



CITY OF ALBUQUERQUE
Albuquerque, New Mexico
Office of the Mayor

EC-20-53

Mayor Timothy M. Keller

INTER-OFFICE MEMORANDUM

January 8, 2020

TO: Pat Davis, President, City Council

FROM: Timothy M. Keller

SUBJECT: Mayor's Recommendation of Award (ROA) for RFP No. RFP0001IC
"Promotional Testing Services for Albuquerque Fire Rescue and Albuquerque
Police Department"

The City of Albuquerque's Fire Rescue Department in conjunction with the Department of Finance and Administrative Services, Purchasing Division, issued the RFP for Promotional Testing Services.

The RFP was posted on the Purchasing E-Procurement, Bonfire website on September 27, 2019 and advertised in the Albuquerque Journal on September 29, 2019.

The City received six (6) responses to this solicitation. The ad hoc evaluation committee evaluated and scored the proposals received in accordance with the evaluation criteria published in the RFP. After thoroughly reviewing and scoring the proposal, Industrial Organizational Solutions, Inc., earned the highest score of 857 points. The ad hoc committee found Industrial Organizational Solutions, Inc to be both responsive and qualified and recommends an award to Industrial Organizational Solutions, Inc.

I concur with this recommendation.

The City of Albuquerque's Fire Rescue Department will manage this contract.

DocuSigned by:
Paul Dow
Paul Dow
510092151300W
Fire Chief

1/28/2020
Date

Cover Analysis

1. What is it?

Approval for the recommendation of award for Promotional Testing for Albuquerque Fire Rescue.

2. What will this piece of legislation do?

The approval of the recommendation of award will allow the Albuquerque Fire Rescue the ability to enter into an agreement with the awarded vendor to provide services for promotional testing for the ranks of Driver, Lieutenant, Captain and Battalion Chief.

3. Why is this project needed?

Albuquerque Fire Rescue conducts four promotional examinations. These examinations are: Driver, Lieutenant, Captain and Battalion Chief. These promotional examinations are conducted on even number years and the Fire Chief has the authority to request any test on an odd year in addition to the even test year.

4. How much will it cost and what is the funding source?

The cost is \$ 75,000 for all four promotional examinations and the funding source is the General Operating Fund (110).

5. Is there a revenue source associated with this Plan? If so, what level of income is projected?

There is no revenue source associate with this item.

FISCAL IMPACT ANALYSIS

TITLE:

R:

O:

FUND:

110

DEPT:

2724000

- ☒ No measurable fiscal impact is anticipated, i.e., no impact on fund balance over and above existing appropriations.
- ☐ (If Applicable) The estimated fiscal impact (defined as impact over and above existing appropriations) of this legislation is as follows:

	2020	Fiscal Years 2021	2022	Total
Base Salary/Wages				-
Fringe Benefits at	-	-	-	-
Subtotal Personnel	-	-	-	-
Operating Expenses	75,000	75,000	75,000	225,000
Property	-	-	-	-
Indirect Costs	-	-	-	-
Total Expenses	\$ 75,000	\$ 75,000	\$ 75,000	\$ 225,000
[] Estimated revenues not affected				
[x] Estimated revenue impact				
Revenue from program				0
Amount of Grant				
City Cash Match				
City Inkind Match				
City IDOH	-	-	-	-
Total Revenue	\$ -	\$ -	\$ -	\$ -

These estimates do not include any adjustment for inflation.

* Range if not easily quantifiable.

Number of Positions created

COMMENTS:

COMMENTS ON NON-MONETARY IMPACTS TO COMMUNITY/CITY GOVERNMENT:

PREPARED BY:

APPROVED:

FISCAL ANALYST

DocuSigned by:

1/28/2020

Paul Daw
DIRECTOR
500F67E64397451...

(date)

REVIEWED BY:

DocuSigned by:

DocuSigned by:

DocuSigned by:

Linda Cutler Padilla
EXECUTIVE BUDGET ANALYST
FCDEF84DBFCD480...Lawrence Davis
BUDGET OFFICER (date)
2/3/2020
BD22ED78FD6344E...Christine Boerner
CITY ECONOMIST
E02C017348...



City of Albuquerque

Department of Finance and Administrative Services

Timothy M. Keller, Mayor

Interoffice Memorandum

Date December 18, 2019

TO: Sarita Nair, Chief Administrative Officer

FROM: Paul Dow, Fire Chief DS
PWD

SUBJECT: **Recommendation of Award: RFP No. RFP0001IC, "Promotional Testing Services for Albuquerque Fire Rescue and Albuquerque Police Department"**

The City of Albuquerque Fire Department in conjunction with the Department of Finance and Administrative Services, Purchasing Division, issued the subject solicitation. The solicitation was posted on the purchasing website and advertised in the Albuquerque Journal. Six responses were received for evaluation.

The ad hoc evaluation committee evaluated and scored the responses in accordance with the evaluation criteria published in the RFP and recommends award of contract to Industrial Organizational Solutions, Inc. I concur with this recommendation. Listed below are the composite scores for the top three responses received:

Industrial Organizational Solutions	857
Human Resources Research	779
CPS HR Consulting	615

The City of Albuquerque's Fire Department will manage this contract.

Approved: DS
DocuSigned by:
Sarita Nair

3746289A-AB044D... (Date)
 Sarita Nair
 Chief Administrative Officer

Attachment: Score Sheet

Original: Purchasing P2019000048

001IC - Promotional Testing Services for AFR and APD

Summary

	Total	Cost Proposal	Evaluation Criteria Scoring	The Offeror's general approach and plans	The Offeror's detailed plans to meet the objectives	Experience and qualifications of the Offeror and personnel	Adequacy of proposed project management and resources	The Offeror's past performance on projects of similar scope and size	The overall score
Offer	/ 1,000.00 pts	/ 100 pts	/ 900 pts	/ 100 pts	/ 200 pts	/ 200 pts	/ 100 pts	/ 200 pts	/ 100
Organizations, Inc.	856.89	44.22 (\$187,905.00)	812.67	93.33	191	193.33	78	162.67	94.
Resources Arch	779.2	27.53 (\$301,798.36)	751.67	93.33	185	193.33	76.67	108.33	9
Consulting	614.5	45.17 (\$183,980.00)	569.33	66.67	123.33	73.33	68.33	170	67.
, Inc.	588.33	100 (\$83,100.00)	488.33	60	103.33	135	56.67	90	43.
College Justice Center	436.21	26.21 (\$317,000.00)	410	53.33	95	100	65	46.67	5
Associates,	368.24	39.9 (\$208,250.00)	328.33	43.33	81.67	66.67	30	73.33	33.

City of Albuquerque

Addendum #1

Solicitation Number: RFP0001IC

**Promotional Testing Services for Albuquerque Fire Rescue and Albuquerque Police
Department**



Deadline for Receipt of Proposals: November 1, 2019: 4:00 p.m. (Mountain Time)
The City eProcurement System will not allow Proposals to be submitted after this date and time.

**City of Albuquerque
Department of Finance and Administrative Services
Purchasing Division**

RFP 202001IC "Promotional Testing Services for Albuquerque Fire Rescue and Albuquerque Police Department"

The purpose of this Addendum is to extend the deadline to November 1, 2019 at 4:00 pm MT and answer questions received by the deadline:

1. Which Provider did the City/Department contract with for the previous contract period?
 - a. Was the City/Department pleased with the services provided?
 - b. What was the previous contract value for similar services provided for each rank?
 - c. When were the last processes conducted for each rank?

ANSWER: The current vendor is Industrial Organization Solutions

a. Satisfied

b. APD and AFR contracts can be found on the City of Albuquerque website:

<https://www.cabq.gov/dfa/procurement-division/contracts-of-interest>

c. The last process was conducted in FY18.

2. When is the City looking to administer the written examinations and assessment centers for each rank?

ANSWER: This will be determined with the awarded vendor.

3. Will the Assessors need to be from in-state or out-of-state?

ANSWER: Both

4. Will the Offeror need to cover the costs of travel, hotel, and transportation for assessors and role players? How many applicants do you estimate will apply for each rank?

ANSWER: All cost should be fully loaded with including all overhead costs and travel. It is unknown how many applicants will apply for each rank.

5. Historically, has the written examination been used as a hurdle to move forward to the assessment center? Or, are all qualified candidates invited to both the written examination and the assessment center?

- a. If the written examination has a pre-determined pass-point, is this determined by City/Department Policy? If not, is the City/Department open to establishing a pass point using a modified angoff procedure?

ANSWER: Refer to the City of Albuquerque's Personnel Rules and Regulations for APD and AFR that can be found on the City's website.

6. Historically, how many candidates have participated in each phase of the examination process?

ANSWER: APD Processes from 2009 to present—TOTAL: 1,275 participants

AFR Processes from 2009 to present--TOTAL: 982 participants

7. Historically, what source materials have been used for the written examination?

ANSWER: Candidate reading materials are announced at the beginning of each process.

8. Historically, how many candidate orientations have been conducted?

ANSWER: One candidate orientation is held for each process.

9. 3.1.3.6.6 states two versions of each 100-item final test for the ranks of Driver and Lieutenant will be created. Will each version of the exam contain the same 100-items in a different order? Or will each exam be comprised of different questions?

ANSWER: To be determined with the awarded contractor.

10. 3.2.4 states the HR Testing Division will recruit and designate the number of assessors/role players the contractor will be required to recruit on the City's behalf, ensuring a qualified and diverse panel of assessors and role player(s) for the assessment process is obtained through this process. To clarify, is the City or the contractor responsible for assessor recruitment?

- a. If the responsibility is that of the contractor:
- i. Are there any restrictions in assessor selection (i.e. distance from the City, rank, etc.)?
 - ii. Are assessor expenses to be paid by the client or the contractor?
 - iii. Does the client compensate assessors from other agencies for their time?

ANSWER: Final selection will be conducted by the City of Albuquerque HR Employment Testing Division.

Please incorporate the change in this Addendum into the original RFP document. Sign and return this Addendum with your RFP response. Failure to acknowledge an Addendum may result in your response being deemed non-responsive.

Acknowledged & Returned:

Signature

Printed Name Title Company

City of Albuquerque

Request for Proposals

Solicitation Number: RFP0001IC

Promotional Testing Services for
Albuquerque Fire Rescue and Albuquerque Police Department
September 25, 2019



Deadline for Receipt of Proposals: October 29, 2019 4:00 p.m. (Mountain Time)
The City eProcurement System will not allow Proposals to be submitted after this date and time.

City of Albuquerque
Department of Finance and Administrative Services
Purchasing Division

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INTRODUCTION

The City of Albuquerque is seeking proposals for promotional testing services from qualified Offerors. The City of Albuquerque Human Resources Department (HR) is responsible for the promotional testing process for Albuquerque Fire Rescue ("AFR") for the positions of Driver, Lieutenant, Captain and Battalion Chief and the Albuquerque Police Department ("APD") for the positions of Sergeant and Lieutenant. Each process requires a written examination and an assessment center, **except** the ranks of AFR Driver and Lieutenant, which only require a written examination. These processes are developed in conjunction with subject-matter experts and conducted by an outside contractor under the direction of an HR Deputy Director on an as needed basis. Shorter processes that comply with the Uniformed Services Employment and Reemployment Rights Act ("USERRA") may also be required.

PART 1 INSTRUCTIONS TO OFFERORS

1.1 RFP Number and Title: RFP0001IC, "Promotional Testing Services for Albuquerque Fire Rescue and Albuquerque Police Department."

1.2 Proposal Due Date: October 29, 2019 - NLT 4:00 PM (Local Time)

The time and date Proposals are due shall be strictly observed.

1.3 Purchasing Division: This Request for Proposals ("RFP") is issued on behalf of the City of Albuquerque by its Purchasing Division, which is the sole point of contact during the entire procurement process.

1.4 Authority: Chapter 5, Article 5 of the Revised Ordinances of the City of Albuquerque, 1994, ("Public Purchases Ordinance"). The City Council, pursuant to Article 1 of the Charter of the City of Albuquerque and Article X, Section 6 of the Constitution of New Mexico, has enacted this Public Purchases Ordinance as authorized by such provisions and for the purpose of providing maximum local self-government. To that end, it is intended that this Public Purchases Ordinance shall govern all purchasing transactions of the City and shall serve to exempt the City from all provisions of the New Mexico Procurement Code, as provided in Section 13-1-98K, NMSA 1978.

1.5 Acceptance of Proposal: Acceptance of Proposal is contingent upon Offeror's certification and agreement by submittal of its Proposal, to comply and act in accordance with all provisions of the following:

1.5.1 City Public Purchases Ordinance

1.5.2 City Purchasing Rules and Regulations: These Rules and Regulations ("Regulations") are written to clarify and implement the provisions of the Public Purchases Ordinance. These Regulations establish policies, procedures, and guidelines relating to the procurement, management, control, and disposal of goods, services, and construction, as applicable, under the authority of the Ordinance.

1.5.3 Civil Rights Compliance: Acceptance of Proposal is contingent upon the Offeror's certification and agreement by submittal of its Proposal, to comply and act in accordance with all provisions of the Albuquerque Human Rights Ordinance, the New Mexico Human Rights Act, Title VII of the U.S. Civil Rights Act of 1964, as amended, and all federal statutes and executive orders, New Mexico statutes and City of Albuquerque ordinances and resolutions relating to the enforcement of civil rights and affirmative action. Questions regarding civil rights or affirmative action compliance requirements should be directed to the City of Albuquerque Human Rights Office.

1.5.4 Americans with Disabilities Act Compliance: The Offeror certifies and agrees, by submittal of its Proposal, to comply and act in accordance with all applicable provisions of the Americans With Disabilities Act of 1990 and federal regulations promulgated thereunder.

1.5.5 Insurance and Bonding Compliance: Acceptance of Proposal is contingent upon Offeror's ability to comply with the insurance requirements as stated herein. Please include a certificate or statement of compliance in your Proposal and bonds as required.

1.5.6 Ethics:

1.5.6.1 Fair Dealing. The Offeror warrants that its Proposal is submitted and entered into without collusion on the part of the Offeror with any person or firm, without fraud and in good faith. Offeror also warrants that no gratuities, in the form of entertainment, gifts or otherwise, were, or will be offered or given by the Offeror, or any agent or representative of the Offeror to any officer or employee of the City with a view toward securing a recommendation of award or subsequent contract or for securing more favorable treatment with respect to making a recommendation of award.

1.5.6.2 Conflict of Interest. The Offeror warrants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required under the contract resulting from this RFP. The Offeror also warrants that, to the best of its knowledge, no officer, agent or employee of the City who shall participate in any decision relating to this RFP and the resulting contract, currently has, or will have in the future, a personal or pecuniary interest in the Offeror's business.

1.5.7 Participation/Offeror Preparation: The Offeror may not use the consultation or assistance of any person, firm company who has participated in whole or in part in the writing of these specifications or the Scope of Services, for the preparation of its Proposal or in the management of its business if awarded the contract resulting from this RFP.

1.5.8 Debarment or Ineligibility Compliance: By submitting its Proposal in response to this RFP, the Offeror certifies that (i) it has not been debarred or otherwise found ineligible to receive funds by any agency of the federal government, the State of New Mexico, any local public body of the State, or any state of the United States; and (ii) should any notice of debarment, suspension, ineligibility or exclusion be received by the Offeror, the Offeror will notify the City immediately.

Any Proposal received from an Offeror that is, at the time of submitting its Proposal or prior to receipt of award of a contract, debarred by or otherwise ineligible to receive funds from any agency of the federal government, the State of New Mexico, any local public body of the State, or any state of the United States, shall be rejected.

Upon receipt of notice of debarment of an Offeror awarded a contract as a result of this RFP ("Contractor"), or other ineligibility of the Contractor to receive funds from any agency of

the federal government, the State of New Mexico, any local public body of the State, or any state of the United States, the City shall have the right to cancel the contract with the Contractor resulting from this RFP for cause in accordance with the terms of said contract.

1.5.9 Goods Produced Under Decent Working Conditions: It is the policy of the City not to purchase, lease, or rent goods for use or for resale at City owned enterprises that were produced under sweatshop conditions. The Offeror certifies, by submittal of its Proposal in response to this solicitation, that the goods offered to the City were produced under decent working conditions. The City defines "under decent working conditions" as production in a factory in which child labor and forced labor are not employed; in which adequate wages and benefits are paid to workers; in which workers are not required to work more than 48 hours per week (or less if a shorter workweek applies); in which employees are free from physical, sexual or verbal harassment; and in which employees can speak freely about working conditions and can participate in and form unions. [*Council Bill No. M-8, Enactment No. 9-1998*]

1.5.10 Graffiti Free: When required, the Contractor will be required to furnish equipment, facilities, or other items required to complete these services, that are graffiti-free. Failure of Contractor to comply with this requirement may result in cancellation of the contract resulting from this RFP.

1.6 City Contact: The sole point of contact for this RFP is the City of Albuquerque Purchasing Division. Questions regarding this RFP should be directed to the following Purchasing representative unless otherwise specified in the solicitation. Offerors who fail to abide by this instruction may be deemed nonresponsive.

- Iris Cordova, Purchasing Program Specialist, Department of Finance and Administrative Services, Purchasing Division
- Phone: (505) 768-3333 or E-Mail: icordova@cabq.gov.
- Post Office Box 1293, Albuquerque, New Mexico 87103

1.7 Contract Management: The contracts resulting from this RFP will be managed by Albuquerque Fire Rescue and Albuquerque Police Department, respectively.

1.8 Clarification: Any explanation desired by an Offeror regarding the meaning or interpretation of this RFP must be requested in writing not less than ten (10) working days prior to the deadline for the receipt of Proposals to allow sufficient time for a reply to reach all Offerors before the submission of their Proposals. No extension of time will be granted based on submission of inquiries subsequent to the required date nor will such inquiries be answered. All inquiries must be directed to the Purchasing Division as stated herein. Oral explanations or instructions given before the award of the contract or at any time will not be binding. Purchasing shall prepare answers to questions in the form of Addenda to this RFP and shall post all such Addenda to the online eProcurement System.

1.9 Submission of Proposals. The Offeror's sealed Proposal must be submitted **electronically** through the eProcurement system pursuant to the following requirements:

1.9.1 Electronic Copy. Submit your complete Proposal including all forms, attachments, exhibits, Technical Proposal, Cost Proposal, etc. using the eProcurement System at <https://cabq.bonfirehub.com/portal/?tab=openOpportunities>. If you do not have a username and password, please register as this is the only method to submit electronically on the Bonfire portal. Please note the City has a new eProcurement System as of September 16, 2019; please make sure to register on the new system in order to receive notices and submit a response to a bid or proposal. For assistance, please contact support@gobonfire.com.

1.9.2 Format. Each file uploaded to the eProcurement System shall be in Optical Character Recognition (OCR) searchable PDF format unless otherwise indicated. Do not encrypt files and do not password protect the documents submitted.

ALL PROPOSALS MUST BE RECEIVED BY THE CITY PURCHASING DIVISION AS SPECIFIED HEREIN. FAILURE TO COMPLY WITH THE SUBMISSION REQUIREMENTS SHALL BE CAUSE FOR THE CITY TO DEEM YOUR PROPOSAL NONRESPONSIVE.

1.9.7 No other methods of Proposal delivery. Neither telephone, facsimile, nor telegraphic Proposals shall be accepted.

1.9.8 Modification. Proposals may be modified or withdrawn only by written notice, provided such notice is received prior to the Proposal Due Date.

1.9.9 Receipt of Proposals. The only acceptable evidence to establish the time of receipt of Proposals by City Purchasing Office is the time-date stamp of the eProcurement System.

1.9.10 Acknowledgment of Addenda to the Request for Proposals. Receipt of Addenda to this RFP by an Offeror must be acknowledged a) by signing and returning the Addenda, or b) by letter. Such acknowledgment must be submitted with the Proposal in the eProcurement System. **Failure to submit such acknowledgment may be cause for the City to deem your Proposal nonresponsive.**

1.10 Modifications to Scope of Services: In the event that sufficient funds do not become available to complete each task in the Scope of Services, the Scope of Services may be amended, based upon the cost breakdown required in the Cost Proposal.

1.11 Draft Agreement: A copy of the Draft Agreement to be entered into is included in the RFP. The Offeror certifies that it accepts the terms and conditions of the Draft Agreement, or has noted exceptions in its response. The City's receipt of exceptions in a response is not an acceptance of any requested changes to the Draft Agreement. The Draft Agreement may differ from the final Agreement.

1.12 Contract Term: The contract resulting from this solicitation is anticipated to have a term of one (1) year with four (4) possible extensions of one (1) year each.

1.13 Evaluation Period: The City reserves the right to analyze, examine and interpret any Proposal for a period of ninety (90) days after the hour and date specified for the receipt of Proposals. The City reserves the right to extend the evaluation period if it feels, in its sole discretion, such an extension would be in the best interest of the City.

1.14 Evaluation Assistance: The City, in evaluating Proposals, reserves the right to use any assistance deemed advisable, including City contractors and consultants.

1.15 Rejection and Waiver: The City reserves the right to reject any or all Proposals and to waive informalities and minor irregularities in Proposals received.

1.16 Award of Contract:

1.16.1 When Award Occurs: Award of contract occurs when a Purchase Order is issued or other evidence of acceptance by the City is provided to the Offeror. A Recommendation of Award does not constitute award of contract.

1.16.2 Award: If a contract is awarded, it shall be awarded to the responsive and responsible Offeror whose Proposal conforming to this RFP will be most advantageous to the City as set forth in the Evaluation Criteria.

1.17 Cancellation: This RFP may be canceled for any reasons and any and all Proposals may be rejected in whole or in part when it is in the best interests of the City.

1.18 Negotiations: Negotiations may be conducted with the Offeror(s) recommended for award of contract.

1.19 City-Furnished Property: No material, labor, or facilities will be furnished by the City unless otherwise provided for in this RFP.

