



Lieutenant & Captain  
2020 Promotional Process  
Final Results



## Final Ranking

Rank	Captain	Score
1	Shawn Booker	76.50
2	Matt Decker	72.24
3	Scott Elliott	72.02
4	Joe Cales	63.85

Rank	Lieutenant	Score
1	Jason Horning	74.16
2	Steve Kropacek	71.73
3	Jeff Goble	66.92
4	David Wickard	65.98
5	Jared Isaac	53.82
6	Chris Myer	52.45
7	Dwight Haggard	49.21

Top 35%



**Executive Summary - Final Weighted Scores**

Final Rank	Candidate	Written	Tactical Scenarios	In Basket Exercise	Structured Interview	Chief's Interview	Seniority	Education	Performance Record	Total
		20%	25%	5%	15%	5%	10%	15%	5%	100%
1	Shawn Booker	16.80	19.75	2.83	11.10	3.47	7.50	13.05	2.00	76.50
2	Matt Decker	15.20	16.13	3.00	9.50	2.97	8.00	12.45	5.00	72.24
3	Scott Elliott	13.80	17.04	3.50	11.88	3.80	6.50	10.50	5.00	72.02
4	Joe Cales	13.40	14.54	2.67	9.78	3.22	5.50	9.75	5.00	63.85
Mean	All Captains	14.80	16.86	3.00	10.56	3.36	6.88	11.44	4.25	71.15

1	Jason Horning	16.80	13.38	3.83	7.85	3.30	10.00	15.00	4.00	74.16
2	Steve Kropacek	12.60	15.29	3.50	8.35	2.98	10.00	15.00	4.00	71.73
3	Jeff Goble	12.40	20.58	3.00	9.25	3.28	6.00	11.40	1.00	66.92
4	David Wickard	11.80	18.67	3.17	7.58	3.32	8.50	7.95	5.00	65.98
5	Jared Isaac	13.80	14.25	2.50	7.75	3.02	2.50	6.00	4.00	53.82
6	Chris Myer	14.60	9.17	2.83	7.35	3.20	7.00	6.30	2.00	52.45
7	Dwight Haggard	11.60	10.88	1.50	7.40	2.78	8.50	2.55	4.00	49.21
Mean	All Lieutenants	13.37	14.60	2.90	7.93	3.13	7.50	9.17	3.43	62.04

Top  
35%



## Assessment Center Performance Dimensions

**Quality of Response** There are a number of ways to handle different types of people and/or situations which can lead to a successful outcome. The quality of response assessment allows the assessor, based on the assessor's own knowledge and experience, the latitude to rate the quality of that response based on positive attributes showcasing the candidates likelihood for success in the position he/she is seeking.

**Oral Communication:** Ability to speak in a clear, concise, understandable and appropriate manner. Ability to deliver a message in such a way that others clearly understand the meaning of an intended message. Using structure and organization of oral response to communicate clearly. Using language and non-verbals effectively to engage a group and clearly communicate a message in a formal or semi-formal presentation setting.

**Written Communication Skills:** Ability to communicate accurately and clearly convey information in written format. Written communication is the expression of ideas through words that are meant to be read. Candidates should have appropriate vocabulary and proper sentence structure to convey technical content. Writing skills involve proper spelling, grammar, and punctuation.

**Incident Command:** Establishing the incident objectives, strategies, and goals at emergency incidents. Maintaining accountability and responsibility over personnel and the incident. Coordinating with other resources to achieve incident objectives. Managing and directing resources as necessary to accomplish incident objectives.

**Command Presence:** Inspiring, guiding, and improving the performance of groups of employees by identifying a common goal or vision, working with individuals' strengths and weaknesses, and maintaining a positive and productive work environment. Serving as a role model for others. Ability to remain calm under pressure. Managing personnel and resources appropriately. Providing direction/correction when necessary.

**Grading Scale:** All assessors agreed within a two-point margin

1	2	3	4	5	6	7	8	9	10
Worst	Very Poor	Poor	Below Average	Average	Above Average	Good	Very Good	Excellent	Outstanding

Each candidate had up to 2:00 minutes to respond to each question



## Scoring

### Written Examination 20%

Candidates completed a 100-question multiple choice written examination on December 2, 2020. Upon completion of the examination, each candidate was given the opportunity to review the materials, review a copy of the test with answers, and challenge any question(s) on the exam, he/she personally viewed as misleading or incorrect. No test questions were challenged.

### Structured Oral Interview 15%

Candidates completed a structured oral interview on December 3, 2020. The structured oral interview consisted of six (6) questions, one of which was provided to each candidate during the preparation period just prior to their interview. A panel of three outside assessors evaluated candidates on (1) quality of response and (2) overall oral communication.

### Tactical Scenario Exercise 25%

Candidates were given images of the fire incident and asked two questions. A live panel of assessors evaluated candidates on two dimensions: (1) incident command and (2) overall command presence.

### In Basket Exercise 5%

Candidates were given thirty minutes and a memorandum form and asked to respond in writing to a question posed by the Fire Chief. A live panel of three assessors evaluated candidates on written communication skills.

### Chief's Interview 5%

Candidates completed a structured Chief's interview on December 3, 2020. The structured Chief's interview consisted of ten (10) questions. A panel of three assessors evaluated candidates on the quality of response to each question.



### Seniority 10%

The seniority scores were provided to ELITE Public Safety Consulting by administrative personnel from Greenfield Fire Territory prior to December 2, 2020 and included in the final scores.

### Educational Experience 15%

The educational experience scores were provided to ELITE Public Safety Consulting by administrative personnel from Greenfield Fire Territory prior to December 2, 2020 and included in the final scores.

### Performance Record 5%

The performance record scores were provided to ELITE Public Safety Consulting by administrative personnel from Greenfield Fire Territory prior to December 2, 2020 and included in the final scores.

