



Grinnell CIVIL SERVICE COMMISSION Meeting  
March 26, 2019 - 8:00 a.m.  
AT THE PUBLIC SAFETY BUILDING

**MINUTES**

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**ROLL CALL:** Carberry X, Bernemann X, Appleton    ,  
Thompson X.

Meeting called to order by Carberry at 8:03 A.M.

**PERFECTING AND APPROVAL OF AGENDA:** Motion by Carberry to approve agenda. Second by Bernemann. Motion carried.

**NEW BUSINESS:**

1. Discuss Police Promotions and process.

Chief Reilly informed members of an opening for Captain come August, 2019. Chief Reilly reviewed requirements based on Iowa Chapter 400.9 and city job description. Chief Reilly further made a recommendation that the process for Captain be comprised of the following: Written examination; assessment center; Civil Service interview; city administration interview. Chief Reilly further made a recommendation that Cayler & Associates be used to assist in the testing process and to administer the assessment center. An information packet was provided to members that outline the concept and benefits of an assessment center, as well as biographical information and resume on Jeff Cayler (Cayler & Associates).

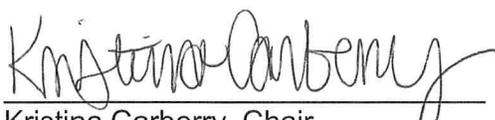
Chief Reilly also suggested that the Captain's promotion would potentially require a process for a Sergeant position. Chief Reilly recommended a process similar to that of Captain for the Sergeant position.

Bernemann made a motion to accept Chief Reilly's process recommendation for that of Captain and Sergeant, to include the use of Cayler & Associates. Second by Carberry. All in favor.

**INQUIRIES: None**

**ADJOURNMENT:** Meeting was adjourned by Carberry at 8:15 A.M.

Attest:

  
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Kristina Carberry, Chair  
Grinnell Civil Service Commission

## **THE ASSESSMENT CENTER - A Measure of Competence**

The assessment center testing process provides an accurate measurement of a candidate's competence to perform a given task, function or undertaking in a predictable manner. Typically, Chief Cayler and two additional law enforcement or fire service administrators will assess selected candidates' abilities in a one-day assessment center process. Using information obtained from questionnaires, the position profile and discussions with city staff, Chief Cayler will prepare a series of exercises that are designed to simulate duties or tasks that might occur during a normal workday for a given position or rank. These exercises are designed to assess the candidates' ability to perform in situations that would be typical for a person in that position. They are also designed to assess the candidates' writing ability and working knowledge of legal issues, departmental operations, personnel management, and law enforcement and/or fire service trends. An assessment center process:

- Levels the playing field by providing all candidates an equal opportunity to demonstrate their competency
- Provides for an objective, disinterested view from professional evaluators
- Places the candidate in a controlled environment
- Establishes a reliable prediction of performance through the use of a definable set of measurements of a candidate's competence
- Builds multi-layered tasks --- ability to measure a candidate's competency in several areas at once
- Defeats a candidate's ability to hide behind a one-dimensional talent
- Mirrors real world scenarios in a controlled manner

## **CRITICAL MANAGEMENT DIMENSIONS**

Each assessment exercise is designed to measure the candidate's level of competence within three or more of 11 Critical Management Dimensions (competencies). Management Dimensions are those elements of competence that are relevant within the specific function of supervising and managing operations or personnel. (i.e.: What important abilities and skills are required in order to fulfill the position?)

### **Critical Management Dimensions are identified as:**

**Analysis:** The determination of core elements. Relating and comparing information from different sources, identifying issues, securing relevant information and identifying relationships.

**Consensus Building:** The utilization of interpersonal skills to influence the collective opinion and solicit general agreement.

**Decisiveness:** Readiness to make decisions, render judgments, take action or commit oneself.

**Development of Subordinates:** Developing the skills and competencies of subordinates through training and development activities related to current and future jobs.

**Follow-up:** The act of tracking action taken and plans made. This tracking is made for the efficiency and assessment of action steps taken.

**Initiative:** Actively attempts to influence events to achieve goals; self-starting rather than passively accepting. Taking action to achieve goals beyond what is necessarily called for; originating action. Following through energetically.

**Judgment:** The capacity to make high quality decisions which are based on logical assumptions and which reflect factual information. A conclusion based on a discriminating appraisal of known information.