1.20 Proprietary Data:

1.20.1 The file and any documents relating to this RFP, including the Proposals submitted by Offerors, shall be open to public inspection after the recommendation of award of a contract has been approved by the Mayor, or his designee. An Offeror may designate material as Trade Secrets, Proprietary Data, and/or other Confidential Data by clearly marking that material as "Trade Secret", "Proprietary Data", or "Confidential Data" within the Proposal uploaded to the eProcurement System in response to this RFP. **Pricing and makes and models or catalog numbers of items offered, delivery terms, and terms of payment shall not be so designated. Further, any Proposal in which a majority of pages are designated as Trade Secret, Proprietary Data, or Confidential Data may be deemed nonresponsive.**

1.20.2 The City will endeavor to restrict distribution of material designated as "Trade Secret", "Proprietary Data", or "Confidential Data" to only those individuals involved in the review and analysis of the Proposals. However, Offerors are advised that, if a request for inspection of records under the New Mexico Inspection of Public Records Act (Sections 14-2-1 et seq, NMSA

1978) ("Act") is received for such materials, and they are not exempt under the Act, the City is required to disclose those records. The City shall, to the extent possible under the Act, provide the Offeror with notice before any disclosure to allow the Offeror an opportunity, within the Act's fifteen (15) day deadline, to initiate legal action (such as an injunction or other judicial remedy) to prevent the release of Trade Secret, Proprietary Data, or Confidential Data, should the Offeror wish to do so. **Notwithstanding anything to the contrary herein, the City shall not be responsible to the Offeror for any disclosure of records required by the Act or an order of a court or other tribunal with jurisdiction over the City.**

1.21 Preferences: Preferences may be available under the City of Albuquerque Public Purchases Ordinance for this procurement. See Part 5 of this RFP for additional information. **NO PREFERENCES ARE AVAILABLE FOR ANY SOLICITATION FOR WHICH ALL OR A PART OF THE FUNDS USED ARE FROM FEDERAL GRANT SOURCES.**

1.22 Request for Proposals Protest Process:

1.22.1 When: If the protest concerns the specifications for a competitive solicitation or other matters pertaining to the solicitation documents, it must be received by the Chief Procurement Officer no later than 5:00 p.m. of the tenth (10th) business day prior to the deadline for the receipt of Proposals.

1.22.2 Recommendation of Award: If the protest concerns other matters relating to this solicitation, the protest must be filed with the Chief Procurement Officer no later than 5:00 p.m. of the tenth (10th) business day after the receipt of notice of the Recommendation of Award.

1.22.3 Timely Protests: Protests must be received by the Chief Procurement Officer prior to the appropriate deadline as set out herein, or they will not be considered valid. The Chief Procurement Officer may waive the deadline for good cause, including a delay caused by the fault of the City. Late delivery by the U.S. Postal Service or other carrier shall not be considered good cause.

1.22.4 How to File: Any Offeror who is aggrieved in connection with a competitive solicitation or recommendation of award of a contract may protest to the City Chief Procurement Officer. The protest shall be addressed to the Chief Procurement Officer, must be submitted in written form and must be legible. Protests may be hand-delivered or mailed. Facsimile, telephonic, telegraphic or electronic protests will not be accepted.

1.22.5 Required Information: The protest shall contain at a minimum the following;

- The name and address of the protesting party;
- The number of the competitive solicitation;
- A clear statement of the reason(s) for the protest detailing the provisions believed to have been violated;
- Details concerning the facts, which support the protest;
- Attachments of any written evidence available to substantiate the claims of the

- protest; and
- A statement specifying the ruling requested.

1.22.6 Address Letters and Envelopes as Follows:

- City of Albuquerque
 - Purchasing Division
 - Attn: Chief Procurement Officer
 - PO Box 1293
 - Albuquerque, New Mexico 87103
- RFP Number
PROTEST

1.22.7 Protest Response by Chief Procurement Officer: The Chief Procurement Officer will, after evaluation of a protest, issue a response. Only the issues outlined in the written protest will be considered by the Chief Procurement Officer.

1.22.8 Protest Hearing: If a hearing is requested, the request must be included in the protest and received within the time limit. The filing fee of twenty dollars (\$20.00) must accompany the request for hearing. Only the issues outlined in the protest will be considered by the Chief Procurement Officer, or may be raised at a protest hearing. The granting of a hearing shall be at the discretion of the Chief Procurement Officer following review of the request.

1.23 Insurance:

1.23.1 General Conditions: The City will require the successful Offeror, referred to as the Contractor, to procure and maintain at its expense during the term of the contract resulting from the RFP, insurance in the kinds and amounts hereinafter provided with insurance companies authorized to do business in the State of New Mexico, covering all operations of the Contractor under the contract. Upon execution of the contract and on the renewal of all coverages, the Contractor shall furnish to the City a certificate or certificates in form satisfactory to the City as well as the rider or endorsement showing that it has complied with these insurance requirements. All certificates of insurance shall provide that thirty (30) days written notice be given to the Risk Manager, Department of Finance and Administrative Services, City of Albuquerque, P.O. Box 470, Albuquerque, New Mexico, 87103, before a policy is canceled, materially changed, or not renewed. Various types of required insurance may be written in one or more policies. With respect to all coverages required other than professional liability or workers' compensation, the City shall be named an additional insured. All coverages afforded shall be primary with respect to operations provided.

1.23.2 Approval of Insurance: Even though the Contractor may have been given notice to proceed, it shall not begin any work under the contract resulting from this RFP until the required insurance has been obtained and the proper certificates (or policies) are filed with the City. Neither approval nor failure to disapprove certificates, policies, or the insurance by the City shall relieve the Contractor of full responsibility to maintain the required insurance in full force and effect. If part of the contract is sublet, the Contractor shall include any or all subcontractors in its insurance policies, or require the subcontractor to secure insurance to

protect itself against all hazards enumerated herein, which are not covered by the Contractor's insurance policies.

1.23.3 Coverage Required: The kinds and amounts of insurance required are as follows:

1.23.3.1 Commercial General Liability Insurance. A commercial general liability insurance policy with combined limits of liability for bodily injury or property damage as follows:

\$1,000,000	Per Occurrence
\$1,000,000	Policy Aggregate
\$1,000,000	Products Liability/Completed Operations
\$1,000,000	Personal and Advertising Injury
\$ 50,000	Fire Legal
\$ 5,000	Medical Payments

Said policy of insurance must include coverage for all operations performed for the City by the Contractor and contractual liability coverage shall specifically insure the hold harmless provisions of the contract resulting from this RFP.

1.23.3.2 Automobile Liability Insurance. A comprehensive automobile liability insurance policy with liability limits in amounts not less than \$1,000,000 combined single limit of liability for bodily injury, including death, and property damage in any one occurrence. The policy must include coverage for the use of all owned, non-owned, hired automobiles, vehicles and other equipment both on and off work.

1.23.3.3 Workers' Compensation Insurance. Workers' compensation insurance policy for the Contractor's employees, in accordance with the provisions of the Workers' Compensation Act of the State of New Mexico, (the "Act"). If the Contractor employs fewer than three employees and has determined that it is not subject to the Act, it will certify, in a signed statement, that it is not subject to the Act. The Contractor will notify the City and comply with the Act should it employ three or more persons during the term of the contract resulting from this RFP.

1.23.4 Increased Limits: During the life of the contract the City may require the Contractor to increase the maximum limits of any insurance required herein. In the event that the Contractor is so required to increase the limits of such insurance, an appropriate adjustment in the contract amount will be made.

1.23.5 Additional Insurance: The City may, as a condition of award of a contract, require a successful Offeror to carry additional types of insurance. The type and limit of additional insurance is dependent upon the type of services provided via the contract by the successful Offeror.

1.24 Pay Equity Documentation. All Proposals shall include a Pay Equity Reporting Form which can be accessed at <https://www.cabq.gov/womens-pay-equity-task-force/albuquerque-pay-equity-initiative-instructions> or in the Solicitation Instructions. Offerors who believe they are exempt because they are an out-of-state contractor that has no facilities and no employees working in New Mexico are not required to report data, but must check the box verifying their status on the Pay Equity Reporting Form. Any Proposal that does not include a Pay Equity Reporting Form shall be deemed nonresponsive, as stated in the Public Purchases Ordinance, 5-5-31 (A). NOTE: THE PAY EQUITY FORM REQUIRED BY THIS PROVISION IS NOT A PAY EQUITY CERTIFICATE, NOR DOES IT QUALIFY YOU FOR THE PAY EQUITY PREFERENCE. TO OBTAIN A PAY EQUITY PREFERENCE CERTIFICATE, PLEASE CONTACT THE CITY'S OFFICE OF EQUITY AND INCLUSION BY TELEPHONE: (505) 768-3512 OR ELECTRONIC MAIL: oei@cabq.gov.

PART 2 PROPOSAL FORMAT

2.1 Technical Proposal Format, Section One

2.1.1 Offeror Identification: State name and address of your organization or office and nature of organization (individual, partnership or corporation, private or public, profit or non-profit). Subcontractors, if any, must be identified in a similar manner. Include name, email address and telephone number of person(s) in your organization authorized to execute the Draft Agreement. Submit a statement of compliance with all laws stated herein. Submit a statement of agreement of the terms and conditions of the Draft Agreement; state exceptions. Show receipt of Addenda if applicable. Provide a statement or show ability to carry the insurance specified.

2.1.2 Experience:

2.1.2.1 Current Experience. State relevant experience of the company and person(s) who will be actively engaged in the proposed project, including experience of subcontractors. Submit resumes for the individuals who will be performing the services for the City.

2.1.2.2 Past Experience. Describe a minimum of three (3) projects of similar scope and size, which are now complete; state for whom the work was performed, year completed, and a letter of reference for each regarding the work. References must be for work performed in the past three to five (3 to 5) years. DO NOT use City of Albuquerque employees or any City elected officials as a reference. Any proposal that includes City employees or elected officials as a reference will not be given consideration for experience when assigning evaluation points. State relevant experience with other municipalities or government entities.

2.1.3 Proposed Approach to Tasks: Discuss fully your proposed approach to each of the tasks described in Part 3, Scope of Services. Use charts to illustrate the number of hours dedicated to each task and who will be performing each task [individual(s)/firm(s)]. Reference Appendix A, attached hereto, without stating the price structure.

2.1.4 Management Summary: Describe individual staff and subcontractor's responsibilities with lines of authority and interface with the City of Albuquerque Human Resources Employment Testing Division staff. Describe resources to be drawn from in order to complete tasks.

2.2 Cost Proposal Format, Section Two

2.2.1 Total Cost: Submit your Cost Proposal electronically on the City's E-Procurement System separately from your technical Proposal. DO NOT INCLUDE IN YOUR TECHNICAL PROPSAL.

2.2.2 All Costs: All costs to be incurred and billed to the City should be described by the Offeror for each item, to allow for a clear evaluation and comparison, relative to other Proposals received. All costs should include any applicable gross receipts taxes. The Offeror should understand that the City will not pay for any amounts not included in the cost Proposal -- for example, insurance or taxes -- and that liability for items not included remains with the Offeror.

2.2.3 The required cost proposal is found on the City's E-Procurement system under the "Bid Tables" tab and is required to be completed. Failure to complete the cost proposal in the City's E-Procurement system shall be cause to deem Offeror's proposal non-responsive.

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PART 3

SCOPE OF SERVICES

3.1 The Contractor shall perform the following promotional testing services for AFR and APD.

Albuquerque Fire Rescue

3.1.1 Written Examination and Assessment Center. For the AFR Driver, Lieutenant, Captain and Battalion Chief Positions, the successful Offeror shall provide the following Services:

3.1.1.1 Albuquerque Visit for Exam Planning. In order to plan the promotional process for the position, the successful Offeror will meet with AFR, and HR Deputy Director and/or HR Director in Albuquerque on specified dates, to clarify expectations and define project responsibilities. At the meetings, the specified dates for the process, including but not limited to the final test date and any changes to the process will be determined. The successful Offeror will also discuss and share any concerns and/or initiatives for the process. For the purposes of the agreement resulting from this RFP, the Contract Administrator will be the HR Deputy Director and the successful Offeror will provide the Services under the HR Deputy Director's direction.

3.1.2 Job Analysis. The successful Offeror shall conduct a full job analysis for each position by the deadline established by the City, and provide a currency report documenting the content validity of the job analysis as approved by the HR Deputy Director.

3.1.3. Written Exam Development.

3.1.3.1.1 Prior to the written exam development, the successful Offeror will conduct interviews with subject-matter experts ("SMEs") to determine appropriate test content and item allocation across the reading list published to the candidates prior to the written exam. All meetings must be approved and arranged by the HR Deputy Director.

3.1.3.2.2 The successful Offeror will develop an item bank of test questions, identified by source of study material. For the 100-item exam, an item bank of approximately 150 items will be developed, completed and submitted the item bank of test questions to the HR Deputy Director as per the schedule agreed upon after the receipt of the official reading list. Utilization of any exam items which are identical to questions utilized in previously conducted promotional exams given to AFR or other agencies shall not be permitted. The item bank will include exam questions from all references appearing on the reading list. The job analysis dimensions and weights developed will be used to guide the development of the tests. The successful Offeror shall submit all test questions to the HR Deputy Director no later than the specified date for a content validity review by designated SMEs and the HR Deputy Director.

3.1.3.3. The successful Offeror will have the written test items ready and conduct the validation on site with the SMEs and the HR Deputy Director by the specified date.

3.1.3.4.4 The successful Offeror will write additional test items, if requested by the HR Deputy Director and the SMEs, to ensure that technical job knowledge items are drawn from all relevant textbook materials as well as departmental rules, regulations, policies, guidelines, and procedures.

3.1.3.5.5 The successful Offeror will provide a second draft of the questions, if needed, to the HR Deputy Director by the specified date, for final approval.

3.1.3.6.6 The successful Offeror will assemble the final test, composed of the selected test questions; and will also prepare and include five (5) keyed test booklets in preparation for the Key Copy Review. The successful Offeror shall provide copies of the final written exam to the HR Deputy Director by the specified date. The completed candidates' answer sheets will be sent to the successful Offeror by the HR Deputy Director upon completion of test administration. In consultation with the HR Deputy Director, the successful Offeror will create one 100-item final test for the Battalion Chief and Captain positions; and two versions of each 100-item final test for the ranks of Driver and Lieutenant positions.

3.1.3.7.7 The City's HR Testing Division will administer the written exam, handle all test appeals, and provide feedback on test appeals (protest resolutions) to the successful Offeror for the purpose of scoring the exams.

3.1.3.8.8 Following the Key Copy Review, on the specified dates, the HR Testing Division will email the SME protest resolutions to the successful Offeror.

3.1.3.9.9 The successful Offeror will score the answer sheets, prepare and provide individual candidate's written exam result reports, using the pre-approved format, to the HR Deputy Director no later than the specified date, so that HR Testing Division can provide the reports to the candidates the same day. Five copies of the answer key are also needed for the Scoring Review by the specified dates. The successful Offeror is responsible for the accuracy of the written exam score computation and must be able to defend the results.

3.1.3.10.10 The HR Testing Division will perform the Key Copy and Scoring Review with the candidates, and will notify the successful Offeror if scoring or other errors are found. If errors are found, the successful Offeror will correct them in a timely manner and submit corrections to the HR Deputy Director.

3.1.1.3.11 The successful Offeror will provide a summary report documenting the written exam process.

3.1.4 Assessment Center Exercise Development and Administration.

3.1.4.1 For the promotional testing process the rank of Captain and Battalion Chief, the successful Offeror will develop three (3) or five (5) assessment exercises, at the discretion of the City. This will be accomplished with the SMEs contributing input relative to the assessment exercise content. The successful Offeror will prepare rough drafts of the exercises. The draft Assessment Center exercises will be ready for review for applicability by the HR Deputy Director and the SMEs by the specified date.

3.1.4.2 The successful Offeror will design, develop, and conduct a classroom-style Assessment Center orientation for the candidates prior to the administration of the assessment process. The HR Deputy Director will be on-site during the orientation.

3.1.4.3 The successful Offeror will design, develop and conduct a one (1)-day training session for the assessors on-site prior to the Assessment Center administration. The HR Deputy Director will be on-site during the training session.

3.1.4.4 The successful Offeror will administer the Assessment Center and will be responsible for all administrative aspects thereof. The successful Offeror will provide up to two (2) consultants and one (1) proctor as needed for the administration of the process. The HR Deputy Director will be on-site supervising the process during the Assessment Center.

3.1.4.5 The successful Offeror will process candidates through the Assessment Center, assuring fair and consistent treatment of candidates, fair administration of the examination, and reliable scoring by assessors.

3.1.4.6 Two (2) days following the Assessment Center, or other specified date as soon as possible, after the rating forms are received in the successful Offerer's office, using the pre-approved format, the successful Offeror will prepare and deliver to the HR Deputy Director the final score reports from the promotional process for each candidate, showing how he/she performed by test component(s). The successful Offeror is responsible for the accuracy of the score computation of the final score reports and must be able to defend the results. The HR Testing Division will provide the final score reports to the candidates.

3.1.4.7 The successful Offeror will provide the necessary information to HR Deputy Director to conduct the Post Assessment Review for the candidates. The information to be provided by the successful Offeror will include, but is not limited to, all Assessment Center rating forms completed by assessors and candidates' work products.

3.1.4.8 Two (2) weeks, or other agreed upon timeframe, after the Assessment Center scoring is completed, the successful Offeror will prepare and provide the HR Deputy Director a final

summary report with appendices such as copies of all correspondence, assessment exercises, assessor manuals, completed rating forms, candidate work products, overall summary scoring forms and all other materials related to the total examination.

3.1.4.9 If requested, the successful Offeror will meet with the Fire Chief and/or the HR Director to review the Assessment Center results and respond to any questions.

3.1.4.10 The successful Offeror will provide a summary report documenting the assessment process including, but not limited to, all assessment center exercises and materials related to the total examination process.

3.1.4.11 The successful Offeror will provide two (2) days of consulting services without additional cost in defense of any and/or all Promotional Processes.

3.1.5 Additional Services Related to the Uniformed Services Employment and Reemployment Rights Act (USERRA).

3.1.5.1 The successful Offeror will reassemble the final written test developed in subsection 3.1.3 above as needed to accommodate candidates returning from military deployment at no additional charge and provide the test booklet and key version to the HR Deputy Director. The successful Offeror will score answer sheets. The successful Offeror is responsible for the accuracy of the score computation of the final score reports and must be able to defend the results. The HR Testing Division will provide the final score reports to the candidates.

3.1.5.2 The successful Offeror will administer, in accordance with subsection 3.1.2 above, the Assessment Center exercises previously developed as needed for said candidates at times and dates agreed to by the parties.

3.1.5.3 The successful Offeror will provide a training refresher to the assessors, if previously employed assessors are used again. If new assessors will be used, the successful Offeror will provide necessary training.

3.1.5.4 The successful Offeror will prepare the candidates' final score reports as well as the Post Assessment Review reports for said candidates. The successful Offeror is responsible for the accuracy of the score computation of the final score reports to the candidates.

3.2. Support Services. For the promotional testing process for AFR Driver, Lieutenant, Captain, and Battalion Chief positions, the HR Testing Division will:

3.2.1. Provide oversight and review of the entire promotional testing process.

3.2.2 Serve as the sole contact person for purposes of all promotional testing processes, except as otherwise provided under this Agreement.

3.2.3 Be responsible for safeguarding all test materials provided by the successful Offeror.

3.2.4 Recruit and designate the number of assessors/role players the contractor will be required to recruit on the City's behalf, ensuring a qualified and diverse panel of assessors and role player(s) for the assessment process is obtained through this process.

3.2.5 Meet with SMEs, review all test materials with them, and ensure that promotional testing procedures adhere to the City's policies and procedures.

3.2.6 Keep the HR Director informed of issues and improvement opportunities as they arise.

3.2.7 Work with the HR Deputy Director to arrange travel, hotel, per diem and in-town transportation for assessors and role players.

3.2.8 Make arrangements for the Assessment Center facilities in consultation with the HR Deputy Director. Provide supplies and equipment for all phases of the promotional process.

3.2.9 Designate SMEs to work with the HR Deputy Director and the successful Offeror. The SMEs will be available to review all test questions and assessment exercises, and provide input relative to assessor scoring criteria/benchmarks for these assessment exercises. The SMEs will also assist in other areas as assigned by the Police Chief as well as provide appropriate parts of the assessor training session.

Albuquerque Police Department

3.2 Written Examination and Assessment Center. For the APD Sergeant and Lieutenant positions, the successful Offeror shall provide the following promotional testing services:

3.2.1 Albuquerque Visit for Exam Planning. In order to plan the promotional process for the position, the successful Offeror will meet with APD and the HR Deputy Director and/or HR Director in Albuquerque on specified dates, to clarify expectations and define project responsibilities. At the meetings, the specified dates for the process, including but not limited to the final test date and any changes to the process will be determined. The successful Offeror will also discuss and share any concerns and/or initiatives for the process. For the purposes of the agreement resulting from this RFP, the Contract Administrator will be the HR Deputy Director and the successful Offeror will provide the Services under her direction.

3.2.2 Job Analysis. The successful Offeror shall conduct a full job analysis for each

position by the deadline established by the City, and provide a currency report documenting the content validity of the job analysis as approved by the HR Deputy Director.

3.2.3 Written Exam Development.

3.2.3.1 Prior to the written exam development, the successful Offeror will conduct interviews with subject-matter experts (SMEs) to determine appropriate test content and item allocation across the reading list published to the candidates prior to the written exam. All meetings must be approved and arranged by the HR Deputy Director.

3.2.3.2 The successful Offeror will develop an item bank of test questions, identified by source of study material. For the 100-item exam, an item bank of approximately 150 items will be developed, completed and submitted to the HR Deputy Director as per the schedule agreed upon after the receipt of the official reading list. Utilization of any exam items which are identical to questions utilized in previously conducted promotional exams given to APD or other agencies shall not be permitted. The item bank will include exam questions from all references appearing on the reading list. The job analysis dimensions and weights developed will be used to guide the development of the tests. The successful Offeror shall submit all test questions to the HR Deputy Director no later than the specified date for a content validity review by designated SMEs and the HR Deputy Director.

3.2.3.3 The successful Offeror will have the written test items ready and conduct the validation on site with the SMEs and the HR Deputy Director by the specified date.

3.2.3.4 The successful Offeror will write additional test items, if requested by the HR Deputy Director and the SMEs, to ensure that technical job knowledge items are drawn from all relevant textbook materials as well as departmental rules, regulations, policies, guidelines, and procedures.

3.2.3.5 The successful Offeror will provide a second draft of the questions, if needed, to the HR Deputy Director by the specified date, for final approval.

3.2.3.6 The successful Offeror will assemble the final test, composed of the selected test questions; and will also prepare and include five (5) keyed test booklets in preparation for the Key Copy Review. The successful Offeror shall provide copies of the final written exam to the HR Deputy Director by the specified date. The completed candidates' answer sheets will be sent to the successful Offeror by the HR Deputy Director upon completion of test administration. In consultation with the HR Deputy Director, the successful Offeror will create one 100-item final test for the Sergeant and Lieutenant positions.

