



DESCRIPTION

This assessment is a series of memos that require written responses and possibly a formal communication. The candidate is asked to respond to each in writing answering a set of four questions regarding each memo. The Agency may select appropriate memos or create new memos, depending upon the position the person is testing for. For example, if this is a Trainer position, you may want to add some problem specifically associated with training. The template is here, feel free to be as creative as needed to expose the best candidate.

IN BASKET ZONE

MATERIALS/TIME

In-basket Contents/Workstation: Memos, worksheets and In Basket submit envelope (any large envelope with the candidate's name).

Time suggested: 2 hours for 10 memos.

CANDIDATE TASKS

Candidates are asked to comment on the memo and prepare a correspondence in reply if appropriate. The memo and documents are attached and placed in the In-Basket submit envelope. Candidates are reminded to watch the time on the worksheet as they are scored based on the amount of work processed also.

SCORING

The number of memos used determines the totality of the score. And the score will be dependent upon how much work is done, and the quality of that work. 10 memos are suggested, either Zone or agency created. Scoring is generic enough for any memo product.

Score each individual memo 1,2, 3 by circle on the worksheet.

POINTS

- 1 - Candidate failed to recognize their responsibility or steps to be taken. Poor quality, document(s) need editing, errors in grammar, spelling.
- 2 - Candidate exercised good judgment and took appropriate action. Good quality paperwork, no errors and practical as is.
- 3 - Candidate exercised excellent judgment, demonstrated remarkable understanding and follow through. Outstanding, more than expected quality product produced.



DESCRIPTION

This is a series of calls to a com Center by one citizen, resulting in a confrontation. In the zone scenario, a citizen complaint has been filed. The candidate has an opportunity to listen to the calls, assess the problems and make appropriate recommendations to the Director as well as draft a letter to the citizen. This Zone is connected to the Employee Counseling Zone (working with an actor about this call, as he is the defendant in the complaint.

Note: This video may be used for a Trainer position by changing the task to designing a training exercise around the problem encountered.

Note: This video may be used as a Director evaluation by changing the Call Taker in question's position to that of Supervisor (who confronted the citizen).

CALL COMPLAINT ZONE

MATERIAL / TIME

VCR (if this call is used), substitute call, word processor, memo. 1.5 Hours

TASKS

Review the call, provide written assessment to the Director and a letter to the citizen regarding the incident.

SCORING

The work evaluated is an understanding of the issues involved here. The committee must first listen to this call and provide their understanding of the problems associated with this call. This will set the expected results for the employee, for example they must recognize the scope of the problem that exists.

POINTS

- 1 - The assessment of the call was not accurate nor did the candidate understand the true scope of the problem. The letter to the citizen was lacking and may even bring about more negative results.
- 2 - The assessment of the call was accurate and the candidate understood the true scope of the problem. The letter to the citizen was adequate and may provide some relief from any further action by the citizen.
- 3 - The assessment of the call was broad in scope and provided much insight and a depth of understanding of the customer relations issues and employee or procedure problems with this call. The letter to the citizen would definitely satisfy the complaint and create a positive end result for the citizen.



DESCRIPTION

This assessment is the second part of the 911 Call Complaint Zone. The candidate is asked to provide counseling for an employee who is acting the part of the person making the error on the call evaluated (or substituted call).

Note: This exercise may be used as a Trainer's evaluation by changing the actor's role to that of a trainee on probation.

Note: This exercise may be used as a Director evaluation by changing the actor's role to that of Supervisor.

EMPLOYEE COUNSELING ZONE

MATERIALS / TIME

Meeting room for candidate, actor and judges. Memo. It is hoped the candidate creates or simulates the signing of a counseling form after the session for documentation of the meeting.

Time suggested: 1 hour

TASKS

Meet with the employee actor to discuss the call in question, write a report to the Director regarding the event and the meeting.

SCORING

The work evaluated is the communications between the candidate and the actor as well as the written meeting results memo to the Director.

Score the meeting and recommendations 1, 2 or 3.

POINTS

- 1 – The results of the meeting were negative. Did not understand the scope of the problem nor communicate effectively with the employee. Did not convey the depth of the problem nor handle the resistance of the employee with leadership or understanding. Did not appropriately communicate the meeting or results in the memo to the Director.
- 2 – The results of the meeting were acceptable. Understood the problem and provided clear communications and both parties were satisfied. The memo to the Director was useful and was an appropriate communications of the results of the meeting.
- 3 – The results of the meeting resulted in true understanding and new direction for the employee. Did an outstanding job of communicating the issues and problems with the call, making recommendations and discipline as well as working with the employee's attitude with effective listening and counseling techniques. The employee has been offered a full range of alternative behaviors and goals or consequences. The memo to the Director was of a high level of correspondence regarding this complaint.



DESCRIPTION

This assessment is a meeting of the candidate and the judges acting as peers. The candidate may demonstrate leadership and communication skills. The meeting agenda is set by the candidate based on the previous zone exercises (whichever the committee determines) and the counseling session. The candidate is asked to lead the meeting, fitting priority items into discussion in an hour time frame.

MEETING ZONE

MATERIALS / TIME

Agenda form, room with meeting table chairs, assessment forms.

Time suggested: 1 hour

TASKS

This meeting is a review of the day's activities with the other supervisors. The work that is to be accomplished is a realistic assessment of the memos, the 911 calls and the counseling session. The work to be rated is the ability to work as a team on issues of importance, prioritizing, taking action, delegating and communicating effectively.

SCORING

Score the meeting 1, 2 or 3.

POINTS

- 1 - Priority issues were not addressed in a manner that allowed for action to be taken or understanding to occur. Candidate did not request counsel or opinion from peers, nor discuss issues in a collaborative manner. Time frames for the meeting were not met.
- 2 - All priority issues were brought up and discussed. Candidate requested assistance and dialogue on important problems. Time was managed well.
- 3 - All priority issues were brought up, leadership was demonstrated in problem solving, teamwork and action steps were designed. Candidate demonstrated a high level of delegation and management offering direction and realistic problem solving techniques that used collaboration.