrict disagreements or conflict that may increase the flow of ideas and productivity within the Department.
4. According to several parts of this assessment, he is of average creative disposition and skill. He is not one to regularly "think outside the box" and come up with new, better and efficient ways of doing things; however, given his intellect and goals for his tenure as

Chief, if approved, he will lead measured changes such as: pushing decision making authority further down the organization and implementing new technologies.

Summary:

If Pat was under consideration for Fire Chief in the 1800's he would not be a good candidate, other than for his height and strength of character. Back then, according to Pat in the interview I had with him, those who could yell the loudest (using a megaphone to direct an incident) and were the toughest (could win a fist fight among the other firefighters), were the best Chiefs.

Fortunately, this is 2007 and Pat Sample is an exceptional fit to the position and a great treasure for the City. The Mayor, Council and rest of the City leadership seek stability in the position and for the Department and a high degree of personal integrity from the person for this position today. Pat has all of that.

He is one of the most insightful, conscientious, humble and capable people I have met and assessed in my 20 years of doing this.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "John P. Fennig".

John Fennig, Ph.D., Licensed Psychologist