3.2.3.7 The City's HR Testing Division will administer the written exam, handle all test appeals, and provide feedback on test appeals (protest resolutions) to the successful Offeror for the purpose of scoring the exams.

3.2.3.8 Following the Key Copy Review, on the specified dates, the HR Testing Division will email the SME protest resolutions to the successful Offeror.

3.2.3.9 The successful Offeror will score the answer sheets, prepare and provide individual candidate's written exam result reports, using the pre-approved format, to the HR Deputy Director no later than the specified date, so that HR Testing Division can provide the reports to the candidates the same day. Five copies of the answer key are also needed for the Scoring Review by the specified dates. The successful Offeror is responsible for the accuracy of the written exam score computation and must be able to defend the results.

3.2.3.10 The HR Testing Division will perform the Key Copy and Scoring Review with the candidates, and will notify the successful Offeror if scoring or other errors are found. If errors are found, the successful Offeror will correct them in a timely manner and submit corrections to the HR Deputy Director.

3.2.3.11 The successful Offeror will provide a summary report documenting the written exam process.

3.2.4 Assessment Center Exercise Development and Administration.

3.2.4.1 For the promotional testing process for each position above, the successful Offeror will develop three (3) or five (5) assessment exercises at the discretion of the City. This will be accomplished with the SMEs contributing input relative to the assessment exercise content. The successful Offeror will prepare rough drafts of the exercises. The draft Assessment Center exercises will be ready for review for applicability by the HR Deputy Director and the SMEs by the specified date.

3.2.4.2 The successful Offeror will design, develop, and conduct a classroom-style Assessment Center orientation for the candidates prior to the administration of the assessment process. The HR Deputy Director will be on-site during the orientation.

3.2.4.3 The successful Offeror will design, develop and conduct a one (1)-day training session for the assessors on-site prior to the Assessment Center administration. The HR Deputy Director will be on-site during the training session.

3.2.4.4 The successful Offeror will administer the Assessment Center and will be responsible for all administrative aspects thereof. The successful Offeror will provide up to two (2) consultants and one (1) proctor as needed for the administration of the process. The HR Deputy Director will be on-site supervising the process during the Assessment Center.

3.2.4.5 The successful Offeror will process candidates through the Assessment Center, assuring fair and consistent treatment of candidates, fair administration of the examination, and reliable scoring by assessors.

3.2.4.6 Two (2) days following the Assessment Center, or other specified date as soon as possible, after the rating forms are received in the successful Offeror's office, using the pre-approved format, the successful Offeror will prepare and deliver to the HR Deputy Director the final score reports from the promotional process for each candidate, showing how he/she performed

by test component(s). The successful Offeror is responsible for the accuracy of the score computation of the final score reports and must be able to defend the results. The HR Testing Division will provide the final score reports to the candidates.

3.2.4.7 The successful Offeror will provide the necessary information to HR Deputy Director to conduct the Post Assessment Review for the candidates. The information to be provided by the successful Offeror will include, but is not limited to, all Assessment Center rating forms completed by assessors and candidates' work products.

3.2.4.8 Two (2) weeks, or other agreed upon timeframe, after the Assessment Center scoring is completed, the successful Offeror will prepare and provide the HR Deputy Director a final summary report with appendices such as copies of all correspondence, assessment exercises, assessor manuals, completed rating forms, candidate work products, overall summary scoring forms and all other materials related to the total examination.

3.2.4.9 If requested, the successful Offeror will meet with the Police Chief and/or the HR Director to review the Assessment Center results and respond to any questions.

3.2.4.10 The successful Offeror will provide a summary report documenting the assessment process including, but not limited to, all assessment center exercises and materials related to the total examination process.

3.2.4.11 The successful Offeror will provide two (2) days of consulting services without additional cost in defense of any and/or all Promotional Processes.

3.2.5 Additional Services Related to the Uniformed Services Employment and Reemployment Rights Act (USERRA).

3.2.5.1 The successful Offeror will reassemble the final written test developed in subsection 3.2.3 above as needed to accommodate candidates returning from military deployment at no additional charge and provide the test booklet and key version to the HR Deputy Director. The successful Offeror will score answer sheets. The successful Offeror is responsible for the accuracy of the score computation of the final score reports and must be able to defend the results. The HR Testing Division will provide the final score reports to the candidates.

3.2.5.2 The successful Offeror will administer, in accordance with subsection 3.2.4 above, the Assessment Center exercises previously developed as needed for said candidates at times and dates agreed to by the parties.

3.2.5.3 The successful Offeror will provide a training refresher to the assessors, if previously employed assessors are used again. If new assessors will be used, the successful Offeror will provide necessary training.

3.2.5.5 The successful Offeror will prepare the candidates' final score reports as well as the Post Assessment Review reports for said candidates. The successful Offeror is responsible for the accuracy of the score computation of the final score reports to the candidates.

3.2.6 Support Services. For the promotional testing process for APD Sergeant and Lieutenant positions, the HR Testing Division will:

3.2.6.2 Provide oversight and review of the entire promotional testing process.

3.2.6.3 Serve as the sole contact person for purposes of all promotional testing processes, except as otherwise provided under this Agreement.

3.2.6.4 Be responsible for safeguarding all test materials provided by the successful Offeror.

3.2.6.5 Recruit and designate the number of assessors/role players the contractor will be required to recruit on the City's behalf, ensuring a qualified and diverse panel of assessors and role player(s) for the assessment process is obtained through this process.

3.2.6.6 Meet with SMEs, review all test materials with them, and ensure that promotional testing procedures adhere to the City's policies and procedures.

3.2.6.7 Keep the HR Director informed of issues and improvement opportunities as they arise.

3.2.6.8 Work with the HR Deputy Director to arrange travel, hotel, per diem and in-town transportation for assessors and role players.

3.2.6.9 Make arrangements for the Assessment Center facilities in consultation with the HR Deputy Director. Provide supplies and equipment for all phases of the promotional process.

3.2.6.10 Designate SMEs to work with the HR Deputy Director and the successful Offeror. The SMEs will be available to review all test questions and assessment exercises, and provide input relative to assessor scoring criteria/benchmarks for these assessment exercises. The SMEs will also assist in other areas as assigned by the Police Chief as well as provide appropriate parts of the assessor training session.

PART 4 EVALUATION OF PROPOSALS

4.1 Selection Process. The Mayor of Albuquerque shall name, for the purpose of evaluating the Proposals, an Ad Hoc Advisory Committee. On the basis of the evaluation criteria established in this RFP, the committee shall submit to the Mayor a list of qualified firms in the order in which they are recommended. Proposal documentation requirements set forth in this RFP are designed to provide guidance to the Offeror concerning the type of documentation that will be used by the Ad Hoc Advisory Committee. Offerors should be prepared to respond to requests by the Purchasing Office on behalf of the Ad Hoc Advisory Committee for oral presentations, facility surveys, demonstrations or other areas deemed necessary to assist in the detailed evaluation process. Offerors are advised that the City, at its option, may award this request on the basis of the initial Proposals.

4.2 Evaluation Criteria. The following general criteria, not listed in order of significance, will be used by the Ad Hoc Advisory Committee in recommending contract award to the Mayor. The Proposal factors will be rated on a scale of **0-1000** with weight relationships as stated below.

4.2.1 Evaluation Factors:

100 -- The Offeror's general approach and plans to meet the requirements of the RFP.

200 -- The Offeror's detailed plans to meet the objectives of each task, activity, etc. on the required schedule.

200 -- Experience and qualifications of the Offeror and personnel as shown on staff resumes to perform tasks described in Part 3, Scope of Services. Please include the date the firm was established and the number of employees for both full time and part time.

100 -- Adequacy of proposed project management and resources to be utilized by the Offeror.

200 -- The Offeror's past performance on projects of similar scope and size. List all Fire and Police Departments that Successful Offeror has assisted in the development, validation, and administration of promotional processes.

100 -- The overall ability of the Offeror, as judged by the evaluation committee, to successfully complete the project within the proposed schedule. This judgment will be based upon factors such as the project management plan and availability of staff and resources.

100 -- Cost Proposal – The costs proposed by the Contractor as described in Section 2.2 of this RFP to perform the tasks listed in Part 3, Scope of Services. The evaluation of this section will occur after the technical evaluation, based on a cost/price analysis.

4.2.2 Cost/Price Factors: The evaluation of cost factors in the selection will be determined by a cost/price analysis using your proposed figures. Please note that the lowest cost is not the sole criterion for recommending contract award.

4.2.3 Cost Evaluation. The cost/price evaluation will be performed by the City Purchasing Division or designee. A preliminary cost review will ensure that each Offeror has complied with all cost instructions and requirements. In addition, Proposals will be examined to ensure that all proposed elements are priced and clearly presented. Cost Proposals that are incomplete or reflect significant inconsistencies or inaccuracies will be scored accordingly or may be rejected by the Ad Hoc Advisory Committee if lacking in information to determine the value/price/cost relative to the services proposed.

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PART 5
Instructions for VENDOR PREFERENCE AFFIDAVIT OF ELIGIBILITY
For City Local, Small, or Pay Equity Preferences and/or State Resident Business and Veteran Preferences
(Goods & Services)

1. ALL INFORMATION MUST BE PROVIDED. A 5% Small Business Preference, a 5% Local Business Preference, a 5% State Resident Business Preference, a 5% Pay Equity Preference and/or a 5% State Resident Veteran Business Preference (collectively the latter two, "State Preference") are available for this procurement. To qualify, an Offeror **MUST** complete and submit this Preference Certification Form **WITH ITS PROPOSAL**. For a Pay Equity Preference, the City Pay Equity Business Certificate **MUST** be attached. For State Preference the New Mexico State certification of eligibility **MUST** be attached. If a Proposal is received without this Preference Certification Form and any required certifications attached, completed, signed and certified, or if this Preference Certification Form is received without the required information, the preference shall not be applied. **NO FORM SHALL BE ACCEPTED AFTER THE DEADLINE FOR RECEIPT OF PROPOSALS.**

2. PHYSICAL LOCATION MUST BE STATED. To qualify for the Small business or Local Business Preference, a business must have its principal office and place of business in the Greater Albuquerque Metropolitan Area. The business location identified on the Preference Certification Form must be a physical location, street address or such. **DO NOT** use a post office box or other postal address.

3. PREFERENCE CERTIFICATION FORM MUST BE COMPLETED BY PRINCIPAL OFFEROR. This Preference Certification Form must be completed for the Principal Offeror, or one of the Principal Offerors if the Offeror is a joint venture or partnership, or by an individual authorized to sign for the Offeror. Subcontractors of the Offeror shall not be used to qualify a Proposal for a preference and should not complete or submit the Form.


4. APPLICATION OF PREFERENCES. The State Resident Business Preference or State Resident Veteran Business Preference shall be applied to any Proposals submitted that include a valid, State of New Mexico-issued, Resident Business or Resident Veteran Business Certification Number. The Small Business Preference, and the Local Business Preference shall be applied to all Proposals submitted by eligible small businesses. The local preference only will be applied to all Proposals submitted by eligible local businesses which are not small businesses. The Pay Equity Preference shall be applied to all Proposals submitted that include a City Pay Equity Business Certificate. The total percentage of all preferences awarded shall not exceed ten percent (10%).

5. DEFINITIONS. The following definitions apply:

- The Greater Albuquerque Metropolitan Area includes all locations within the City of Albuquerque and Bernalillo County.
- A Local Business is a business that is headquartered in and maintains its principal office and Place of Business in the Greater Albuquerque Metropolitan Area.
- A Place of Business is a business' location in the Greater Albuquerque Metropolitan Areas that is staffed and open to the public on a regular basis.
- A Small Business is a Local Business that employs an average of fewer than fifty (50) full-time employees in a calendar year. The calendar year immediately prior to the request for the preference should be used.
- A full-time employee is an employee of the business who is hired to work at least forty (40) hours per week, whether in a permanent, temporary or seasonal status. If all full-time employees of the business are hired to work a shorter work week, the Chief Procurement Officer may reduce this requirement, upon receipt of adequate documentation.
- Pay Equity Preference shall be applicable as provided in City Ordinance 5-5-31 (as amended by C/S O-17-33).
- State Resident Business and State Resident Veteran Business shall be applicable as provided in 13-1-21 NMSA 1978.

6. ADDITIONAL DOCUMENTATION. If requested, a business shall provide, within three (3) working days of receipt of the request, documentation to substantiate the information provided on the Preference Certification Form. The Chief Procurement Officer shall determine the sufficiency of such documentation.

7. NO PREFERENCES SHALL BE APPLIED IF FEDERAL FUNDS ARE USED.

	VENDOR PREFERENCE AFFIDAVIT OF ELIGIBILITY	
	City of Albuquerque Purchasing Division	One Civic Plaza – 7 th Floor P.O. Box 1293 Room 7012 Albuquerque, NM 87103 Phone: (505) 768-3320 Fax: (505) 768-3355

Preference Type: (Check applicable preference/s) <input type="checkbox"/> Local-City Business <input type="checkbox"/> Small Business <input type="checkbox"/> State Resident Business Preference <input type="checkbox"/> State Resident Veteran Business Preference <input type="checkbox"/> Pay Equity Preference		
Legal Name of Firm: _____		
Contact Person: _____	Telephone: _____	
E-mail Address: _____	Fax: _____	
Mailing Address: _____	Physical Address (if Different): _____	
Number of <u>full-time</u> employees working in the city of Albuquerque: _____		Attach 941 Tax Form

Check all that apply:

☐ **I certify my company meets the following qualifications to be eligible for Local Business Preference:**

1. Is headquartered in and maintains its principal office and place of business in the Greater Albuquerque Metropolitan Area.
Attach 941 I.R.S. Tax Form.
2. Such location is staffed with full-time employees.
3. Such location is open to the public on a regular basis.
4. Is operating or performing its business from this location.
5. Note: A post office box shall not be considered a physical business address.

☐ **I certify my company meets the following qualifications to be eligible for Small Business Preference:**

1. Meets the requirements for a Local Business Preference (see above).
2. Employs fewer than fifty (50) full-time employees in a calendar year. Attach 941 I.R.S. Tax Form

☐ **I certify that I am attaching the Pay Equity Business Certificate.** NOTE: The Pay Equity Form required in Section 1.24 of this RFP is not a Pay Equity Business Certificate, nor does it qualify you for the Pay Equity Preference. To obtain a certificate, please contact the Women's Pay Equity Task Force by telephone: (505) 768-3512 or email: oei@cabq.gov.

☐ **I certify that I am attaching the New Mexico State certification of Resident Business.**

☐ **I certify that I am attaching the New Mexico State certification Resident Veteran's Business preference.**

☐ **I certify that under the penalty of perjury, the foregoing statements are true and correct. I also acknowledge that any person, firm, corporation or entity intentionally submitting false information to the City in an attempt to qualify for a preference shall be prohibited from submitting proposals for on City goods and/or services for a period of up to three (3) years.**

Authorized Signature: _____ Date: _____

Printed Name: _____ Title: _____

ACKNOWLEDGMENT

State of New Mexico
County of _____

Signed and sworn to before me on _____ by _____.

Notary
My Commission expires on _____

**PART 6
DRAFT AGREEMENT**

THIS AGREEMENT is made and entered into this ____ day of _____, 20__ by and between the City of Albuquerque, New Mexico a municipal corporation, ("City"), and _____, ("Contractor"), a _____, whose address is _____.

RECITALS

WHEREAS, the City issued a Request For Proposals for the _____ Department, P _____, titled "_____", which is Exhibit A to this Agreement; and

WHEREAS, the Contractor submitted its Proposal, dated _____, in response to P _____, which Proposal is Exhibit B to this Agreement; and

WHEREAS, the City desires to engage the Contractor to render certain services in connection therewith, and the Contractor is willing to provide such services.

NOW, THEREFORE, in consideration of the premises and mutual obligations herein, the parties hereto do mutually agree as follows:

1. **Scope of Services.** The Contractor shall perform the following services ("Services") in a satisfactory and proper manner, as determined by the City:

Provide services listed in Part 3, in accordance with Exhibit A as supplemented by Exhibit B. To the extent the Exhibits conflict with this Agreement, the terms of this Agreement shall govern.

2. **Time of Performance.** Services of the Contractor shall commence on the date of final execution of this Agreement and shall be undertaken and completed in such sequence as to assure their expeditious completion in light of the purposes of this Agreement; provided, however, that in any event, all of the Services required hereunder shall be completed within _____ years of the date of execution of this Agreement. This Agreement may be extended for up to _____ additional one-year periods upon written agreement of the parties.

3. **Compensation and Method of Payment.**

A. **Compensation.** For performing the Services specified in Section 1 hereof, the City agrees to pay the Contractor up to the amount of _____

Dollars (\$ _____), which amount includes any applicable gross receipts taxes and which amount shall constitute full and complete compensation for the Contractor's Services under this Agreement, including all expenditures made and expenses incurred by the Contractor in performing such Services.

B. Method of Payment. Such amount shall be paid to the Contractor in installments, which include any applicable gross receipts taxes, as follows: TBD. Payments shall be made to the Contractor upon completion of each task, upon receipt by the City of a properly documented requisition for payment as determined by the budgetary and fiscal guidelines of the City and on the condition that the Contractor has accomplished the Services to the satisfaction of the City.

C. Appropriations. Notwithstanding any other provisions in this Agreement, the terms of this Agreement are contingent upon the City Council of the City of Albuquerque making the appropriations necessary for the performance of this Agreement. If sufficient appropriations and authorizations are not made by the City Council, this Agreement may be terminated at the end of the City's then current fiscal year upon written notice given by the City to the Contractor. Such event shall not constitute an event of default. All payment obligations of the City and all of its interest in this Agreement will cease upon the date of termination. The City's decision as to whether sufficient appropriations are available shall be accepted by the Contractor and shall be final.

4. Independent Contractor. The Contractor is considered as an independent contractor at all times in the performance of the services described in Section 1. The Contractor further agrees that neither it nor its employees are entitled to any benefits from the City under the provisions of the Workers' Compensation Act of the State of New Mexico, or to any of the benefits granted to employees of the City under the provisions of the Merit System Ordinance as now enacted or hereafter amended.

5. Personnel.

A. The Contractor represents that it has, or will secure at its own expense, all personnel required in performing all of the Services required under this Agreement. Such personnel shall not be employees of or have any contractual relationships with the City.

B. All the Services required hereunder will be performed by the Contractor or under its supervision and all personnel engaged in the work shall be fully qualified and shall be authorized or permitted under state and local law to perform such Services.

C. None of the work or Services covered by this Agreement shall be subcontracted without the prior written approval of the City. Any work or Services subcontracted hereunder shall be specified by written contract or agreement and shall be subject to each provision of this Agreement.

6. **Indemnity.** The Contractor agrees to defend, indemnify and hold harmless the City and its officials, agents and employees from and against any and all claims, actions, suits or proceedings of any kind brought against said parties because of any injury or damage received or sustained by any person, persons or property to the extent arising out of or resulting from the negligent acts, errors, omissions, and performance by the Contractor under this Agreement or by reason of any asserted act or omission, neglect or misconduct of the Contractor or Contractor's agents or employees or any subcontractor or its agents or employees. The indemnity required hereunder shall not be limited by reason of the specification of any particular insurance coverage in this Agreement.

7. **Insurance.** The Contractor shall not commence any work under this Agreement until the insurances required in Exhibit A, Section 1.23 have been obtained and the proper certificates and riders or endorsements (or policies) have been submitted to the City.

8. **Discrimination Prohibited.** In performing the Services required hereunder, the Contractor shall not discriminate against any person on the basis of race, color, religion, gender, sexual preference, sexual orientation, national origin or ancestry, age, physical handicap or disability, as defined in the Americans With Disabilities Act of 1990, as currently enacted or hereafter amended.

9. **ADA Compliance.** In performing the Services required hereunder, the Contractor agrees to meet all the requirements of the Americans With Disabilities Act of 1990 (the "ADA"), which are imposed directly on the Contractor or which would be imposed on the City as a public entity. The Contractor agrees to be responsible for knowing all applicable rules and requirements of the ADA and to defend, indemnify and hold harmless the City, its officials, agents and employees from and against any and all claims, actions, suits or proceedings of any kind brought against said parties as a result of any acts or omissions of the Contractor or its agents in violation of the ADA.

10. **Reports and Information.** At such times and in such forms as the City may require, there shall be furnished to the City such statements, records, reports, data and information, as the City may request pertaining to matters covered by this Agreement. Unless authorized by the City, the Contractor will not release any information concerning the work product including any reports or other documents prepared pursuant to the Agreement until the final product is submitted to the City.

11. **Open Meetings Requirements.** Any nonprofit organization in the City which receives funds appropriated by the City, or which has as a member of its governing body an elected official, or appointed administrative official, as a representative of the City, is subject to the requirements of §2-5-1 *et seq.* R.O.A. 1994, Public Interest Organizations. The Contractor agrees to comply with all such requirements, if applicable.

12. **Establishment and Maintenance of Records.** Records shall be maintained by the Contractor in accordance with applicable law and requirements prescribed by the City with respect to all matters covered by this Agreement. Except as otherwise authorized by the City, such records

shall be maintained for a period of three (3) years after receipt of final payment under this Agreement.

13. **Audits and Inspections.** At any time during normal business hours and as often as the City may deem necessary, there shall be made available to the City for examination all of the Contractor's records with respect to all matters covered by this Agreement. The Contractor shall permit the City to audit, examine, and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, conditions of employment and other data relating to all matters covered by this Agreement. The Contractor understands and will comply with the City's Accountability in Government Ordinance, §2-10-1 et seq. and Inspector General Ordinance, §2-17-1 et seq. R.O.A. 1994, and also agrees to provide requested information and records and appear as a witness in hearings for the City's Board of Ethics and Campaign Practices pursuant to Article XII, Section 8 of the Albuquerque City Charter.

14. **Publication, Reproduction and Use of Material.** No material produced in whole or in part under this Agreement shall be subject to copyright in the United States or in any other country. The City shall have unrestricted authority to publish, disclose, distribute and otherwise use, in whole or in part, any reports, data or other materials prepared under this Agreement.

15. **Compliance with Laws.** In providing the Scope of Services outlined herein, the Contractor shall comply with all applicable laws, ordinances, and codes of the federal, State, and local governments.

16. **Changes.** The City may, from time to time, request changes in the Scope of Services of the Contractor to be performed hereunder. Such changes, including any increase or decrease in the amount of the Contractor's compensation, which are mutually agreed upon by and between the City and the Contractor, shall be incorporated in written amendments to this Agreement.