**Leadership:** Utilizing appropriate interpersonal styles and methods of communication in order to set a course or vision for an organization. To guide individuals or groups towards task accomplishment or acceptance of an idea demonstrating "big picture" thinking; vision.

**Oral Communication Skills:** Effective expression in individual or group situations, whether spontaneous or when given time for preparation (includes both verbal and non-verbal cues).

**Planning and Organization:** Establishing a course of action for self and/or others to accomplish a specific goal; planning proper assignments of personnel and appropriate allocation of resources or assets. A process of order; a method worked out beforehand.

**Written Communication Skills:** Clear expression of ideas in writing.

At the conclusion of the assessment center, Chief Cayler and the other assessors will meet with representatives of the city and go over the outcome of the process and discuss their views on each of the candidates. A final written report is also generated discussing the process and the results of the assessment center.

# JEFF CAYLER

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## EDUCATION

Master of Science, Criminal Justice Administration, Central Missouri State University (4.0 G.P.A.)

Bachelor of Arts, Sociology/Criminal Justice, University of Iowa

## PROFESSIONAL EXPERIENCE

**Chief of Police** (2/24/85 – 6/8/15) – City of Carroll, Iowa

**Carroll County Communications Administrator** (2/24/85 – 1/28/13)

**Sergeant/Patrol Supervisor** (7/1/83 – 2/24/85), City of Carroll, Iowa

**Patrol Officer** (6/1/81 – 7/1/83), City of Carroll, Iowa

**Adjunct Professor of Criminal Justice**, Buena Vista University, 8/00 – 12/13

## HONORS/ AWARDS

McCartney Award, Iowa Law Enforcement Academy, 1981

Named to the Outstanding College Students of America, 1988

Named one of the Outstanding Graduates of the Department of Criminal Justice Administration, Central Missouri State University, 1988

Rotary Club Human Services/Non-Profit Award (“for exemplifying Rotary’s ideal of service in the workplace”).

Carroll Chamber of Commerce Public Service Award

## ORGANIZATIONS

International Association of Chiefs of Police, Life Member

Iowa Police Chiefs Association (past Vice President and President, ‘96 - ‘00)

Iowa State Police Officers’ Association

Iowa Association of Chiefs of Police & Peace Officers

Chairman, Carroll County E-911 Service Board

Chairman, Carroll County Emergency Management Commission

Board of Directors, Second Judicial District, Dept. of Correctional Services

Chairman, Region V Drug Task Force ‘97 – ‘99, ‘00 – ‘06

Chair, Iowa Community Assurance Pool, Law Enf. Advisory Board, ‘00 – ‘08

Iowa Mun. Workers Comp. Assoc., Loss Control Advisory Board, ‘00 - present

Advisory Board Member (North-Central Region), Criminal Justice Information Systems (F.B.I., C.J.I.S. Division), United States Dept. of Justice, ‘96–‘98, ‘01– ‘06

National Advisory Policy Board Member, Criminal Justice Information Systems (F.B.I., C.J.I.S. Division), United States Department of Justice, ‘96 – ‘98

## Jeff Cayler Biographical Information

Chief Cayler served in law enforcement for 34 1/4 years, with the last 30+ years in the capacity of Chief of Police for the city of Carroll. He holds a Master's Degree in Criminal Justice Administration and a Bachelor's Degree in Sociology/Criminal Justice. He also served as the administrator of the Carroll City/County Communications center for 28 years. Chief Cayler served on the National Advisory Policy Board and as a member of the North Central Working Group of the CJIS Division of the FBI for many years. He is a past president of the Iowa Police Executive Forum (now the Iowa Police Chiefs Association), and Chairman of the Region V Drug Task Force for over 10 years. Chief Cayler was also the long-time Chairman of both the Carroll County E911 Service Board and the Carroll County Emergency Management Commission. In addition to these duties, Chief Cayler served as an adjunct professor of Criminal Justice at Buena Vista University from 2000 – 2012.

Approximately 23 years ago Chief Cayler began providing consulting services to cities, primarily in the area of recruitment, screening and selection of police chiefs and assisting cities with internal promotional testing. In recent years these services have also included screening and selection of fire chiefs and city administrators as well as conducting fire department promotional assessments. In August of 2013 he established Cayler Consulting, LLC. He retired as Chief of Police in Carroll on June 8, 2015 and was one of the longest serving chiefs in Iowa.

Chief Cayler has been married for thirty-six (36) years (Sandy (BSN/RN)) and has two adult children, Amy Kitt (MBA) and Kristen Menke (Ph.D).