

**CONFIDENTIAL**

To: Board of Selectmen  
From: Police Chief Search Committee  
Date: April 5, 2004

This report is the findings of the Police Chief Search Committee.

The Police Chief Search Committee was formed on December 2, 2003 by the Board of Selectmen. The committee consists of citizens Lois Shores, Maureen Grecco, Mike Grant, Russell Lovaas, Jay John, Jack Angley, and Joe Kaminski. At this organizational meeting Joe Kaminski was elected Chair, Mike Grant, Vice-Chair, and Lois Shores, Secretary.

The firm of MMA Consulting with consultant Mark Morse was engaged by the Board of Selectmen to assist the committee in the search for candidates and perform an Assessment Center in which candidates are tested in four different areas pertinent to the duties of a Police Chief.

The committee conducted a meeting in which all Town of Carver department heads who interact with the Police Chief were invited to discuss their feeling of the characteristics of a good Police Chief.

MMA Consulting advertised in publications, on the internet, and performed outreach programs that resulted in the submission of approximately 100 resumes. These resumes were separated by MMA into three categories of "Very Desirable" (15), "Possible" (34), and "Undesirable" (45). The committee reviewed the "Possible" category to insure that viable candidates were not missed in this category. There were none. The committee reviewed the "Very Desirable" candidates and selected seven to be interviewed. On March 12<sup>th</sup> and 13<sup>th</sup> the candidates were interviewed by the committee and Mark Morse. Four candidates were chosen to continue the selection process in the Assessment Center. These candidates were Joseph Rebello, Arthur Parker, Charles Noyes, and Mike O'Donnell.

The Assessment Center was conducted on March 26<sup>th</sup> and 27<sup>th</sup>. MMA Consulting hired three independent "assessors" to grade the candidates in the Assessment Center exercises. These assessors were Bill Griffin, Town Manager, Town of Bourne, Joe Perritano, Police Chief, Town of Winchester, and Dennis Pinkham, Executive Director, Municipal Police Training Council. Mark Morse and Bill Soda (former Burlington Police Chief) ran the exercises. The committee members observed the exercises and listened while the assessors discussed their grading. The committee must emphasize that the assessors were extremely impartial and that the assessment center was of a high quality. The results of the assessment center are on a 0 to 100 grade point scale and are as follows:

Joseph Rebello,	92
Charles Noyes,	89
Arthur Parker,	87
Michael O'Donnell,	75

See the attached Assessment Center results report.

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While the grades for the top three candidates appear close, the committee feels that Joseph Rebello is a stronger candidate than Noyes and Parker. Each of these finalists has valuable experience as a police chief in multiple towns.

As a result of this search process the committee is sending the Board of Selectmen, Joseph Rebello, Charles Noyes, and Arthur Parker with a recommendation of Joseph Rebello. This gives the Board a choice of candidates. However, the committee must emphasize that Joseph Rebello is the strongest finalist. It is the committee's feeling that the Board of Selectmen interview these finalists and perform a site visit to the town of the candidate(s) best suited to be the next Police Chief for the Town of Carver.

During this search process the committee has come to learn that the command structure of the Carver Police Department could use a second in command to the Police Chief. This should be a non-union position. This seems to be a standard practice in many police departments. Moreover, such a practice has the advantage of having someone in "training" to take over the department when the Chief leaves.

On a personal note I would like to thank the members of the committee. Each took their responsibilities seriously and gave of their time freely. I have been a member of the Finance Committee, Capital Outlay Committee, and the Zoning Board of Appeals and like each of those boards I am proud to have worked with Carver citizens that set aside their personal feelings and do what is best for the entire Town of Carver.

Joseph E Kaminski III  
Chairman  
Police Chief Search Committee

**TOWN OF CARVER  
POLICE CHIEF ASSESSMENT CENTER  
RESULTS**

<b>Candidate</b>	<b>1 O'Donnell</b>	<b>2 Noyes</b>	<b>3 Rebello</b>	<b>4 Parker</b>
<b>In-basket Exercise</b>				
Planning & Administration	3.5	4.3	4.5	3.8
Decision-making	4.4	3.7	4.7	4.2
Writing	4.1	4.4	4.1	3.5
Reasoning	3.3	4.4	4.5	3.6
<b>Total</b>	<b>15.3</b>	<b>16.8</b>	<b>17.8</b>	<b>15.1</b>
<b>Percent</b>	<b>76.5</b>	<b>84.0</b>	<b>89.0</b>	<b>75.5</b>
<b>Citizen Interview Exercise</b>				
Human Relations/Interpersonal Relation	3.5	4.3	4.3	4.3
Conflict Management	3.5	4.3	4.4	4.3
Decision-making	3.4	4.3	4.6	4.4
Leadership	3.5	4.2	4.4	4.2
<b>Total</b>	<b>13.9</b>	<b>17.1</b>	<b>17.7</b>	<b>17.2</b>
<b>Percent</b>	<b>69.5</b>	<b>85.5</b>	<b>88.5</b>	<b>86.0</b>
<b>Community Meeting Exercise</b>				
Human Relations/Interpersonal Relation	4.0	4.7	4.7	4.6
Oral Communication	3.6	4.7	4.8	4.6
Leadership	3.8	4.6	4.7	4.6
Conflict Management	3.6	4.5	4.6	4.7
<b>Total</b>	<b>15.0</b>	<b>18.5</b>	<b>18.8</b>	<b>18.5</b>
<b>Percent</b>	<b>75.0</b>	<b>92.5</b>	<b>94.0</b>	<b>92.5</b>
<b>Labor Relations Meeting Exercise</b>				
Human Relations/Interpersonal Relation	3.9	4.7	4.8	4.7
Leadership	3.9	4.8	4.9	4.8
Oral Communication	3.8	4.7	4.8	4.7
Reasoning	3.8	4.4	4.6	4.6
<b>Total</b>	<b>15.4</b>	<b>18.6</b>	<b>19.1</b>	<b>18.8</b>
<b>Percent</b>	<b>77.0</b>	<b>93.0</b>	<b>95.5</b>	<b>94.0</b>
<b>Total</b>	<b>59.6</b>	<b>71.0</b>	<b>73.4</b>	<b>69.6</b>
<b>Percent</b>	<b>74.5</b>	<b>88.8</b>	<b>91.8</b>	<b>87.0</b>
<b>Percent Each Exercise</b>				
In-basket Exercise	O'Donnell 76.5	Noyes 84.0	Rebello 89.0	Parker 75.5
Citizen Interview Exercise	69.5	85.5	88.5	86.0
Community Meeting Exercise	75.0	92.5	94.0	92.5
Labor Relations Meeting Exercise	77.0	93.0	95.5	94.0
<b>Final Percent</b>	<b>75</b>	<b>89</b>	<b>92</b>	<b>87</b>