17. **Assignability.** The Contractor shall not assign any interest in this Agreement and shall not transfer any interest in this Agreement (whether by assignment or novation), without the prior written consent of the City thereto.

18. **Termination for Cause.** If, through any cause, the Contractor shall fail to fulfill in a timely and proper manner its obligation under this Agreement or if the Contractor shall violate any of the covenants, agreements, or stipulations of this Agreement, the City shall thereupon have the right to terminate this Agreement by giving five (5) days written notice to the Contractor of such termination and specifying the effective date of such termination. In such event, all finished or unfinished documents, data, and reports prepared by the Contractor under this Agreement shall, at the option of the City, become its property, and the Contractor shall be entitled to receive just and equitable compensation for any work satisfactorily completed hereunder. Notwithstanding the above, the Contractor shall not be relieved of liability to the City for damages sustained by the City by virtue of any breach of this Agreement by the Contractor, and the City may withhold any payments to the Contractor for the purposes of set-off until such time as the exact amount of

damages due the City from the Contractor is determined.

19. Termination for Convenience of City. The City may terminate this Agreement at any time by giving at least fifteen (15) days' notice in writing to the Contractor. If the Contractor is terminated by the City as provided herein, the Contractor will be paid an amount which bears the same ratio to the total compensation as the Services actually performed bear to the total Services of the Contractor covered by this Agreement, less payments of compensation previously made. If this Agreement is terminated due to the fault of the Contractor, the preceding section hereof relative to termination shall apply.

20. Construction and Severability. If any part of this Agreement is held to be invalid or unenforceable, such holding will not affect the validity or enforceability of any other part of this Agreement so long as the remainder of the Agreement is reasonably capable of completion.

21. Enforcement. The Contractor agrees to pay to the City all costs and expenses including reasonable attorney's fees incurred by the City in exercising any of its rights or remedies in connection with the enforcement of this Agreement.

22. Entire Agreement. This Agreement contains the entire agreement of the parties and supersedes any and all other agreements or understandings, oral or written, whether previous to the execution hereof or contemporaneous herewith. Exhibits A and B, attached hereto, are hereby made a part of this Agreement.

24. Applicable Law and Venue. This Agreement shall be governed by and construed and enforced in accordance with the laws of the State of New Mexico, and the laws, rules and regulations of the City of Albuquerque. The venue for actions arising out of this Agreement is Bernalillo County, New Mexico.

25. Debarment, Suspension, Ineligibility and Exclusion Compliance. The Contractor certifies that it has not been debarred, suspended or otherwise found ineligible to receive funds by any agency of the executive branch of the federal government, the State of New Mexico, any local public body of the State, or any state of the United States. The Contractor agrees that should any notice of debarment, suspension, ineligibility or exclusion be received by the Contractor, the Contractor will notify the City immediately.

26. Approval Required. This Agreement shall not become binding upon the City until approved by the highest approval authority of the City required under this Agreement.

IN WITNESS WHEREOF, the City and the Contractor have executed this Agreement as of the date first above written.

CITY OF ALBUQUERQUE

CONTRACTOR:

Approved By:

By: _____

Chief Administrative Officer

Title: _____

Date: _____

Date: _____

_____, **Director**

Department _____

Date: _____

APPENDIX A-1

**PLEASE COMPLETE THIS FORM ON THE E-PROCUREMENT SYSTEM
ELECTRONICALLY**

DO NOT INCLUDE THIS FORM IN YOUR TECHNICAL PROPSAL

Cost Proposal		
Rank	Item	Proposal Amount
Driver- Fire	Job Analysis and Written Exam	\$
Lieutenant-Fire	Job Analysis and Written Exam	\$
Captain-Fire	Job Analysis and Written Exam	\$
Captain-Fire	Assessment Center	\$
Captain-Fire	Submit Technical Reports	
Captain-Fire	Travel	\$
Battalion Chief-Fire	Job Analysis and Written Exam	\$
Battalion Chief-Fire	Assessment Center	\$
Battalion Chief-Fire	Submit Technical Reports	
Battalion Chief-Fire	Travel	\$
AFR USERRA Process		\$
Sergeant- Police	Job Analysis and Written Exam	\$
Sergeant- Police	Assessment Center	\$
Sergeant- Police	Submit Technical Reports	
Sergeant- Police	Travel	\$
Lieutenant-Police	Job Analysis and Written Exam	\$
Lieutenant-Police	Assessment Center	\$
Lieutenant-Police	Submit Technical Reports	
Lieutenant-Police	Travel	\$
APD USERRA Process		\$

APPENDIX B SEQUENCE OF EVENTS

The Procurement Manager will make every effort to adhere to the following schedule

Action	Date
1. Issuance of RFP	9/27/19
2. Pre-Proposal Conference	N/A
4. Deadline to Submit Additional Questions	10/18/19
5. Response to Written Questions	10/22/19
6. Submission of Proposal	10/29/19
7. Proposal Evaluation Review	10/31-11/08
8. Selection of Finalist	11/08/19
9. Oral Presentation by Finalists (if applicable)	TBD
10. Recommendation of Award dependent on CAO signature approval)	11/12-11/22 (this time frame is

Note: If the Evaluation Committee makes a selection at the Selection of Finalists, event 9 will not occur.

Proposal to Provide Promotional Testing Services for Fire Rescue and Police Departments

RFP No. RFP0001IC

Presented to: The City of
Albuquerque, New Mexico



**TECHNICAL
PROPOSAL**



Contents



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THIS PROPOSAL CONTAINS TRADE-SECRET INFORMATION:

The Freedom of Information Act, 5 U.S.C. 552, generally obligates government agencies to make certain records available to members of the public upon request. FOIA exempts from mandatory disclosure nine categories of information, including documents which contain “trade secrets and commercial or financial information obtained from a person and privileged or confidential.” 5 U.S.C. 552(b)(4). The purpose of subdivision 552(b)(4) is twofold – to protect individuals who disclose information to the government from competitive disadvantage and to preserve the confidentiality of information provided by citizens to the government when the information is of a type that ordinarily would not be released to the public. *Audio Technical Services, Ltd. v. United States Department of the Army*, 487 F. Supp. 779, 781 (D.C., 1979); *Burke Energy Corp. v. United States Department of Energy*, 583 F. Supp 507, 510 (D.C. Kan., 1984).

In order to be exempt from mandatory disclosure pursuant to subdivision 552(b)(4), information must be (a) relevant to a commercial or financial matter, (b) obtained by the government from a party outside the government and (c) of a confidential or privileged character. *National Parks and Conservation Association v. Morton*, 498 F.2d 765, 766 (D.C., 1974).

IOS considers the section of this proposal title “Proposed Approach to Tasks” to be confidential and trade secret information and should not be disclosed to any external party.



INDUSTRIAL/ORGANIZATIONAL SOLUTIONS
PUBLIC SAFETY SELECTION EXPERTS

Offeror Identification

RFP Title: Proposal to Provide Promotional Testing Services for Fire Rescue and Police Departments

RFP Number: RFP0001IC

Date of Opening: October 29, 2019

Industrial/Organizational Solutions, Inc. (IOS) is pleased to have the opportunity to present this proposal to the City of Albuquerque, New Mexico. IOS was established in 1997 and is incorporated under the laws of the state of Illinois. This proposal will describe IOS's plan to provide promotional processes for the Fire Rescue and Police Departments. We would welcome the opportunity to discuss our proposal with you or to clarify any points about which you may have questions.

IOS will not be utilizing any subcontractors for this project.

IOS will comply with all laws stated within the RFP and agrees with all terms and conditions provided in the Draft Agreement. IOS does not propose any exceptions. Please find our acknowledgment of addenda and a sample Certificate of Insurance on the following pages.

This proposal contains confidential, proprietary information that IOS considers trade secret. We request that you contact IOS prior to disclosing or sharing the contents of this document with any party, pursuant to a Freedom of Information law request or otherwise. IOS has compiled this proposal independently and without collusion.

We truly look forward to the opportunity to serve your agency.

Chad C. Legel

Chad C. Legel, M.S., President & CEO

Proposal Contact:

Chad C. Legel, M.S., President & CEO
Industrial/Organizational Solutions, Inc.
(d.b.a., I/O Solutions, IOS)
1520 Kensington Road – Suite 110
Oak Brook, IL 60523

chad@iosolutions.com
Phone: 888.784.1290
Fax: 708.410.1558
<https://iosolutions.com>
FEIN: 36-3783421



City of Albuquerque

Addendum #1

Solicitation Number: RFP00011C

**Promotional Testing Services for Albuquerque Fire Rescue and Albuquerque Police
Department**



Deadline for Receipt of Proposals: November 1, 2019: 4:00 p.m. (Mountain Time)
The City eProcurement System will not allow Proposals to be submitted after this date and time.

**City of Albuquerque
Department of Finance and Administrative Services
Purchasing Division**

RFP 2020011C "Promotional Testing Services for Albuquerque Fire Rescue and Albuquerque Police Department"

The purpose of this Addendum is to extend the deadline to November 1, 2019 at 4:00 pm MT and answer questions received by the deadline:

1. Which Provider did the City/Department contract with for the previous contract period?
 - a. Was the City/Department pleased with the services provided?
 - b. What was the previous contract value for similar services provided for each rank?
 - c. When were the last processes conducted for each rank?

ANSWER: The current vendor is Industrial Organization Solutions

a. Satisfied

b. APD and AFR contracts can be found on the City of Albuquerque website:

<https://www.cabq.gov/dfa/procurement-division/contracts-of-interest>

c. The last process was conducted in FY18.

2. When is the City looking to administer the written examinations and assessment centers for each rank?

ANSWER: This will be determined with the awarded vendor.

3. Will the Assessors need to be from in-state or out-of-state?

ANSWER: Both

4. Will the Offeror need to cover the costs of travel, hotel, and transportation for assessors and role players? How many applicants do you estimate will apply for each rank?

ANSWER: All cost should be fully loaded with including all overhead costs and travel. It is unknown how many applicants will apply for each rank.

5. Historically, has the written examination been used as a hurdle to move forward to the assessment center? Or, are all qualified candidates invited to both the written examination and the assessment center?

- a. If the written examination has a pre-determined pass-point, is this determined by City/Department Policy? If not, is the City/Department open to establishing a pass point using a modified angoff procedure?

ANSWER: Refer to the City of Albuquerque's Personnel Rules and Regulations for APD and AFR that can be found on the City's website.

6. Historically, how many candidates have participated in each phase of the examination process?

ANSWER: APD Processes from 2009 to present—TOTAL: 1,275 participants

AFR Processes from 2009 to present--TOTAL: 982 participants

7. Historically, what source materials have been used for the written examination?

ANSWER: Candidate reading materials are announced at the beginning of each process.

8. Historically, how many candidate orientations have been conducted?

ANSWER: One candidate orientation is held for each process.

9. 3.1.3.6.6 states two versions of each 100-item final test for the ranks of Driver and Lieutenant will be created. Will each version of the exam contain the same 100-items in a different order? Or will each exam be comprised of different questions?

ANSWER: To be determined with the awarded contractor.

10. 3.2.4 states the HR Testing Division will recruit and designate the number of assessors/role players the contractor will be required to recruit on the City's behalf, ensuring a qualified and diverse panel of assessors and role player(s) for the assessment process is obtained through this process. To clarify, is the City or the contractor responsible for assessor recruitment?

a. If the responsibility is that of the contractor:

- i. Are there any restrictions in assessor selection (i.e. distance from the City, rank, etc.)?
- ii. Are assessor expenses to be paid by the client or the contractor?
- iii. Does the client compensate assessors from other agencies for their time?

ANSWER: Final selection will be conducted by the City of Albuquerque HR Employment Testing Division.

Please incorporate the change in this Addendum into the original RFP document. Sign and return this Addendum with your RFP response. Failure to acknowledge an Addendum may result in your response being deemed non-responsive.

Acknowledged & Returned:


Signature

CHAD C. VERBEL - PRESIDENT : CEO - INDUSTRIAL/ORGANIZATIONAL
Printed Name Title Company SOLUTIONS, INC.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/26/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER HUB International Midwest Limited 55 East Jackson Boulevard Chicago IL 60604	CONTACT NAME: CSU Chicago PHONE (A/C, No, Ext): 312-922-5000 FAX (A/C, No) E-MAIL: csuchicago@hubinternational.com ADDRESS: csuchicago@hubinternational.com														
INSURED Industrial/Organizational Solutions, Inc. 1520 Kensington Road, Suite 110 Oak Brook IL 60523	INSURER(S) AFFORDING COVERAGE <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th>INSURER</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A: Hanover Insurance Company</td> <td>22292</td> </tr> <tr> <td>INSURER B: Allmerica Financial Benefit Insurance Company</td> <td>41840</td> </tr> <tr> <td>INSURER C: Philadelphia Indemnity Insurance Company</td> <td>18058</td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>	INSURER	NAIC #	INSURER A: Hanover Insurance Company	22292	INSURER B: Allmerica Financial Benefit Insurance Company	41840	INSURER C: Philadelphia Indemnity Insurance Company	18058	INSURER D:		INSURER E:		INSURER F:	
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INSURER D:															
INSURER E:															
INSURER F:															

COVERAGES

CERTIFICATE NUMBER: 754433166

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:		OHCA346279	7/4/2019	7/4/2020	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$300,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMPI/OP AGG \$4,000,000 \$
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		AWCA346115	7/4/2019	7/4/2020	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$0		OHCA346279	7/4/2019	7/4/2020	EACH OCCURRENCE \$10,000,000 AGGREGATE \$10,000,000 \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A				PER STATUTE E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
C	Professional		PHSD1457133	7/4/2019	7/4/2020	Limit - Each Claim 5,000,000 Limit - Aggregate 5,000,000 Deductible 10,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Professional Retro Date 7/4/1997

Cyber Liability: Limit - \$2,000,000

CERTIFICATE HOLDER

CANCELLATION

SAMPLE ONLY

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

© 1988-2015 ACORD CORPORATION. All rights reserved.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

08/12/19

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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PRODUCER

Aon Risk Services, Inc of Florida
1001 Brickell Bay Drive, Suite #1100
Miami FL 33131-4937

CONTACT

NAME: Aon Risk Services, Inc of Florida

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EMAIL

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INSURER(S) AFFORDING COVERAGE

NAIC #

INSURER A : New Hampshire Ins Co

23841

INSURED

ADP TotalSource FL XXIX, Inc
10200 Sunset Drive
Miami, FL 33173
ALTERNATE EMPLOYER
Industrial/Organizational Solutions, Inc
1520 Kensington Road, Suite 110
Oakbrook, IL 60523

INSURER B :

INSURER C :

INSURER D :

INSURER E :

INSURER F :

COVERAGES

CERTIFICATE NUMBER: 2464931

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. LIMITS SHOWN ARE AS REQUESTED.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DEC RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	X	WC 080371938 IL <i>SAMPLE</i>	7/1/2019	7/1/2020	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 2,000,000 E.L. DISEASE - EA EMPLOYEE \$ 2,000,000 E.L. DISEASE - POLICY LIMIT \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

All worksite employees working for INDUSTRIAL/ORGANIZATIONAL SOLUTIONS, INC. paid under ADP TOTALSOURCE, INC.'s payroll, are covered under the above stated policy. INDUSTRIAL/ORGANIZATIONAL SOLUTIONS, INC. is an alternate employer under this policy.

SAMPLE

CERTIFICATE HOLDER**CANCELLATION**

Sample Only

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Aon Risk Services, Inc of Florida

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Experience

Current Experience

IOS has enjoyed the opportunity to work with the City since 2016, when IOS acquired CWH. We believe we have established a successful relationship with the police, fire and human resources departments and look forward to the opportunity to continue this partnership.

Industrial/Organizational Solutions, Inc. (IOS) was established in 1997 and is incorporated under the laws of the state of Illinois. We are headquartered in Oak Brook, IL (suburban Chicago) and are comprised of approximately 50 employees. IOS specializes in public safety entry-level and promotional selection and the majority of our employees are trained in personnel selection, psychometrics and legal issues associated with selection. Over 30 of our staff hold Masters or Ph.Ds. in Industrial/Organizational Psychology. We are the largest firm in the US dedicated exclusively to public safety personnel selection.

IOS's focus on public safety selection is very intentional. We believe that we provide a valuable and necessary service to public safety agencies. Our two highest goals are to 1) design selection systems that identify the most capable and talented individuals for positions and 2) design selection systems that result in outcomes that are racially and gender diverse by employing selection processes that minimize disparity and adverse impact. We also value the work that public safety agencies do and we are honored to work alongside these agencies.

IOS's expertise in the area of public safety selection has afforded us the opportunity to work with a number of agencies whose selection processes are overseen by a federal court or the US Department of Justice. During these projects, IOS generally works collaboratively with the local agency and the DOJ/court to institute a best practice solution in an environment that has historically dealt with disparate impact outcomes:

- Buffalo, NY – IOS worked with the city and federal court to design an entry-level police officer test. IOS also designed police and fire promotional testing process that were reviewed and accepted by the DOJ.
- Miami, FL – IOS was selected to design a police lieutenant assessment process and has working with the city and DOJ on multiple occasions to ensure a successful outcome.
- Pittsburgh, PA – IOS designed and validated a firefighter testing process that met the requirements of the DOJ and has been successfully deployed multiple times.

IOS works with agencies in almost every state in the United States, including 25 of the largest 50 cities by population. We also work with many large county and state law enforcement and fire service agencies. The following client list provides a representative sample of some of the largest agencies for which IOS have provided entry-level or promotional assessment services in the past two years. This list is not exhaustive, but is intended to demonstrate many of the larger agencies with whom we are currently under contract.

ALABAMA

- Tuscaloosa FD (Promo)
- Tuscaloosa PD (Promo)

ARKANSAS

- Little Rock FD (Entry)

CALIFORNIA

- San Diego FD (Promo)
- San Diego PD (Promo)
- San Francisco FD (Promo)
- San Francisco PD (Promo)

COLORADO

- CO FF Consortium (Entry)
- CO State Patrol (Entry, Promo)

CONNECTICUT

- Bridgeport FD (Entry)
- Bridgeport PD (Entry, Promo)
- CT Fire Chiefs (Entry)
- Hartford PD (Entry)

DISTRICT OF COLUMBIA

- DC Fire Rescue (Entry)

FLORIDA

- FL Dept. of Law Enf. (Entry)
- Jacksonville Correction (Promo)
- Jacksonville PD (Promo)
- Miami PD (Promo)
- Miami Beach FD (Entry, Promo)
- Miami Beach PD (Entry, Promo)

GEORGIA

- Atlanta PD (Promo)
- Augusta FD (Promo)
- Cobb FD (Promo)
- Cobb SO (Promo)
- Columbus PD (Promo)
- Forsyth FD (Promo)
- Gwinnett CO (Promo)
- Gwinnett FD (Promo)
- Gwinnett PD (Promo)
- Gwinnett SO (Promo)

ILLINOIS

- Chicago FD (Entry, Promo)
- Chicago PD (Entry)
- Cook County (Entry, Promo)
- IL State Police (Entry, Promo)
- Moline PD (Promo)
- Naperville FD (Entry)
- Naperville PD (Entry)
- Rockford FD (Entry, Promo)
- Rockford PD (Promo)

INDIANA

- Indianapolis FD (Entry, Promo)
- Indianapolis PD (Entry, Promo)

IOWA

- Davenport FD (Promo)
- Davenport PD (Promo)

KANSAS

- Kansas City FD (Promo)
- Kansas City PD (Promo)

MAINE

- Portland PD (Entry PO)

MARYLAND

- Baltimore FD (Promo)
- Baltimore PD (Promo)
- Howard County PD (Entry)
- Montgomery County Corrections (Entry, Promo)
- Mont. Cty FD (Entry, Promo)
- Montgomery Cty PD (Promo)
- Montgomery Cty SO (Promo)

MASSACHUSETTS

- MA State Police (Promo)
- MA Trail Court (Entry, Promo)

MICHIGAN

- Ann Arbor PD (Promo)
- Detroit PD (Promo)
- Grand Rapids PD (Promo)

MINNESOTA

- Minneapolis PD (Promo)
- St. Paul PD (Promo)

MISSISSIPPI

- MS Highway Patrol (Promo)

MISSOURI

- Springfield FD (Entry, Promo)
- Springfield PD (Entry, Promo)

NEVADA

- Las Vegas FD (Promo)

NEW JERSEY

- NJ Dept. of Personnel (Entry)

NEW MEXICO

- Albuquerque FD (Promo)
- Albuquerque PD (Promo)
- Bernalillo FD (Promo)
- Bernalillo CO (Promo)
- Los Alamos FD (Entry, Promo)
- Los Alamos PD (Entry, Promo)

NEW YORK

- Buffalo FD (Promo)
- Buffalo PD (Entry, Promo)
- NY Metro Trans. Auth. (Entry)
- NY Dept. Civil Service (Entry)

NORTH CAROLINA

- Raleigh PD (Promo)

OHIO

- Cincinnati FD (Entry, Promo)
- Cincinnati PD (Entry, Promo)

OKLAHOMA

- Broken Arrow FD (Promo)
- Oklahoma City PD (Entry PAT)
- Tulsa FD (Promo)
- Tulsa PD (Promo)

OREGON

- Portland FD (Promo)
- Portland PD (Promo)

PENNSYLVANIA

- Pittsburgh FD (Entry)
- Pittsburgh PD (Promo)

SOUTH CAROLINA

- Columbia PD (Promo)

TENNESSEE

- Chattanooga FD (Promo)
- Chattanooga PD (Promo)
- Nashville PD (Promo)

TEXAS

- Arlington FD (Entry, Promo)
- Austin EMS (Promo)
- Austin PD (Promo)
- Dallas FD (Entry, Promo)
- Dallas PD (Promo)
- Fort Worth FD (Entry)
- Fort Worth PD (Entry)
- Harris County Sheriff (Promo)
- Houston PD (Promo)
- San Antonio FD (Entry, Promo)
- San Antonio PD (Entry, Promo)

VIRGINIA

- Chesapeake PD (Promo)
- Chesterfield County PD (Promo)
- Suffolk PD (Promo)
- Virginia Beach PD (Promo)

WISCONSIN

- Milwaukee FD (Entry, Promo)

IOS has a reputation as the elite public safety selection consulting firm in the nation. In addition to working with many of the most prominent agencies in the nation, we also publish exams and assessment tools that are routinely considered to be the best in the national marketplace. In 2007, the City of Chicago contracted with an independent consulting firm to evaluate all firefighter exams that were commercially available in an effort to identify the best exam for the City. The available options were narrowed down and then technical documentation was scrutinized. Based on this review, the top three exams were chosen and a local criterion-related validation study was conducted. IOS's entry-level firefighter exam was then selected as the best option based on validity evidence and its ability to mitigate disparate impact outcomes. The exam was administered to over 20,000 candidates. In 2010, the City of Virginia Beach contracted with another independent consulting firm to conduct a similar review of exams. Again, IOS's firefighter examination was selected. More recently, in 2013, the City of Chicago engaged in a similar process to identify a police officer exam. IOS's entry-level law enforcement exam was selected and administered to approximately 16,000 candidates. We are proud of the fact that our products, when independently scrutinized and evaluated by objective, trained experts, are consistently recognized as top notch.

IOS's consultants have experience designing and defending selection processes. In addition to working with the DOJ and the federal courts to design appropriate testing processes, our consultants have also served as expert witnesses and fact witnesses in litigation proceedings. Most notably, IOS developed a testing process for the New Haven, CT Fire Department that was considered in the Supreme Court of the United States in *Ricci v. DeStefano*. The Court concluded that the testing process was fair and valid and it required that New Haven implement the results of the testing process. IOS's consultant, Chad Legel, was instrumental in providing evidence/deposition to defend the validity and fairness of the testing process.

IOS was founded on the premise that public safety selection processes can be improved. Our experience has taught us that many consulting firms providing public safety testing services do not apply the rigor and expertise needed to properly validate selection tools and ensure their success. IOS is committed to improving the state of public safety selection through a commitment to the science of selection and through education.

IOS is a value-driven organization. We are guided by four core values: a commitment to ensuring that our exams and assessments reflect best-practices in the science of selection, a commitment to providing our clients with successful testing solutions and a remarkable consultant-client experience, a commitment to educating our clients as to what we are doing and why and a commitment to putting the nation's best consulting team at your disposal. These values will be evident to you every step of the way.



Commitment to the Science of Selection

The development, validation and use of exams and assessments are based on the science of personnel selection and psychometric theory. The science of exam design and validation ensures that the exam can identify qualified candidates and can withstand the rigors of legal scrutiny should the use of the exam ever be challenged. Individuals that develop and implement exams and assessments need to be thoroughly trained in Personnel Selection and Psychometric Theory and have a firm grasp of the field of Industrial Psychology. Too often, testing tools are

not constructed in a manner that ensures their validity or defensibility. Not only is this risky, but it doesn't provide any assurance that the client is finding the most qualified individuals to hire and promote. In short, when you ignore the science of testing, you risk not identifying those individuals that are going to best contribute to the success of your organization. IOS offers a team of highly qualified and experienced Industrial Psychologists who specialize in designing, validating and implementing testing and assessment processes for public safety organizations.

Your agency can be confident in the soundness of our services because we adhere closely to professional guidelines that control the quality and precision of the tools we develop and employ. Our products and services adhere strictly to the following legal and professional guidelines:

- *Federal Uniform Guidelines on Employee Selection Procedures.*
- *Recent court cases affecting the interpretation of the Uniform guidelines.*
- *Principles for the Validation and Use of Personnel Selection Procedures (Principles), published by Division 14 of the American Psychological Association.*
- *Standards for Education and Psychological Testing published by the American Educational Research Association, and the National Council on Measurement in Education.*
- *Guidelines & Ethical Considerations for Assessment Center Operations published by the International Task Force on Assessment Center Guidelines.*
- *Civil Rights Acts of 1964 and 1991.*
- *The Americans with Disabilities Act.*
- *Standards published by CALEA (Commission on Accreditation for Law Enforcement Agencies).*
- *International Fire Service Training Association (IFSTA).*
- *State laws, local ordinances and contracts.*



Commitment to the Service of Selection

Exams and assessments provide a clear service – they help you make better decisions about who to hire and promote. Testing and assessment choices need to be made in the context of local conditions and values. Collective bargaining agreements, budgets, initiatives to diversify the workforce and other critical factors greatly affect which exams and assessments you select. We realize that in order to best serve our clients interests, we have to understand their condition and needs. We are committed to learning about our clients and working with them to design the most advantageous selection system. A necessary element of this principle is that we are flexible and responsive to our clients. Customer service is a common claim but it is rarely delivered to the proper degree. The principal members of IOS have been successful in the testing and assessment industry by putting our customers first. We deliver on our promises and we will work vigorously to ensure that our client's interests are well-served.



Commitment to Educating our Clients

The field of testing and assessment is complicated and constantly evolving. This reality, combined with the fact that many testing conventions do not align with best practice, requires that test users are properly educated about the value and capability of various testing methods and the relative validities and usefulness of these methods. We feel strongly that we must provide both state-of-the-art testing tools and education to our clients about how to best design and deploy their selection processes. We are committed to objectively and

professionally working with test user's to educate them about the strengths and weaknesses of testing methods and to impart proper expectations about the value and utility of the tools from which they can choose. The principal members of IOS are responsible for establishing an annual meeting to train test users concerning best practices and routinely provide pro bono training seminars for organizations such as the International Personnel Management Association (IPMA), the Commission on the Accreditation of Law Enforcement Agencies (CALEA), the International Personnel Assessment Council (IPAC), the Illinois Public Employer Labor Relations Association (IPELRA), and numerous state police and fire chiefs associations.



Commitment to our Employees

In order to provide the best products and deliver the highest quality service, you have to employ the best people in your industry. Our employees are the brightest and most capable. You, the client, deserve to feel like you have the most dynamic people and sharpest minds working for you. This will be evident from the first time you meet them until the time they deliver the end product. We aim to foster a working environment that demands excellence, values personal development and rewards dedication and achievement. By doing this, we know that we will best serve our clients and ensure long and successful working relationships.

We firmly believe that we are the best at what we do. We sincerely hope that you will contact our clients to learn more about us. We look forward to the opportunity to work with you!

Company Experience and Personnel

IOS's team consists of some of the most recognized and experienced leaders in the highly specialized and litigious field of public safety selection. Our consultants are all trained in Industrial/Organizational Psychology and specialize in employment testing and public safety human resources consulting. Our team is sufficiently deep to allow us to proficiently manage numerous projects simultaneously, while never compromising customer service or expertise. Our team is augmented by technical advisors in the areas of law enforcement, fire service and legal issues.

Our team is managed and overseen by Chad Legel, M.S. and Brian O'Sullivan, Ph.D. (ABD), who between them have over 35 years of experience in test development and validation. This management teams meets with consultants on a bi-weekly basis to review projects, discuss strategies and address project challenges. This approach ensures that all IOS projects are performed consistently and at the highest possible level.

John Ford, Ph.D., will be the lead consultant on this project. John is highly familiar with the City's promotional processes, having worked with the City since 2016. IOS is also open to assigning other project managers with the City wishes to consider that option.

IOS only has one main office from which it conducts all of its work out of. This location is in Oak Brook, IL, which is just outside of Chicago, IL.

The following table presents our project team.

Team Member	Qualifications	Project Role
Chad Legel, M.S. President and CEO	Industrial/Organizational Psychologist	Consultant/Project Director
Brian J. O'Sullivan, M.S. (ABD) Vice President, Consulting Services	Industrial/Organizational Psychologist	Consultant/Project Director
Mark Tawney, Ph.D. Vice President, Testing Services	Industrial/Organizational Psychologist	R&D Consultant and Psychometrician
Brian Marentette, Ph.D. Manager, Consulting Services	Industrial/Organizational Psychologist	Consultant
Courtney Wierzbicki, Ph.D. Manager, Consulting Services	Industrial/Organizational Psychologist	Consultant
Nahren Cama, Ph.D. Manager, Consulting Services	Industrial/Organizational Psychologist	Consultant
Amy Eitapence, M.A. Manager, Recruitment Services	Industrial/Organizational Psychologist	Consultant
Karen Steiger, M.A. Manager of Technical Writing	M.A. in English/Writing; 15 years' experience writing and editing public safety exams.	Senior Technical Writer
Maxwell Porter, M.S. Manager, Testing Services	Industrial/Organizational Psychologist	Consultant
John Ford, Ph.D. Principal Consultant	Industrial/Organizational Psychologist	Consultant
Niki Polk, M.A. Principal Consultant	Industrial/Organizational Psychologist	Consultant
Bryan Evans, Ph.D. Senior Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Irfan Bhanji, M.A. Senior Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Linda Reynaud, M.A. Senior Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Drew Weedfall, Ph.D. Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Christen Dovalina, M.S. Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Samantha Gleaves, M.A. Assessment Consultant	Industrial/Organizational Psychologist	Consultant

Veronica Janssen, M.A. Senior Assessment Specialist	Industrial/Organizational Psychologist	Consultant
Haley Kilbride, M.A. Assessment Specialist	Industrial/Organizational Psychologist	Consultant
Jacob Wolfarth, M.S. Assessment Specialist	Industrial/Organizational Psychologist	Consultant
Kamille King Assessment Specialist	Industrial/Organizational Psychologist	Consulting Assistant
Nick Jochim, M.A. Assessment Specialist	Industrial/Organizational Psychologist	Consultant
Harry Vuong, M.A. Senior Consulting Coordinator	Personnel Selection Specialist	Consulting Coordinator
Allison Osborn, M.A. Consulting Coordinator	Personnel Selection Specialist	Consulting Coordinator
Nathan Klimek Consulting Coordinator	Personnel Selection Specialist	Consulting Coordinator
Alex House Consulting Assistant	Personnel Selection Specialist	Consulting Assistant
Maureen Jones Consulting Assistant	Personnel Selection Specialist	Consulting Assistant
Rob Szarek, M.A. Consultant/Sr. Researcher	Industrial/Organizational Psychologist	Consultant
Alexa Bolwin, M.A. Research Analyst	Industrial/Organizational Psychologist	Research Analyst
Taylor DeSantis, M.S. Research Analyst	Industrial/Organizational Psychologist	Research Analyst
Reya Green Research Associate	Personnel Selection Specialist	Research Assistant
Tami Hatzis Content Development Specialist	Personnel Selection Specialist	Content Specialist
Josh DuBois Content Development Assistant	Personnel Selection Specialist	Content Specialist

****We also have a large project support team that allows us to apply a great deal of additional resources to a project if need be. This team includes additional associate consultants, job analysts, technical writers, etc.**

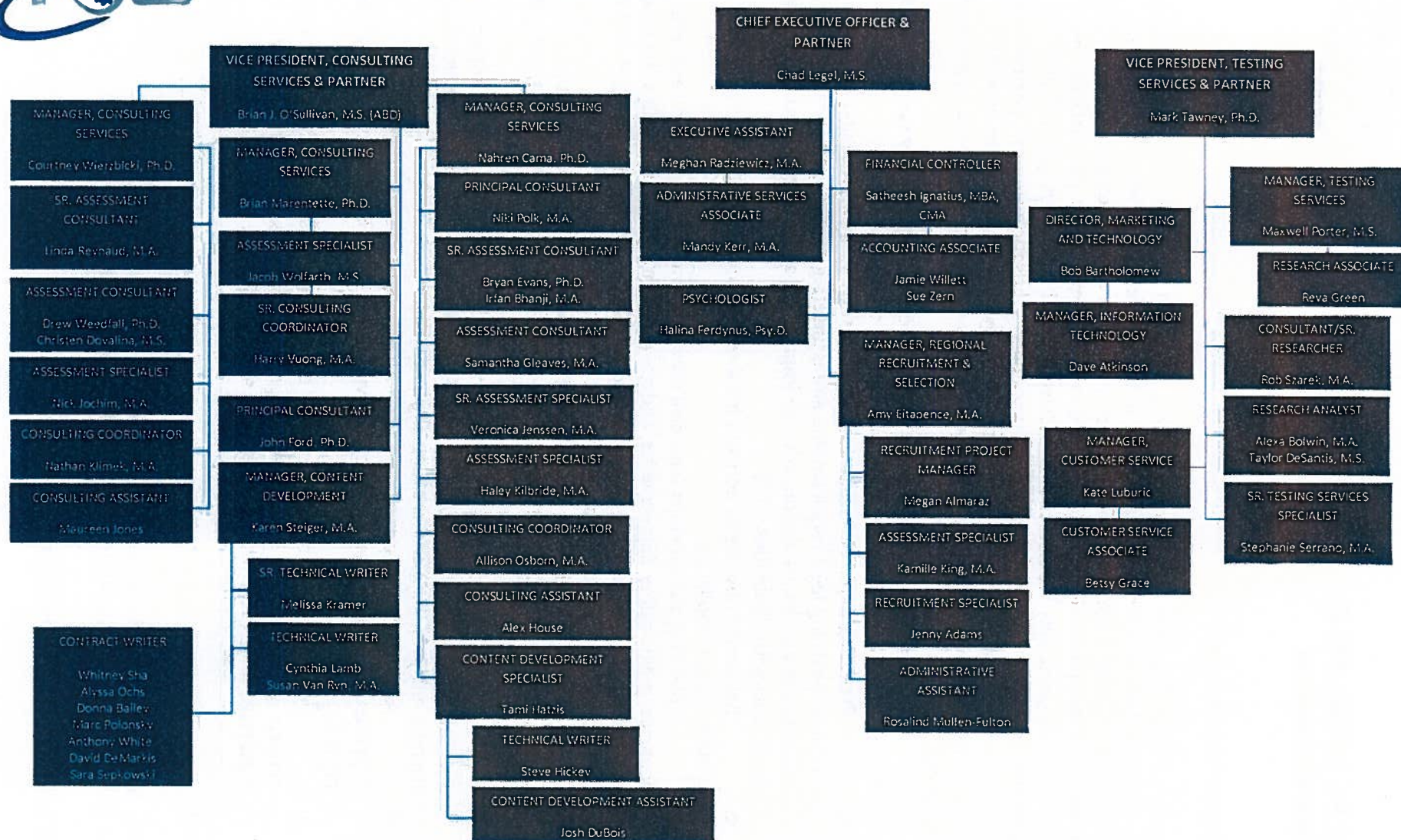
The following section presents our organizational chart followed by a professional biography for each of our key project team members.





INDUSTRIAL/ORGANIZATIONAL SOLUTIONS

EXPERTS IN THE SCIENCE OF PUBLIC SAFETY SELECTION





JOHN M. FORD, PH.D.
Principal Consultant

Background Statement:

Dr. Ford is a Principal Consultant at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. Dr. Ford has experience as the principal consultant and project manager for entry-level and promotional assessment products and services, including standardized written tests, job analyses, test validation and transportability studies, oral boards/structured interviews, physical ability tests, promotional written tests, promotional assessment centers, litigation support, performance evaluations, and recruitment surveys. In addition to the development, validation, and administration of assessment processes, Dr. Ford also has extensive experience in providing the following consulting services:

- ❖ Assisting agencies with preparing RFPs that are specifically targeted to the organizations needs and/or getting sole source approval.
- ❖ Providing expert consultation for both technically literate and lay client contacts regarding legal requirements and issues (e.g., EEOC guidelines, testing options, test results, validation, adverse impact, cut scores, accommodations for candidates with disabilities, etc.).
- ❖ Reviewing new legislation and local requirements/civil service guidelines to ensure client compliance.
- ❖ Educating and working with civil service commissions, human resource agencies, public safety departments, and government officials to ensure the legal defensibility of their selection systems and to gain organizational, political, and public acceptance for their processes.
- ❖ Meeting with interested parties (e.g., unions and employee groups, community organizations, minority groups, media) to address concerns and gain buy-in for projects.
- ❖ Conducting statistical analyses (item analyses, scoring, adverse impact, repeat test taker analyses, reliability analyses, statistical validation, transportability analyses, fairness analyses, etc.) and creating eligibility lists.
- ❖ Analyzing, interpreting, and presenting project results to client representatives, government officials, civil service commissions, and community representatives.
- ❖ Providing litigation support (e.g., conducting statistical analyses, reviewing reports, participating in strategy meetings with attorneys, preparing supporting materials) for expert witness testimony and court cases.

Education:

Louisiana State University, Baton Rouge, Louisiana
 Doctor of Philosophy: Industrial/Organizational Psychology (2002)

California State University, Bakersfield, Bakersfield, California

Master of Arts: Psychology (1998)

Weber State University
Bachelor of Science, Psychology (1996)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

- 2016 to Present Industrial/Organizational Solutions, Inc.
Principal Consultant
- Consult with public safety agencies to develop, validate, administer, and defend promotional testing/assessment systems
- 2001 to 2015 CWH Research, Inc.
Director of Consulting Services
- Management and supervision of a staff that provides entry-level and promotional testing products, services, consultation, and client support to public agencies across the United States and Canada.

Summary of Selection Projects:

Client	Project Description	Timeframe
Cobb County Fire & Emergency Services	Management of written examinations for Engineer and Lieutenant. Development of assessment centers for Engineer and Lieutenant. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2018
Bexar County Sheriff's Office	Management of written examinations for Detention Corporal.	2018
San Diego Fire-Rescue Department	Management of written examinations for Captain and Battalion Chief. Development of assessment centers for Captain and Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2017-2018
Tuscaloosa Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant, Lieutenant, and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2017-2018
Albuquerque Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant and Lieutenant. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2017-2018

Albuquerque Fire Department	Management of written examinations for Paramedic Driver, Suppression Driver, Paramedic Lieutenant, Suppression Lieutenant, Captain, and Commander. Development of assessment centers for Captain and Commander. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2017-2018
Columbus Fire & Emergency Medical Services	Management of written examinations for Sergeant, Lieutenant, and Captain. Development of assessment centers for Sergeant, Lieutenant, Captain, and Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2017
Metropolitan Nashville Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant, Lieutenant, and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2017
Albuquerque Fire Department	Development and administration of job analysis for Paramedic Driver, Suppression Driver, Paramedic Lieutenant, Suppression Lieutenant, Captain, and Commander.	2017
Kansas City, Kansas Police Department	Management of written examination for Captain. Development of assessment center for Captain. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2017
Cobb County Fire & Emergency Services	Management of written examinations for Engineer and Lieutenant. Development of assessment centers for Engineer and Lieutenant. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2017
Tuscaloosa Fire & Rescue Service	Management of written examinations for Fire Apparatus Operator, Lieutenant, and Captain. Development of practical examination (Aerial Test, Pump Test, Rodeo Test) for Fire Apparatus Operator. Development of assessment centers for Lieutenant and Captain. Development of oral interview for Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage practical examination, assessment center, and oral interview administrations. Manage candidate feedback reports.	2017
Albuquerque Police Department	Management of written examination for Sergeant and Lieutenant. Development of assessment center for Sergeant and Lieutenant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2017
Albuquerque Fire Department	Management of written examination for Driver.	2017
Bexar County Sheriff's Office	Management of written examinations for Law Enforcement Deputy Sheriff, Law Enforcement Transfer Exam, Law Enforcement Lieutenant, Law Enforcement Captain, Detention Corporal, Detention Sergeant, Detention Lieutenant, and Detention Captain.	2017
Bexar County Sheriff's Office	Management of written examinations for Law Enforcement Investigator and Sergeant.	2016

Metropolitan Nashville Police Department	Management of written examination for Sergeant. Development of assessment center for Sergeant. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2016
Albuquerque Police Department	Management of written examination for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2016
Albuquerque Fire Department	Management of written examinations for Driver, Lieutenant, Captain, and Commander. Development of assessment centers for Captain and Commander. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2016
University of Alabama Police Department	Management of written examinations for Sergeant, Lieutenant, and Captain. Development of assessment centers for Sergeant, Lieutenant, and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2016
Cobb County Fire & Emergency Services	Management of written examinations for Engineer and Lieutenant. Development of assessment centers for Engineer and Lieutenant. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2016
San Diego Fire-Rescue Department	Management of written examinations for Captain and Battalion Chief. Development of assessment centers for Captain and Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2016
Kansas City, Kansas Police Department	Management of written examinations for Sergeant, Detective, and Captain. Development of assessment centers for Sergeant, Detective, and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2015-2016
Tuscaloosa Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant, Lieutenant, and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2015-2016
Columbus Fire & Emergency Medical Services	Management of written examinations for Sergeant, Lieutenant, and Captain. Development of assessment centers for Sergeant, Lieutenant, Captain, and Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2015
Metropolitan Nashville Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant, Lieutenant, and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2015
Cobb County Fire & Emergency Services	Development of structured interview for Captain. Conduct assessor training and manage structured interview administration. Manage candidate feedback reports.	2015

Cobb County Fire & Emergency Services	Management of written examinations for Engineer and Lieutenant. Development of assessment centers for Engineer and Lieutenant. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2015
Tuscaloosa Fire & Rescue Service	Management of written examinations for Fire Apparatus Operator, Lieutenant, and Captain. Development of practical examination (Aerial Test, Pump Test, Rodeo Test) for Fire Apparatus Operator. Development of assessment centers for Lieutenant and Captain. Development of oral interview for Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage practical examination, assessment center, and oral interview administrations. Manage candidate feedback reports.	2014-2015
Fairfax County Police Department	Development and validation of Physical Ability Test for entry-level Police Officer and entry-level Animal Control Officer positions.	2010-2015
University of Alabama Police Department	Management of written examinations for Sergeant, Lieutenant, and Captain. Development of assessment centers for Sergeant, Lieutenant, and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2014
Metropolitan Nashville Police Department	Management of written examination for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2014
Tuscaloosa Fire & Rescue Service	Development of oral interview for EMS Chief. Conduct assessor training and manage oral interview administration. Manage candidate feedback reports.	2014
Casa Grande Police Department	Management of written examination for Sergeant. Development of assessment center for Sergeant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2014
Charleston Fire Department	Scoring, data analysis, and evaluating structured oral interview for entry-level Firefighter.	2014
Charleston Fire Department	Development, validation, and scoring of structured oral interview for entry-level Firefighter.	2014
Rhode Island State Police Department	Conduct assessor training for structured oral interview for entry-level Trooper position.	2014
Rockford Police Department	Management of written examination for Sergeant. Development of assessment center for Lieutenant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2014
Albuquerque Fire Department	Conduct orientation for Captain assessment center.	2014
Arvada Fire Protection District	Development, validation, and scoring of oral interview for entry-level Firefighter.	2014
Tuscaloosa Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant, Lieutenant, and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2013-2014

Presentations:

- **Ford, J.M.**, Hornick, C.W., & Fox, K. (2014, July). Adverse Impact: A Primer on What You Need to Know. Workshop given at the Thirty-Eighth Annual Conference of the International Personnel Assessment Council, Denver, CO.
- **Ford, J.M.**, Hornick, C.W., & Fox, K. (2014, July). Public Safety Hiring: A Tutorial on Improving Your Selection Process From the RFP to the First Day of the Academy. Presentation given at the Thirty-Eighth Annual Conference of the International Personnel Assessment Council, Denver, CO.
- Igou, F., Feuquay, J., Blair, M., Hornick, C.W., & **Ford, J. M.** (2011, July). To band or not to band: Is that the question? Presentation given at the Thirty-fifth Annual Conference of the International Personnel Assessment Council, Washington D.C.
- **Ford, J.M.**, Hornick, C.W., & Carnahan, T.J. (2008, June). Bridging the bureaucratic morass: Successfully navigating common obstacles to successful assessment and hiring in the public sector. Presentation given at the Thirty-Second Annual Conference of the International Public Management Association Assessment Council, Oakland, CA.
- **Ford, J.M.**, & Blair, M.D. (2008, June). It all begins with the job analysis: Using job analyses to identify talent and drive organizational success. Workshop given at the Thirty-Second Annual Conference of the International Public Management Association Assessment Council, Oakland, CA.
- Carnahan, T.J., Hornick, C.W., & **Ford, J.F.** (2008, June). The first shall be last and the last shall be first: Does presentation order and scheduling impact candidate scores in assessment centers? Presentation given at the Thirty-Second Annual Conference of the International Public Management Association Assessment Council, Oakland, CA.
- **Ford, J.M.** (2007, June). Moving beyond “eeny, meeny, miny, moe”: What factors should guide the evaluation of selection tests. Presentation given at the Thirty-first Annual Conference of the International Public Management Association Assessment Council, St. Louis, MO.
- Blair, M.D., & **Ford, J.M.** (2007, June). Adverse Impact: Pitfalls, pollyanna, and practical advice for practitioners. Workshop given at the Thirty-first Annual Conference of the International Public Management Association Assessment Council, St. Louis, Mo.
- Blair, M.D., & **Ford, J.M.** (2006). It all begins with the job analysis: Expanding the job domain to minimize adverse impact in selection. *PTC Quarterly*, 2, 10-11.
- **Ford, J.M.**, & Blair, M.D. (September, 2006). Adverse impact: Misconceptions, facades, and pitfalls. What practitioners need to know today. Presentation given at the Western Regional Intergovernmental Personnel Assessment Council 2006 Meeting, Berkeley, CA.
- **Ford, J.M.**, & Blair, M.D. (2006, June). How do you rate what you don’t know: The impact of familiarity between raters and ratees on performance evaluations. Presentation given at the Thirtieth Annual Conference of the International Public Management Association for Human Resources Assessment Council, Las Vegas, NV.
- **Ford, J.M.**, & Blair, M.D. (2006, June). Approaches to addressing adverse impact: Opportunities, facades, and pitfalls. Presentation given at the Thirtieth Annual Conference of the International Public Management Association for Human Resources Assessment Council, Las Vegas, NV.
- Blair, M.D., & **Ford, J.M.** (2006, June). Factors influencing applicant performance when retaking employment exams. Presentation given at the Thirtieth Annual Conference of the International Public Management Association for Human Resources Assessment Council, Las Vegas, NV.

- Blair, M.D., & **Ford, J.M.** (2006, June). The next generation in firefighter selection: A new model for a new generation. Presentation given at the Thirtieth Annual Conference of the International Public Management Association for Human Resources Assessment Council, Las Vegas, NV.
- **Ford, J.M.**, Hornick, C.W., & Killian, J.H. (2005, June). Do you see what I see?: Are different rater sources evaluating the same thing? Presentation given at the Twenty-ninth Annual Conference of the International Public Management Association for Human Resources Assessment Council, Orlando, FL.
- **Ford, J.M.**, & Greguras, G.J. (2003, April). Examining the influence of organizational politics on multisource feedback systems. Paper presented at the Eighteenth Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- **Ford, J.M.**, & Greguras, G. J. (2002, April). Examining the influence of supervisor-subordinate agreement on LMX relationships. Paper presented at the Seventeenth Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Greguras, G. J., **Ford, J.**, & Brutus, S. (2001, May). Manager attention to and use of multi-source feedback. In M. P. Born & M. E. G. van der Velde (Co-chairs), Managerial behavior and assessment. Symposium conducted at the Tenth Annual Conference of the European Congress on Work and Organizational Psychology, Prague, Czech Republic.
- **Ford, J. M.** & Greguras, G. J. (2001, April). An examination of the multidimensionality of supervisor perceptions of leader-member exchange. Paper presented at the Sixteenth Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Greguras, G. J., **Ford, J. M.**, & Brutus, S. (2000, April). Which rater source matters most? A policy capturing study. Paper presented at the Fifteenth Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Publications:

Greguras, G.J., & **Ford, J.M.** (2006). An examination of the multidimensionality of supervisor and subordinate perceptions of leader-member exchange. *Journal of Occupational and Organizational Psychology*, 79, 433-465.

Greguras, G. J., **Ford, J.M.**, & Brutus, S. (2003). *Manager attention to multisource feedback. Journal of Management Development*, 22, 345-361.



CHAD C. LEGEL, M.S.
President & Chief Executive Officer

Background Statement:

Mr. Legel is the President and a Principal Member of Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. Mr. Legel has 18 years of experience in the field of public safety testing and assessment. He specializes in developing, validating, deploying and defending public safety testing systems such as assessment centers, promotional job knowledge examinations, physical ability tests, entry-level examinations and oral interviews.

Education:

Illinois Institute of Technology, Chicago, Illinois
Master of Science: Industrial/Organizational Psychology (2000)
Coursework completed toward a Ph.D. in same field

Cornell College, Mt. Vernon, Iowa
Bachelor of Arts, Psychology (1998)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)
Chicago Industrial/Organizational/Psychology (CIOP)

Professional Experience:

- | | |
|-----------------|--|
| 2013 to Present | <p>Industrial/Organizational Solutions, Inc.
President & Chief Executive Officer</p> <ul style="list-style-type: none">• Manage the operations of one of the nation's leading public safety human resources consulting firms• Consult with public safety agencies to develop, validate and defend entry-level and promotional testing/assessment systems• Provided best-practice training to public safety agencies, human resources and civil service personnel |
| 2011 to 2013 | <p>Selection Works, LLC
President and CEO, Co-Founder</p> <ul style="list-style-type: none">• Led recruitment, test publication and consulting divisions• Consulted with police and fire agencies to design entry-level and promotional testing systems• Developed state-of-the-art entry-level examinations for national distribution |

- 2006 to 2011** Industrial/Organizational Solutions, Inc.
President and Chief Operations Officer
- Managed the recruitment, test publication and consulting divisions of a multi-million dollar human resources consulting firm
 - Provided training to human resources and civil service personnel nationwide
 - Provided best-practice training to municipalities
 - Managed the Fire and Police Testing Summit, a national training seminar
- 2003 to 2006** Industrial/Organizational Solutions, Inc.
Vice-President of Consulting
- Managed a public safety consulting team
 - Validated exams and assessments
 - Managed the deployment of large scale selection projects
 - Designed Department of Transportation certification examinations
 - Created training articles for national trade journals
- 1999 to 2003** Industrial/Organizational Solutions, LLC
Consultant
- Developed testing and assessment processes for public safety organizations
 - Researched and developed standardized, off-the-shelf entry-level and promotional examinations for public safety agencies
 - Designed sales talent selection tools for private industry
- 1999** United Airlines
Contractor – Flight Attendant Hiring
- Interviewed prospective flight attendants
 - Analyzed employee survey data

Summary of Selection Projects:

Mr. Legel has a wealth of experience providing selection consulting services to a diverse listing of state, municipal and county public safety agencies. Following is a partial list of the jobs that Mr. Legel has personally managed in the past 19 years:

Client	Project Title	Timeframe
Colorado Highway Patrol	Major Assessment Center	2017
Hattiesburg, MS	Review and Redesign of Civil Service Rules; develop of police and fire promotional testing procedures	2017
Raleigh, NC	Police Detective, Sergeant and Captain promotional assessments	2017
San Antonio, TX	Police Captain Assessment	2017
Oklahoma City, OK	Police Officer Physical Ability Test	2017
Dallas, TX	Fire Battalion Chief Assessment	2017

Plano, TX	Police Officer Physical Ability Test	2016
Colorado Highway Patrol	Patrol captain assessment center	2016
Rockford, IL	Recruited applicants, and developed and administered assessment center for the rank of Police Chief.	2016
Colorado Highway Patrol	Patrol sergeant assessment center.	2015
St. Paul, MN	Police Sergeant written exam and assessment center.	2015
Mesquite, TX	Development of entry-level firefighter physical ability test.	2015
San Antonio, TX	Development and administered a written exam and assessment center for the police lieutenant and police captain ranks.	2015
St. Paul, MN	Development and administered a written exam and assessment center for the police sergeant rank.	2014
San Antonio, TX	Development and administered a written exam and assessment center for the police captain rank.	2013
Cobb County, GA	Developed and administered written exams and assessment centers for the police sergeant and lieutenant ranks.	2013
Cobb County, GA	Developed and administered written exams and assessment centers for the sheriff sergeant and lieutenant ranks.	2013
Des Plaines, IL	Developed and administered a fire lieutenant written exam and assessment center.	2013
Augusta, GA	Developed and administered written examinations and assessment centers for the ranks of sergeant (engineer), lieutenant, captain and battalion chief.	2012
Davenport, IA	Developed assessment centers for the police sergeant and lieutenant ranks.	2012
Lincolnshire, IL	Developed and administered a police sergeant assessment center.	2012
Illinois State Police	Developed and administered a written examination and assessment center for the ranks of master sergeant and sergeant.	2012
Plano, TX	Developed an entry-level firefighter oral interview process.	2012
Des Plaines, IL	Developed and administered a police sergeant written exam and assessment center.	2012
Austin, TX	Validation of an entry-level firefighter examination process	2011
Baltimore, MD	Development of a promotional examination and assessment for police lieutenant	2011
Bridgeport, CT	Validation of a selection process for firefighter	2011
Cook County, IL	Validation of entry-level corrections officer examination	2011
CSX Transportation	Consultation regarding the design of a police officer recruitment and selection process	2011
Omaha, NE	Job analysis for police and fire ranks and development of a police lieutenant assessment process	2011
Pittsburgh, PA	Validation of a written examination for firefighter	2011
Tulsa, OK	Development and administration of police department promotional exams and assessment centers	2011
Austin, TX	Development and administration of a written examination and assessment center for fire battalion chief	2010
Baltimore, MD	Development of a promotional examination and assessment for police sergeant	2010
Bridgeport, CT	Validation of a selection process for police officer	2010
Dell, Inc.	Translation and validation of a global sales force assessment	2010
Sidney, OH	Development of a selection process for the fire chief position	2010
Baltimore, MD	Development of a promotional examination and assessment for police lieutenant	2009

Chicago, IL	Validation of a dispatcher examination and development of a test of verbal fluency	2009
Joplin, MO	Development of a firefighter physical ability test	2009
Lincoln, NE	Development of a firefighter physical ability test	2009
Minneapolis, MN	Development of an assessment center process for Deputy Chief	2009
San Antonio, TX	Review of firefighter hiring process for compliance with professional and legal requirements and best practices	2009
Sidney, OH	Development of a selection process for the police chief position	2009
Woodridge, IL	Development of a police officer interview process	2009
Augusta, GA	Development of exams and assessment centers for the engineer, lieutenant, captain and battalion chief ranks	2008
Baltimore, MD	Development of a promotional testing process for police sergeant	2008
Cobb County, GA	Development of exams and assessment centers for the sergeant and lieutenant ranks in the Sheriff's Department	2008
Gwinnett County, GA	Development of a fire engineer exam and pumping assessment	2008
Wisconsin Department of Health, EMS Board	Development of an Intermediate EMT recertification examination	2008
Woodridge, IL	Development of a police sergeant interview process	2008
Austin, TX	Development and administration of a police chief assessment process	2007
Cook County, IL	Development of police, corrections and court services promotional examinations	2007
Dallas, TX	Oversight and consultation related to fire promotional testing	2007
Jacksonville, FL	Development of promotional testing processes for police sergeant and lieutenant	2007
Virginia Department of Motor Vehicles	Review, analysis and update of motor vehicle and motorcycle certification examinations	2007
Waukesha County, WI	Development of a sheriff deputy physical ability test	2007
Arlington Heights, IL	Development of a police sergeant interview process	2006
Chicago, IL	Validation of a firefighter examination	2006
Cobb County, GA	Development and administration of police sergeant and lieutenant promotional testing processes	2006
Dallas, TX	Oversight and consultation related to fire promotional testing	2006
Hartford, WI	Development and administration of a police chief assessment process	2006
Kansas Board of Emergency Medical Services	Development of first responder, basic EMT and intermediate EMT certification examinations	2006
Crystal Lake, IL	Development of a firefighter physical ability test	2005
Denver, CO	Development of a police captain assessment center	2005
Massachusetts Port Authority	Development of promotional testing processes for fire lieutenant, captain and assistant chief	2005
Reading, MA	Development of a police chief assessment process	2005
Arlington Heights, IL	Development of a police officer interview process	2004
Florida Department of Law Enforcement	Development of a basic abilities test for academy entrance	2003
Naperville, IL	Development of a police officer physical ability test	2003
New Haven, CT	Development of promotional testing processes for fire lieutenant and captain	2003
Richton Park, IL	Development of a police sergeant interview process	2003
Tulsa, OK	Development of entry-level examinations and physical ability tests for police officer and firefighter	2003

Westmont, IL	Development of a police officer physical ability test	2003
Arlington Heights, IL	Development of a firefighter physical ability test	2002
Arlington Heights, IL	Development of a firefighter interview process	2002
Frankfort, KY	Development of fire department promotional assessments	2002
Gwinnett, GA	Development of an engineer pumping practice assessment	2002
Gwinnett, GA	Development of a fire captain assessment process	2002
Massachusetts State Police	Development of a video-based situational judgment test for state troopers	2002
Revenue Storm, Inc.	Development of a sales person skill and personality assessment tool	2002
METRA Police Department	Development of promotional processes for police sergeant and lieutenant	2001
Minneapolis, MN	Development of a police sergeant assessment process	2001
Naperville, IL	Development of a police officer interview process	2001
Norridge, IL	Police staffing and organizational structure study	2001
Orange County, FL	Development of a firefighter physical ability test	2001
Warwick, RI	Delivery of a candidate examination preparation and training session	2001
Gwinnett County, GA	Development of a police corporal promotional assessment process	2000
Gwinnett County, GA	Development of a sheriff sergeant promotional assessment process	2000
Little Rock, AR	Development of a firefighter interview process	2000
Naperville, IL	Development of a firefighter physical ability test	2000
Naperville, IL	Development of a firefighter interview process	2000
Savannah, GA	Transportability of the CPAT	2000
Upper Arlington, IL	Development of an entry-level firefighter examination	2000
Upper Arlington, OH	Development of an entry-level police officer examination	2000

In addition to these numerous projects, Mr. Legel has accomplished the following:

- Led the development of emergency medical technician certification examination processes for the states of Kansas, Wisconsin, Oregon and Illinois
- Provided testing/assessment best practices training to the City of Austin TX and the Austin Firefighters Association during collective bargaining negotiations
- Evaluated firefighter testing practices for the City of San Antonio
- Evaluated and monitored the police and fire promotional testing practices for the City of Dallas, TX
- Founded The Police and Fire Testing Summit, an annual meeting, currently in its sixth year, of police and fire executives and human resources directors to provide training on personnel selection topics.
- Redesigned the State of Virginia motor vehicle written certification examination process to improve test validity and reliability

Training Presentations:

- “Intersecting I-O Psychology and Law Enforcement,” panel discussion at the Society for Industrial Organizational Psychology Annual Conference, Orlando FL, April 2017.

- “Trends in Public Safety Recruitment,” Illinois City Managers Association Spring Conference, Lombard IL, March 2017
- “An Alternative to High-Volume Oral Interviews,” National Public Employer’s Labor Relations Association Annual Training Conference, Savannah, GA, March 2015
- “Improving the Conventional Oral Interview,” Public Safety Assessment Forum, College of DuPage, Glen Ellyn IL, July 2012
- “The Illinois POWER Test: Considering its Use as a Screening Tool,” Public Safety Assessment Forum, College of DuPage, Glen Ellyn IL, July 2012
- “The Firefighter Hiring Act,” Illinois Public Employer’s Labor Relations Association Training Meeting, Arlington Heights, IL, June 2012
- “Achieving Racial Diversity in Public Safety Testing,” Washington State Civil Service Meeting, Ellensburg, WA, September 2011
- “Best Practices and Considerations in Response to the Illinois Firefighter Hiring Act (Public Act 97-0251),” Illinois Public Employer Labor Relations Association (IPELRA), Hoffman Estates, IL, September 2011
- “Improving Firefighter Selection Practices: Diversity, Recruiting, Oral Interviews and Assessment Centers,” Wisconsin Fire Chiefs Education Association Annual Meeting, Green Bay, WI, September 2011
- “Understanding Metrics of Fairness: Adverse Impact, Standardized Mean Differences, and Significance Testing,” International Personnel Assessment Council (IPAC), Washington DC, July 2011
- “Testing and Assessment Concepts and Best Practices,” Connecticut Consortium of Municipalities, Wallingford, CT, June 2011
- “Using Integrity Tests to Improve Efficiency and Mitigate Disparate Impact,” Ohio Association of Chiefs of Police Annual Training Conference, Newark OH, April 2011
- “Considering Disparate Impact Beyond Impact Ratios,” Presented at the 2011 International Personnel Assessment Council Conference, Washington D.C., Legel, C. C., O’Sullivan, B. J. & Tawney, M. W. (2011).
- “Test Developer’s Perspective on *Ricci v. DeStefano*,” International Personnel Management Association, Human Resources Central Region Conference, June 2010
- “The *Ricci* Decision and Its Impact on Hiring and Promotions,” Connecticut Conference of Municipalities Annual Conference, Hartford CT, October 2009
- “Firefighter Entry-level and Promotional Testing Best Practices,” Austin Labor Relationship and Collective Bargaining Negotiation Session, Austin, TX, September 2009
- “Test Validity,” Littler Mendelson P.C. Class Action Strategy Conference, Phoenix AZ, April 2009
- “Selecting and Retaining Generation Y Candidates for Public Safety Agencies,” Police and Fire Testing Summit, Oak Brook IL, January 2006
- “Development of Reliable Structured Oral Interviews,” CALEA, Burlington VT, November 2000

Publications:

- Upgrading Your Police Officer Oral Interviews, Law and Order Magazine, Hendon Publishing, December 2012.
- Evaluating an Entry-Level Examination, Law and Order Magazine, Hendon Publishing, December 2005.

Litigation:

- City of Clarksville Police Department - Promotional process challenge – 2002
 - Provided deposition testimony
- City of New Haven Fire Department - Promotional process challenge – 2004 – 2009, (*Ricci v. DeStefano*, 129 S. Ct. 2658, 2671, 174 L. Ed. 2d 490 (2009))
 - Provided deposition testimony
- City of Austin Fire Department - Entry-level firefighter selection arbitration – 2011
 - Testified on behalf of the City of Austin as the test developer/expert



BRIAN J. O'SULLIVAN, Ph.D. (ABD)
Vice President of Consulting

Background Statement:

Mr. O'Sullivan worked as a project manager and consultant for a large public safety testing firm that deals with law enforcement and fire service agencies prior to joining IOS, Inc. Mr. O'Sullivan has successfully led our consulting team as the Director of Consulting at IOS since 2001. He was promoted to his present role as Vice President in 2011. In his ten years with our firm, Brian has managed over 100 projects involving police and fire department assessment centers, promotional test development, structured oral interviews, entry-level exam development, physical-ability test development and performance-evaluation-process development and he personally handles many of our most notable projects. A partial list of Mr. O'Sullivan's project work follows below:

- San Diego, CA Police Department
- Atlanta Police Department
- Buffalo, NY Police Department
- New York City Police Department
- Washington, D.C. Metropolitan Police Dept.
- Chicago Fire Department
- Massachusetts State Police Department
- New Jersey State Police Department
- Austin, TX Police and Fire Departments
- Houston Police Department
- Minneapolis Police Department
- Forsyth County, GA Sheriff's Office
- Orange County, FL Fire Rescue
- North Miami Police Department
- Savannah, GA Police Department
- Gwinnett County Police Dept.
- Gwinnett County Sheriff's Dept.
- Gwinnett County Corrections Department
- Huntsville, AL Police Department
- Fort Wayne, IN Police Department
- Newport News, VA Police Department
- Joliet, IL Police Department
- Cook County, IL Sheriff's Department
- Jefferson County, KY Sheriff's Office
- Iowa Sheriff's Association
- Denver, CO Fire Department
- Racine, WS Fire Department
- New Haven, CT Fire Department

Education:

Illinois Institute of Technology, Chicago, Illinois
Ph.D. (ABD): Industrial/Organizational Psychology (1999-2009)
Master of Science: Industrial/Organizational Psychology (1998)

Illinois State University, Normal, Illinois
Bachelor of Science, Psychology and Communications (1995)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)
Chicago Industrial/Organizational Psychology (CIOP)

Professional Experience:

- | | |
|-----------------|--|
| 2011 to Present | Industrial/Organizational Solutions, Inc.
Vice President of Consulting |
| 2005 to 2011 | <p>Industrial/Organizational Solutions, Inc.
Director of Consulting</p> <ul style="list-style-type: none">▪ Responsible for hiring, training and mentoring team of I/O Psychologists in test development/assessment projects.▪ Manages consulting team to ensure soundness of methodology, quality of products and services.▪ Manages and serves as the primary technical lead, consultant and day-to-day project manager/client liaison on the firm's largest consulting initiatives.▪ Manages all aspects of consulting projects, including work plans, project deliverables, scheduling, communications and client relations.▪ Consults with agencies, associations, civil service commissions, state peace officer standards and training bodies, union representatives, and other parties regarding all aspects of public safety human resources.▪ Conducts and reports job analysis, which includes the following tasks: conducting job observations; developing, administering and analyzing job-analysis questionnaires; reporting job-analysis findings; developing and facilitating task/skill-linkage workshops; analyzing linkage data; developing examination plans.▪ Conducts and reports criterion-related and content-validation studies. Analyzes data from these studies. Also develops technical reports, incorporating job-analysis, criterion-related and content-validation results.▪ Develops, validates and implements the following: cognitive, personality and situational-judgment tests for entry-level and |

promotional positions; structured behavior-based interviews; written and role-play assessment exercises; physical-ability tests.

- Acts as an assessor in assessment centers, structured interviews and other assessment components. Assesses candidates on critical competency areas.

2002 to 2005

Industrial/Organizational Solutions, Inc.

Project Manager

- Responsible for hiring, training and mentoring team of I/O Psychologists in test development/assessment projects.
- Manages and serves as the primary technical lead, consultant and day-to-day project manager/client liaison on the firm's largest consulting initiatives.
- Managed consulting team to ensure soundness of methodology, quality of products and services.
- Managed all aspects of consulting projects, including contracting, determination of project deliverables, scheduling, communications, client relations, billing and ensuring the technical quality of all work to be completed.
- Developed, validated, and implemented the following: cognitive, personality and situational-judgment tests for entry-level and promotional positions; structured behavior-based interviews; written and role-play assessment exercises.
- Responsible for all phases of research and test development, including experimental design, data collection and analysis, item-writing and analysis, report-writing, and final presentation.
- Conducted job analysis, which included the following tasks: job observations; developed, administered, and analyzed job-analysis questionnaires; reported job analysis findings; developed and facilitated task/skill-linkage workshops; analyzed linkage data; developed examination plans.
- Conducted and reported criterion-related and content validation studies. Analyzed data from these studies. Developed technical reports, incorporating job analysis, criterion-related and content-validation results.

1997 to 2001

Stanard and Associates, Inc.

Senior Human Resources Consultant

- Served as primary project manager and consultant (reporting directly to the vice president) on projects involving entry-level selection and promotional assessment, performance management, employee-attitude survey development, and organizational analysis and development.

- Managed all aspects of consulting projects, including contracting, determination of project deliverables, scheduling, communications, client relations, billing and ensuring the technical quality of all work to be completed.
- Developed and implemented performance-management processes and 360-degree feedback instruments.
- Developed entry-level selection processes and promotional processes in accordance with all local, state and federal guidelines.
- Developed employee-attitude and retention surveys, analyzed data and prepared reports for clients.
- Developed entry-level tests, promotional examinations and assessments, structured oral assessments/interviews, assessment centers and physical-ability assessments.
- Conducted all technical aspects of consulting projects, including all phases of job analysis, product development, test administration, product training, data analysis, scoring, validation and project documentation/technical-report writing.
- Advised clients on legal issues related to selection, promotion, evaluation of employee performance and other related human resources matters.
- Conducted research on current products, including validation studies, statistical analyses and normative studies. Provided technical support for off-the-shelf products.
- Responsible for new product development, including the development and validation of a nationwide correctional officer examination expected to increase company sales revenue by approximately 10-15 percent.
- Supervised full-time consultant and was responsible for hiring, training and supervising all interns.
- Wrote proposals and presented services to clients.

1999

NCS/Pearson

Research Associate

- Maintained and revised SRA employment tests, norms and administration manuals. Developed and programmed computerized versions of tests and provided technical support.

1997

The Ball Foundation

Test and Selection Specialist

- Provided entry-level testing services to local area apprenticeship programs and aided office manager with general human resources functions.
- Developed an internal employee handbook.

- Conducted job analyses, constructed test batteries, administered examinations, and conducted scoring and reporting activities.
- Developed a product catalog and coordinated nationwide distribution.
- Conducted marketing and sales activities, including developing marketing pieces and attending relevant trade shows (SHRM, ASTD and APA).
- Conducted preliminary research activities for test development.

Summary of Selection Projects:

Mr. O'Sullivan has a wealth of experience providing selection consulting services to a diverse listing of state, municipal and county public safety agencies. Following is a partial list of the jobs that Mr. O'Sullivan has personally managed in the past 16 years:

Contract Title	Project Description	Timeframe
Houston Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Sergeant.	2018
Houston Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2018
Houston Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Captain.	2018
Indianapolis Metropolitan Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Sergeant.	2018
Indianapolis Metropolitan Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2018
Indianapolis Metropolitan Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Captain.	2018
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2018
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2018
San Diego Police Department	Job analysis, written examination, and assessment center development, validation, administration and scoring for the rank of Police Officer III.	2018
San Diego Police Department	Job analysis, written examination, and assessment center development, validation, administration and scoring for the rank of Detective.	2018
San Diego Police Department	Job analysis, written examination, and assessment center development, validation, administration and scoring for the rank of Sergeant.	2018
San Diego Police Department	Job analysis, written examination, and assessment center development, validation, administration and scoring for the rank	2018

	of Lieutenant.	
New York Civil Service, State Wide Entry Level Test	Job analysis, validations, and development of written examination to be used as a state tool.	2015-2018
Pittsburgh, PA Bureau of Police	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Sergeant.	2017
Pittsburgh, PA Bureau of Police	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2017
Minneapolis, MN Police Department	Written examination and assessment center development, validation, and administration for the rank of Lieutenant.	2017
Miami, FL Police Department	Job analysis and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2017
Buffalo, NY Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Detective.	2017
Buffalo, NY Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Detective Sergeant.	2017
Buffalo, NY Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2017
Buffalo, NY Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Captain.	2017
Buffalo, NY Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Inspector.	2017
San Francisco, CA Police Department	Job analysis and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2016-2017
Chicago, IL Fire Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Paramedic Field Chief.	2016-2017
Chicago, IL Fire Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Ambulance Commander.	2016-2017
Cincinnati, OH Police Department	Assessment center development, validation, administration, and scoring for the rank of Captain.	2016-2017
San Diego Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Police Officer III.	2016
San Diego Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Detective.	2016
San Diego Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Sergeant.	2016
San Diego Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2016
Ann Arbor, MI Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2016
Ann Arbor, MI Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2016

Houston Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2016
Houston Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2016
Houston Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Captain.	2016
Minneapolis, MN Police Department	Written examination and assessment center development, validation, and administration for the rank of Sergeant.	2016
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2016
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2016
Baltimore City, MD Police Department	Job analysis update, written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2015-2016
Baltimore City, MD Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of EMS Battalion Chief.	2015
Baltimore City, MD Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of EMS Captain.	2015
Baltimore City, MD Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of EMS Lieutenant.	2015
Baltimore City, MD Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Suppression Lieutenant.	2015
Baltimore City, MD Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Suppression Captain.	2015
Baltimore City, MD Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Suppression Lieutenant.	2015
Cook County Sheriff's Office Department of Corrections	Written examination, validation, and scoring for the ranks of Sergeant and Lieutenant.	2015
Cook County Sheriff's Office Department of Court Services	Written examination, validation, and scoring for the ranks of Sergeant and Lieutenant.	2015
Cook County Sheriff's Office	Written examination, validation, and scoring for the ranks of Police Officer, Sergeant and Lieutenant.	2015
Ann Arbor, MI Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2015
Ann Arbor, MI Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2015
Minneapolis, MN Police Department	Written examinations and assessment center development, validations, and administration for the ranks of Lieutenant.	2015
Milwaukee, WI Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Lieutenant.	2015
Milwaukee, WI Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Captain.	2015
Minneapolis, MN Police	Written examinations and assessment center development,	2014

Department	validation, and administration for the rank of Sergeant.	
Arlington, TX Fire Department	Job analysis review/update, written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2014
Arlington, TX Fire Department	Job analysis review/update, written examination and assessment center development, validation, administration and scoring for the rank of Captain.	2014
St. Louis, MO Police Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Lieutenant.	2013-2014
St. Louis, MO Police Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Captain.	2013-2014
Miami, FL Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2013-2014
Atlanta, GA Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Sergeant.	2013-2014
Atlanta, GA Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2013-2014
San Diego, CA Police Department	Job analysis written examination and structured oral assessment development, validation, administration and scoring for the rank of Police Officer III.	2013-2014
San Diego, CA Police Department	Job analysis written examination and structured oral assessment development, validation, administration and scoring for the rank of Detective.	2013-2014
San Diego, CA Police Department	Job analysis written examination and structured oral assessment development, validation, administration and scoring for the rank of Sergeant.	2013-2014
San Diego, CA Police Department	Job analysis written examination and structured oral assessment development, validation, administration and scoring for the rank of Lieutenant.	2013-2014
Chicago, IL Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Sergeant.	2013-2014
Milwaukee, WI Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Captain.	2013
Milwaukee, WI Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of Lieutenant.	2013
Milwaukee, WI Fire Department	Job analysis, written examination, and assessment center development, validation, and administration for the rank of HMO.	2013
San Jose, CA Fire Department	Written examination and assessment center development, validation, and administration for the rank of Fire Engineer.	2013
San Jose, CA Fire Department	Written examination and assessment center development, validation, and administration for the rank of Prevention Inspector.	2013
San Jose, CA Fire Department	Written examination and assessment center development, validation, and administration for the rank of Arson Investigator.	2013
Springfield, IL Police and Fire Departments	Written Examinations and Oral Interview development and administration for police and fire.	2013

Minneapolis, MN Police Department	Job analysis review/update, written examination and assessment center development, validations, administration and scoring for the rank of Lieutenant.	2012-2013
Buffalo Police Department	Job analysis written examination and structured oral assessment/assessment center development, validations, administration and scoring for Detective, Detective-Sergeant, Lieutenant, Captain and Inspector.	2011-2012
San Diego, CA Police Department S	Job analysis written examination and structured oral assessment development, validations, administration and scoring for police officer III, Detective, Sergeant and Lieutenant.	2011-2012
Atlanta, GA Police Department Sergeant and Lieutenant Promotional Process	Job analysis update, written examination and structured oral assessment development, validations, administration and scoring for police Sergeant and Lieutenant.	2011-2012
Tulsa, OK Police Department	Job analysis and written examination and assessment center development, validation, administration and scoring for the ranks of Corporal, Sergeant, Captain, Major and Deputy Chief.	2011-2012
Ann Arbor, MI Police Department	Written examination and assessment center development, validation, administration and scoring for the ranks of Sergeant and Lieutenant.	2011-2012
Chicago Fire Department, EMS	Job analysis and written examination and assessment center development, validation, administration and scoring for the rank of Ambulance Commander and Paramedic Field Chief	2011-2012
Omaha Police and Fire Department	Oversight on the development of written examinations and assessment centers, including development, validation, administration and scoring for the rank of Police Sergeant, Lieutenant and Captain and Fire Specialist, Lieutenant, Captain and Battalion Chief. Conduct job analysis for all protective services ranks. Assistance with the implementation of the city's entry-level fire fighter selection process.	2011-2012
Florida Department of Transportation, Motor Carrier Division	Written examination development, validation, administration and scoring for the rank of Sergeant.	2011
Cook County Sheriff's Office promotional process	Written examination development, validation, administration and scoring for the ranks of Corrections Sergeant and Lieutenant, Court Services Sergeant and Lieutenant and Sheriff's Police Officer (lateral), Sergeant and Lieutenant.	2011
Springfield, IL Police and Fire Departments	Test coordination, administration, scoring/banding, analysis and reporting for entry-level positions of police officer and firefighter.	2011
Minneapolis Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant	2011
Buffalo Police Department	Development and validation of a test battery for Police Officer in the BPD. Includes the development of a parallel cognitive examination, the transportability of an integrity inventory and an assessment of personality. Worked with city's legal council, the DOJ (and DOJ's testing expert) and the local courts to implement a suitable entry-level selection process and was able to lift 33-year old court oversight of the process.	2010-2011
Arlington, TX Fire Department	Written examination and assessment center development, validation, administration and scoring for the ranks of Lieutenant and Captain.	2010-2011
Minneapolis Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2010-2011
Illinois State Police (through the State Police Merit	Written examination and assessment center development, validation, administration and scoring for the ranks of Sergeant	2010

Board)	and Master Sergeant.	
Houston Police Department Promotional Process	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant (Additional testing from 2009 list).	2010
Massachusetts State Police	Written job knowledge development, validation and administration to the rank of Sergeant	2010
Washington D.C. Fire Sergeant, Lieutenant and Captain Promotional Process	Job analysis, written examination and assessment center development, validation, administration and scoring for three ranks	2009-2010
Washington D.C. Fire Suppression Battalion Chief Promotional Process	Job analysis, written examination and assessment center development, validation, administration and scoring for Fire Suppression Battalion Chief	2009-2010
Washington D.C. EMS Captain Promotional Process	Job analysis, written examination and assessment center development, validation, administration and scoring for EMS Captain	2009-2010
City of Chicago- Police Communication Operator I Selection Process	Test coordination, administration, scoring, analysis and reporting for entry-level position.	2010
San Diego, CA Police Department Sergeant and Lieutenant Promotional Process	Job analysis, written examination and structured oral assessment development, validation, administration and scoring for police Sergeant and Lieutenant.	2009-2010
Los Alamos Fire Department Promotional Process to Assistant Chief and Deputy Chief	Assessment center development, validation, training, administration and reporting for the ranks of AC and DC.	2009
Illinois State Police (through the State Police Merit Board)	Job analysis to the rank of Trooper.	2009
City of Chicago- Police Communication Operator I Selection Process	Job analysis, test development and validation for a test of oral communication clarity. Test coordination, administration, scoring, analysis and reporting for entry-level position.	2009
Atlanta, GA Police Department Sergeant and Lieutenant Promotional Process	Job analysis, written examination and structured oral assessment development, validations, administration and scoring for police Sergeant and Lieutenant.	2009
Chicago Fire Department-Entry-Level Fire USERRA Examination	Retesting for entry-level fire examination for military candidates per USERRA: Fire entry-level written examination administration and application processing.	2009
Cook County Sheriff's Office promotional process	Written examination development and administration for sheriff's police Sergeant and Lieutenant, court services Sergeant and Lieutenant and correctional division Sergeant, Lieutenant and Captain.	2009
Houston Police Department Promotional Process	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2009
Houston Police Department Promotional Process	Written examination and assessment center development, validation, administration and scoring for the rank of Captain.	2009
Washington, D.C. Metropolitan Police Department	Development of a job knowledge examinations for the ranks of Sergeant, Lieutenant, and Captain	2008-2009
Massachusetts State Police	Written job knowledge and structured oral assessment development, validation and administration to the rank of Captain.	2009
Minneapolis Police	Job analysis to the ranks of Sergeant, Lieutenant and Captain for the MPD.	2009

DC Metro Police	Development of a job knowledge examination for the ranks of Sergeant, Lieutenant, and Captain.	2008-2009
Milwaukee Fire Department Entry-Level Testing Process	Job analysis, validation, administration and scoring on a fire entry-level examination for the city of Milwaukee. Development, validation and assessor training of an entry-level fire structured oral interview.	2008-2009
Austin, TX Police Commander and Lieutenant Promotional Process	Developed, validated, and administered an assessment center for the ranks of Lieutenant and Commander.	2008
Buffalo, NY Police Promotional Process	Retesting for military candidates: Written examination and assessment center for Lieutenant, Detective and Captain.	2008
Chicago Fire Department-FCOI Entry-Level Testing	Entry-level written examination validation, administration, application processing and scoring for Fire Communications Officer I position.	2008
Joplin MO Police Department PAT Development	Development and validation of an entry-level police physical ability test for the Joplin Police Department.	2008
Los Alamos Fire Department Promotional Process	Development, validation and administration of assessment centers for the ranks of Battalion Chief and Assistant Chief for LAFD.	2008
Lisle, IL Police Department Promotional Process for Sergeant	Administration of an OTS written examination and development, validation, administration and scoring of a Sergeant assessment center.	2008
Buffalo, NY Police Promotional Process to the ranks of Detective and Detective Sergeant	Job analysis, written examination and structured oral interview (Detective) and structured oral assessment (Detective Sergeant) development, validation, administration and scoring for police Detective and Detective Sergeant.	2008
Buffalo, NY Police Promotional Process to the ranks of Captain and Inspector	Job analysis, written examination and assessment center development, validation, administration and scoring for police Captain and Inspector.	2008
Buffalo, NY Police Promotional Process to the rank of Lieutenant	Job analysis, written examination and structured oral assessment development, validation, administration and scoring for police Lieutenant.	2008
State of New Jersey, Department of Personnel	Retesting of entry-level test made up of three parallel forms (developed in 2005-2006) for positions statewide including law enforcement officer, sheriff's officer, sheriff's deputy, corrections officer, state ranger, etc. Scoring and analysis for NJ-LEE 2008 administration	2008
Moline, IL Police Department Promotional Process to Lieutenant	Development, validation and administration of a written examination and assessment center to the rank of Lieutenant in the Moline PD.	2007
Gwinnett County, GA Protective Services	Job analysis for the ranks of Corporal, Sergeant and Lieutenant in the Police, Sheriff's and Corrections Department; Job analysis for the ranks of Driver Engineer, Lieutenant and Captain in the Fire Department.	2007
Chicago Fire Department-Entry-Level Fire Written Examination	Entry-level written examination validation, administration coordination and scoring-- project consultant role.	2006
Forsyth, GA Sheriff's Department	Promotional written examination and assessment center development, validation and administration to the ranks of Sergeant, Lieutenant & Captain.	2006
Tacoma, WA Police Department	Lieutenant promotional examination development.	2006
Houston, TX Police	Promotional written examination and assessment center	2005-2006

Department	development, validation, and administration to the rank of Captain. Development and administration of a promotional job knowledge examination for 41 candidates, as well as the development of an assessment center for 25 candidates.	
Austin, TX Police Department	Conducted a job analysis and managed the job knowledge examination development for the rank of Corporal.	2005-2006
State of New Jersey, Department of Personnel	Re-development of three forms of the NJ-LEE entry-level selection tool.	2005-2006
Minneapolis, MN Police Department	Assessment center development, validation, and administration to the rank of Lieutenant. Job analysis revision & assessment center development, validation & administration for 40 candidates.	2005
Austin, TX Police Department	Developed, validated, and administered an assessment center for the rank of Sergeant.	2005
Austin, TX Police Department	Conducted a job analysis and managed the job knowledge examination development for the rank of Detective.	2005
Orange County, FL Fire Rescue Department	Job analysis, assessment center development; situation judgment test development, computer writing assessment development and job knowledge examination development for the rank to Lieutenant.	2005
Massachusetts State Police	Written job knowledge and structured oral assessment development, validation and administration to the rank of Captain.	2005
Gwinnett County, GA Protective Services	Written job knowledge development, validation and administration to the rank of Corporal in the Sheriff's Department.	2005
Gwinnett County, GA Protective Services	Written job knowledge development, validation and administration to the rank of Sergeant in the Sheriff's Department.	2005
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Lieutenant in the Sheriff's Department.	2005
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Lieutenant in the Sheriff's Department.	2005
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Sergeant in the Corrections Department.	2005
Gwinnett County, GA Protective Services	Written job knowledge development, validation and administration to the rank of Corporal in the Police Department.	2005
Fort Lauderdale, FL Fire Department	Fire Inspector II promotional examination development.	2005
Fort Lauderdale, FL Fire Department	Driver Engineer promotional examination development.	2005
Tacoma, WA Police Department	Captain promotional examination development.	2005
Tacoma, WA Police Department	Detective promotional examination development.	2005
West Pittston, PA Police Department	Entry-level examination administration; PAT administration/consultation & oral board development and administration for 27 candidates in August, 2005 & 9 candidates in October, 2005.	2005
Washington, D.C. Metropolitan Police Department	Development of a job knowledge examination for the ranks of Sergeant, Lieutenant, and Captain, for 1015, 196, and 108 candidates, respectively.	2004-2005
Austin, TX Police Department	Developed, validated, and administered an assessment center for the ranks of Lieutenant and Commander.	2004-2005

Massachusetts State Police	Written job knowledge and structured oral assessment development, validation and administration to the rank of Lieutenant.	2004-2005
Reading, MA Police Department	Assessment center development and administration to the rank of Police Chief.	2004-2005
Springfield, MO Police Department	Promotional written examination and assessment center development, validation & administration to the ranks of Corporal & Sergeant.	2004-2005
State of New Jersey, Department of Personnel	Statewide job analysis, physical ability test development, assessment center development; situation judgment test development, computer writing assessment development and job knowledge examination development. Initial job analysis and entry-level test development and validation of three parallel forms for positions statewide including law enforcement officer, sheriff's officer, sheriff's deputy, corrections officer, state ranger, etc.	2004
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Lieutenant in the Sheriff's Department.	2004
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Communications Officer III & IV in the Communication's Division of the Police Department.	2004
Gwinnett County, GA Protective Services	Written job knowledge development, validation and administration to the rank of Sergeant in the Sheriff's Department.	2004
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Sergeant in the Police Department.	2004
St. John's Island, SC Fire Protection District	Entry-level and incumbent standard physical ability test development & validation and fitness program development.	2004
McHenry County, IL Sheriff's Department	Promotional written examination and assessment center development and administration to the rank of Lieutenant, 8 candidates, 7 assessors recruited.	2004
Westchester, IL Fire Department	Promotional written examination and assessment center development and administration to the rank of Lieutenant, 5 candidates (3 AC).	2004
Norwalk, CT Police Department	Conducted a job analysis, entry-level (NCJOSI) test field-testing, and criterion validation.	2004
Orange County, FL Fire Rescue Department	Job analysis, assessment center development; situation judgment test development, computer writing assessment development for the rank to Battalion Chief.	Spring 2004
Orange County, FL Fire Rescue Department	Job analysis, assessment center development; situation judgment test development, computer writing assessment development and job knowledge examination development for the rank to Battalion Chief.	Fall 2004
New York State Police Department	Entry-Level written examination validation. Conducted a job analysis, field tested I/O Solutions Entry-Level Exam (NCJOSI), and validated the criterion of the NCJOSI.	2003-2004
Massachusetts State Police	Written job knowledge examination development, validation and administration to the rank of Sergeant.	2003-2004
Ozark, AL and Enterprise, AL Fire Departments	Entry-level and incumbent standard physical ability test development & validation for two agencies.	2003-2004
Gwinnett County, GA Protective Services	Written job knowledge development, validation and administration to the rank of Corporal in the Police Department.	2003
Gwinnett County, GA Protective Services	Written job knowledge development, validation and administration to the rank of Sergeant in the Sheriff's Department.	2003

Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Sergeant in the Police Department.	2003
Schaumburg, IL Police Department	Promotional written examination development and administration to the rank of Lieutenant, 3 candidates.	2003
Westmont, IL Police Department	Promotional Job Knowledge Examination Development & Assessment Center Development for 11 sergeant (8 AC) candidates and 4 lieutenant candidates (3 AC).	2003
Clarksville, TN Police Department	Promotional process development and validation for the ranks of Sergeant & Lieutenant.	2003
Richton Park, IL Police Department	Assessment center development and administration to the rank of Sergeant, 3 candidates, 3 assessors recruited.	2003
New Haven, CT Fire Department	Promotional written job knowledge examination and structured oral assessment development, validation & administration to the ranks of Lieutenant and Captain.	2003
Frankfort, KY Fire Department	Assessment center development and administration to the ranks of Driver Engineer, Lieutenant, Captain, Battalion Chief & Deputy Chief.	2003
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Lieutenant in the Police Department.	2002-2003
Gwinnett County, GA Protective Services	Written job knowledge and practical tactical exercise development, validation and administration to the rank of Driver Engineer in the Fire Department.	2002-2003
North Miami, FL Police Department	Promotional written examination and assessment center development, validation & administration to the ranks of Sergeant & Lieutenant.	2002-2003
Matteson, IL Police Department	Assessment center development and administration to the rank of Sergeant, 5 candidates, 3 assessors recruited.	2002-2003
Tulsa, OK Police and Fire Department	Entry-level police and fire written examination development & validation, structured oral interview development & validation and entry-level physical ability test development & validation.	2002-2003
Massachusetts State Police	Entry-level video-based situational judgment test development, validation and administration.	2002
Gwinnett County, GA Protective Services	Written job knowledge examination development, validation and administration to the rank of Corporal in the Sheriff's Department.	2002
Gwinnett County, GA Protective Services	Written job knowledge, assessment center development and structured oral assessment development validation and administration to the rank of Sergeant in the Correction's Department.	2002
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Lieutenant in the Sheriff's Department.	2002
Gwinnett County, GA Protective Services	Written job knowledge development, validation and administration to the rank of Corporal in the Corrections Department.	2002
Gwinnett County, GA Protective Services	Written job knowledge and assessment center development, validation and administration to the rank of Captain in the Fire Department.	2002
North Miami, FL Police Department	Entry-level police written examination development & validation, B-PAD validation, entry-level physical ability test validation and entry-level selection process review.	2002
Roselle, IL Police Department	Managerial assessment for promotion to Deputy Chief.	2002

Gwinnett County, GA Protective Services	Job analysis for the ranks of Corporal, Sergeant and Lieutenant in the Police, Sheriff's and Corrections Department; Job analysis for the ranks of Driver Engineer, Lieutenant and Captain in the Fire Department.	2002
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Publications:

O'Sullivan, B.J. and Roch, S. (April 1999). *The Longitudinal Effects of FOR and Observational Training on Accuracy*. Paper presented at the 14th Annual Meeting for the Society for Industrial and Organizational Psychology, Atlanta, GA.

Jones, J.A., O'Sullivan, B.J., and Carson, A. (August 1998). *Mechanical Aptitude Measurement*. Paper presented at the Meeting of the American Psychological Association, San Francisco, CA.



MARK W. TAWNEY, Ph.D.
Principal & Vice President of Testing Services

Background Statement:

Dr. Tawney has more than ten years of experience in public safety testing and assessment and has led the test publication and research and development divisions of two national public safety testing firms. Dr. Tawney is a Principal Member who leads our Testing Services division. Dr. Tawney is a gifted psychometrician and test validation expert. He holds a Ph.D. in Industrial/Organizational Psychology from Illinois Institute of Technology and a Master's degree in Experimental Psychology from DePaul University. Dr. Tawney's major area of research and contribution to the field of I/O psychology deals with investigating alternative methodologies to enhance non-cognitive selection tools. His research aims to enhance the predictive quality of these assessment tools such that they can be used in conjunction with more traditional cognitive assessments.

Education:

Illinois Institute of Technology, Chicago, Illinois
 Ph.D.: Industrial/Organizational Psychology (2012)
 Master of Science: Industrial/Organizational Psychology (2007)

DePaul University, Chicago, Illinois
 Master of Science, Experimental Psychology (2005)

Coe College, Cedar Rapids, Iowa
 Bachelor of Science, Psychology & Philosophy (2003)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)
 Chicago Industrial/Organizational/Psychology (CIOP)

Professional Experience:

2013 to Present	Industrial/Organizational Solutions, Inc. Principle - Vice President of Testing Services
2011 to 2013	Selection Works, LLC. Co-Founder - Vice President of Research and Development
2005 to 2011	Industrial/Organizational Solutions, Inc. Research and Development Manager

Summary of Selection Projects:

The following table provides a small sampling of Dr. Tawney's projects over the past few years.

Client Consulting Work		
Client	Project Description	Timeframe
New York State Department of Civil Service	Development of state-wide entry-level selection examination for the State of New York. Project work includes: Examination plan development from job analytic data, development of cognitive and non-cognitive questions, pilot and local field-testing, and criterion-related and content validation strategies for the various components of the examination. Served as Department's expert to collaborate with the Department of Justice, who had oversight on the project.	2016-Present
Milwaukee, WI Fire Department	Oversaw the development, validation, and implementation of entry-level selection process which included an exam battery of cognitive ability, personality, and a structured oral interview. Developed methods for deploying "daily" SOI training for 200 plus civilian raters.	2017-Present
Cincinnati, OH Fire Department	Conducted local transportation validation study and job analysis for an entry-level selection tool for the position of firefighter. Analyzed results for an assessment of impact of minimally qualified cut-off point.	2017-Present
Indianapolis, IN Police Department	Oversaw the development, validation, and implementation of entry-level selection process which included an exam battery of cognitive ability, integrity and a structured oral assessment - including a video-based writing sample, video-based SJT, and structured oral interview.	2017 - Present
Chicago, IL Police Department	Developed methodologies and strategies to establish minimally qualified cut-point for the developed examination and analyzed the testing impact on sub-groups.	2017-2018
Cook County Merit Board, IL	Customized and validated entry-level selection process for the entry-level positions. Including CTT and DIF analysis for item level impact. Conducted empirical keying methodology to validate a custom keying solution for a measure of integrity. Project yielded customized solution that greatly reduced impact against protected classes, while maintaining prediction of essential criteria.	2017
Edmond, OK Fire Department	Oversaw the development, validation, and implementation of entry-level selection process which included an exam battery of cognitive ability, personality, integrity and a structured oral interview. Developed methods for adding structure to final stage Chief's interview - a semi-structured interview.	2017
Indianapolis, IN Fire Department	Oversaw the development, validation, and implementation of entry-level selection process which included an exam battery of cognitive ability, personality, integrity and a structured oral interview.	2017
Cincinnati, OH Police Department	Conducted local transportation validation study and job analysis for an entry-level selection tool for the position of police officer. Analyzed results for an assessment of impact of minimally qualified cut-off point.	2017
Richmond, VA Fire Department	Conducted local transportation validation study and job analysis for an entry-level selection tool for the position of firefighter. Analyzed results for an assessment of impact of minimally qualified cut-off point.	2017
New Jersey Civil Service Commission	Customized and re-validated entry-level selection process for the entry-level firefighter position across the state of New Jersey. Including CTT and DIF analysis for item level impact, and removal of poor functioning items. Conducted predictive validation study with selection tool by linking recently hired firefighters' academy and job performance with their examination results.	2017-Present

New York Mass Transit Authority Police Department	Conducted a state-wide transportability validation study for the large scale administration of an entry-level police examination to approximately 20,000 applicants.	2017
Lubbock, TX	Customized an entry-level selection exam and conducted a transportability validation study, while servicing as City's expert to collaborate with the Department of Justice.	2016-2017
Dallas, TX Police Department	Conducted job analysis for all non-executive ranks within the department.	2016 - 2017
Montgomery County, MD Fire and Rescue Department	Customized and validated entry-level selection process for the entry-level firefighter position. Including CTT and DIF analysis for item level impact, transportability study and structure oral interview development utilizing a content validation strategy.	2016
Chicago, IL Police Department	Customized and validated entry-level selection process for the entry-level police officer position. Including CTT and DIF analysis for item level impact. Conducted empirical keying methodology to validate a custom keying solution for a measure of integrity.	2016
Bridgeport, CT Fire Department	Customized and validated entry-level selection exam for the entry-level firefighter position. Including CTT and DIF analysis for item level impact, concurrent validation study and content validation study for a situational judgement test.	2016
Norwalk, CT Fire Department	Standardization, cut-off score analysis, and impact statistics of entry-level testing battery which included a multi-staged written exams and structured oral interview.	2016
Buffalo, NY Police Department	Development and validation of entry-level selection exam for the entry-level police officers position.	2015-2016
New York State Department of Civil Service	Development of state-wide job analysis for the purpose of developing and validation a new entry-level selection process for the State of New York. Project work included: Job analysis interviews and observation, development of job analysis questionnaire and linkage analysis survey and the development of a comprehensive state-wide sampling plan and analysis. Served as Department's expert to collaborate with the Department of Justice, who had oversight on the project.	2015-2016
Massachusetts Trial Court	Development and validation of physical ability test for the position of entry-level court officers for the Massachusetts Trail Court.	2015
Bridgeport, CT Police Department	Customized and developed entry-level selection tool to hire for the entry-level police officers for the Bridgeport, CT Police Department which included: local field-testing and criterion-related validation study, content validation sessions and custom scoring of a Situation judgement test with SMEs, item-analysis and DIF analysis on archival examination results, custom cut-score analysis.	2015
New Jersey Civil Service Commission	Customized and developed entry-level selection tool to hire for the entry-level firefighter position in the State of New Jersey which included: transportation of evidence for a written exam, local field-testing, content validation sessions and custom scoring of a Situation judgement test with SMEs, field test and validation of a physical ability test, item-analysis and DIF analysis on examination results, custom cut-score analysis.	2015
Houston, TX Fire Department	Assessed test and item functioning after initial use by means of conducting DIF analysis and item analysis on applicant data with the goal of improving future test performance.	2015
Florida Department of Financial Service - Firefighter Job Task Analysis	Conduct state-wide job analysis for the entry-level firefighter position (paid and volunteer) in the State of Florida which includes: interviews, large scale job analysis questionnaire deployment to over 5000 incumbent firefighters, linkage analysis, and development of technical reports.	2014-2015
Chicago, IL Fire	Aided in the validation and customization work of an entry-level selection	2014-2015

Department	tool to hire entry-level firefighters for the city of Chicago.	
	Developed methodologies and strategies to establish minimally qualified cut-point for the developed examination and analyzed the testing impact on sub-groups.	
New Jersey Civil Service Commission	Conducted state-wide job analysis for the entry-level firefighter position in the State of New Jersey which included: interviews, large scale job analysis questionnaire deployment to 3000 incumbent firefighters, linkage analysis and test plan development.	2014-2015
Miami, FL Fire Department	Conducted job analysis, transportability validation study and cut-off score analysis for an entry-level selection examination.	2014
Massachusetts Trial Court	Conducted state-wide job analysis, test customization and validation of the entry-level selection examination for three position within the organization.	2014
Chicago IL Police Department	Aided in the validation and customization work of an entry-level selection tool to hire entry-level police officers for the city of Chicago.	2013-2014
	Developed methodologies and strategies to establish minimally qualified cut-point for the developed examination and analyzed the testing impact on sub-groups.	
Pittsburgh PA Fire Department	Validated and customized a scoring solution of an off-the-shelf product for use in hiring entry-level firefighters. Conducted DIF analysis, item-analysis and cut-score analysis as well as pareto-optimal weighting analysis between battery components to ensure examination process was unbiased and withstood legal scrutiny.	2013-2014
Pittsburgh PA Fire Department	Served as a technical expert for the city as they collaborated with the Department of Justice for the entry-level hiring process.	2013-2014
Pennsylvania State Police	Customized and validated off-the-shelf selection tool for use by the state to select individuals to enter into state academies. Conducted DIF analysis, item-analysis and a cut-score analysis to ensure examination was unbiased against sub-groups	2013-2014
Connecticut Emergency Medical Services	Developed and validated Emergency Medical Examinations (EMR & EMT) recertification exams for the state of Connecticut.	2013-2014
San Antonio, TX	Conducted transportability validation study and job analysis for the development and customization of an entry-level firefighter selection battery including a cognitive ability measure, personality index and integrity inventory. Oversaw the delivery and administration of this selection system.	2009-Present
San Antonio, TX	Conducted transportability validation study and job analysis for the development and customization of an entry-level police officer selection battery including a cognitive ability measure, personality index and integrity inventory. Oversaw the delivery and administration of this selection system.	2009-Present
Houston, TX Fire Department	Developed and validated a customized entry-level selection tool to hire entry-level firefighters.	2012-2013
	Assessed test and item functioning after initial use by means of conducting DIF analysis and item analysis on applicant data with the goal of improving future test performance.	
Illinois State Police & Illinois State Police Merit Board	Developed and validated a customized entry-level selection tool to select applicants to enter into academies.	2012
Edmond, OK Fire Department	Developed and validated a customized entry-level selection tool to hire entry-level firefighters.	2012
Dell Computers	Developed globally administered sales talent assessment tool used by Dell Large Enterprise Unit to aid in a larger organization change initiative.	2009-2011
	Managed the IT infrastructure development of a web administration	

	application to allow for global deployment of the assessment tool.	
	Managed assessment tool's translation into 6 languages and assessed parallelism by means of structural equation modeling.	
Austin, TX Fire Department	Development and validation of entry-level selection process battery, including a cognitive ability measure, personality index, and integrity inventory.	2010-2011
	Served as technical expert and legal support for the development, validation, and implementation of entry-level selection process.	
Seattle Fire Department	Designed a testing process and customized scoring solution for firefighters.	2011
Cook County Merit Board, IL	Developed and presented county-wide candidate orientation and test preparation program for County's entry-level criminal justice officer positions.	2009-2011
Bridgeport, CT Police Department	Oversaw the development, validation, and implementation of entry-level selection process which included an exam battery of cognitive ability, personality, integrity and a structured oral interview.	2010
Buffalo, NY Police Department	Development and validation of a test battery for Police Officer in the BPD. Includes the development of a parallel cognitive examination, the transportability of an integrity inventory and an assessment of personality. Worked with city's legal council, the DOJ (and DOJ's testing expert) and the local courts to implement a suitable entry-level selection process and was able to lift 33-year old court oversight of the process.	2010-2011
Missouri State Highway Patrol	Conducted longitudinal study to validate integrity exam for entry-level troopers.	2007-2010
New York State Police	Developed, validated and implemented state-wide entry-level selection exam, including the customization of a personality inventory and cognitive ability tool.	2009
Milwaukee Fire Department	Conducted job analysis, transportability validation study, and examination customization / development for the entry-level selection process.	2008
Wisconsin Emergency Medical Service Board	Served as technical expert for the development of EMT – Intermediate Technician exam.	2008
	Developed, implemented and supported state wide web-application system for the delivery of EMT – I-Tech exam program.	
Florida Department of Law Enforcement	Developed, validated and implemented statewide assessment program for entry-level criminal justice officers and managed statewide client service for this program.	2006-Present
Criminal Justice Officer Basic Abilities Test - Law Enforcement Officer (CJBAT - LEO)	Entry-level examination for the State of Florida's law enforcement positions. Exam measures cognitive ability.	2007
Criminal Justice Officer Basic Abilities Test - Corrections Officer (CJBAT - CO)	Entry-level examination for the State of Florida's corrections positions. Exam measures cognitive ability.	2007

Published Assessments		
Assessment Tool	Description	Timeframe
Law Enforcement Officers Selection Tool (LST)	Entry-level examination battery for law enforcement containing cognitive ability, personality, biodata and integrity.	2011-2012
Firefighter Selection Tool (FST)	Entry-level examination battery for fire services containing cognitive ability, personality, biodata and integrity.	2011-2012
Situational-Based Styles	Entry-level situational judgment test (SJT) for fire services.	2011-2012

Assessment - Firefighter (SBSA-FF)		
Situational-Based Styles Assessment - Law Enforcement Officer (SBSA-LEO)	Entry-level situational judgment test (SJT) for law enforcement.	2011-2012
Dispatcher Selection Tool (DST)	Entry-level examination for emergency dispatcher. Assessment consists of a cognitive ability measure.	2011-2012
Sales Talent Indicator	Assessment to identify individuals who are likely to be successful in sales who have no previous experience based on a personality and attribute inventory.	2009-2010
Sales Talent Predictor	Assessment to identify talented sales staff with two or more years of experience. Assessment battery includes sales competency model and a personality and attribute inventory.	2009-2010
National Criminal Justice Officers Selection Inventory - Integrity (NCJOSI ²)	Entry-level examination battery for law enforcement containing cognitive ability and integrity.	2009
Integrity Inventory	Developed for the public safety sector, this examination measures the construct of integrity.	2009
National Firefighter Selection Inventory (NFSI)	Entry-level examination battery for fire services containing cognitive ability and personality. Personality framework was redesigned from previous version.	2008

Publications:

- Choplin, J. M. & Tawney, M. W. (August, 2005). *Comparison-Induced Anchoring Effects*, Proceedings of the 27th Annual Conference of the Cognitive Science Society, Stresa, Italy.
- Legel, C. C., O'Sullivan, B. J. & Tawney, M. W. (2011). *Considering Disparate Impact Beyond Impact Ratios*. Presented at the 2011 International Personnel Assessment Council Conference, Washington D.C.
- Tawney, M. W. (2006). *Implicit attitudes, racial bias, and LMX: The impact of latent racism on leader member exchange relationships*. Presented at the 27th Annual Industrial Organizational and Organizational Behavior (IOOB) Conference, Fairfax, VA.
- Tawney, M. W. (2008). [Integrity Testing...the Selection Tool of the Future](#). *Law & Order Magazine*, 56(12), 34-38.
- Tawney, M. W. and Choplin J. (2004) *Comparison-induced anchoring effects*. Presented at the Midwest Psychology Association, Chicago, IL
- Tawney, M. W., and Deprez-Sims, A-S. (2010). *Integrity Testing for Public Safety Selection*. Presented at the 118th American Psychological Association (APA) conference, San Diego, CA.
- Tawney, M. W., Ishaya, N. and Ayman, R. (2007). *Effect of Ratings sources and Leader's Gender on Performance Appraisal*. Presented at the 28th Annual Industrial Organizational and Organizational Behavior (IOOB) Conference, Indianapolis, IN.
- Tawney, M. W., and Lehn, D. (2003). *Individual difference in sensory threshold for self-relevant stimuli as a function of self-consciousness*. Presented at Midwest Psychology Association, Chicago, IL.

- **Tawney, M. W.**, Mead, A., & Solberg, E. (April, 2008). *Empirical keying of personality-oriented data: Development and comparison of methods*. Symposium Presented at the 23rd Annual Society for Industrial and Organizational Psychology Conference, San Francisco, CA.
- Towler, A. & **Tawney, M. W.** (March, 2008). *Charismatic leadership emergence: Role of work values*. Presented at the 20th Annual Association for Psychological Science Conference, Chicago, IL.



BRIAN J. MARENTETTE, Ph.D.
Manager, Strategic Assessments

Background Statement:

Dr. Marentette's primary areas of expertise include applied statistics, psychometrics, job analysis, test development, and test validation. Dr. Marentette has published research in the International Journal of Selection and Assessment and the Organizational Psychology Review and has taught several college courses in the area of psychological testing. He is also an active member in the Society for Industrial/Organizational Psychology, frequently presenting research at the annual conference. Dr. Marentette brings a high level of technical knowledge and expertise to his clients in developing and validating situational judgment tests, personality assessments, job simulations, structured oral interviews, job knowledge tests and assessment centers.

Education:

DePaul University, Chicago, Illinois
Ph.D. in Industrial/Organizational Psychology (2015)

California State University, Sacramento, California
M.A. in Industrial/Organizational Psychology (2009)

Michigan State University, East Lansing, Michigan
B.A. in Psychology (2005)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2016-Present Manager, Strategic Assessments, IOS, Inc.

- Consult with public safety agencies to develop, validate and defend entry-level and promotional testing/assessment systems
- Manages high-stakes assessment processes, often involving Federal oversight by the Department of Justice and other special interest groups.
- Provides best-practice training to public safety agencies, human resources and civil service personnel

- Collaborates with the Testing Services team at I/O Solutions to create off-the-shelf tests.

2014-2016 Manager, Consulting Services, IOS, Inc.

- Consult with public safety agencies to develop, validate and defend entry-level and promotional testing/assessment systems
- Provided best-practice training to public safety agencies, human resources and civil service personnel
- Collaborates with the R & D team at I/O Solutions to create off-the-shelf tests.
- Leads a consulting team by innovating current practices and procedures to stay current with cutting-edge techniques in the industry. Identifies team performance goals that contribute to the organization's effectiveness.
- Supervises a team of consulting staff. Organizes, plans and monitors employees' work to ensure effective task completion. Conducts annual performance appraisals and directly oversees team member work on an ongoing basis. Recruits, hires and onboards new employees.
- Manages the training and development of consulting staff, including the development and delivery of structured training on highly technical concepts, coaching, and ongoing development.

2012-2014 Consultant, IOS, Inc.

- Consult with public safety agencies to develop, validate and defend entry-level and promotional testing/assessment systems
- Provided best-practice training to public safety agencies, human resources and civil service personnel
- Collaborates with the R & D team at I/O Solutions to create off-the-shelf tests.

2011-2012 Teaching Fellow, DePaul University

- Full course responsibility for PSY 343 Introduction to Psychological Measurement (class size of 35 upperclassmen).
- Topics in the course included test development, validation, adverse impact analysis, item writing, and related statistical analyses.

2008-2011 Doctoral Research Assistant, DePaul University

- Designed and implemented research studies; managed project phases, conducted literature reviews, designed methods and procedures, collected and analyzed data.
- Prepared and wrote manuscripts and research reports; originated content, added theoretical background, prepared content for publication.

- Developed lab tasks that guided students learning of statistical analyses using SAS and SPSS statistical software.
- Conducted weekly lab sessions instructing students how to conduct statistical analyses using SAS and SPSS. Provided one-on-one instruction and tutoring.

2006-2008

Consultant, Biddle Consulting Group, Inc.

- Developed and validated a variety of personnel assessments for public and private sector agencies, including situational judgment tests, personality inventories, structured interviews, multi-media situational judgment tests, and job-knowledge written tests.
- Conducted job analyses using focus groups, interviews, and online job analysis questionnaires.
- Developed and delivered training to organizations on job analysis, personnel selection procedures, and Equal Employment Opportunity compliance.
- Served as product manager of off-the-shelf personnel assessment software. Coordinated efforts of software development, marketing and advertising. Designed assessment program and developed multi-media situational judgment test content.

2006

Graduate Assistant (Intern), California State Personnel Board

- Planned job analysis and examination development projects, including determining project timelines and participants.
- Facilitated subject matter expert meetings for jobs with varying levels of complexity (e.g., entry level, management and doctorate level scientist).
- Created job analysis and test development technical reports.
- Developed a job analysis database tool in MS Access consisting of over 300 job task statements and 200 KSA statements utilized by SMEs across dozens of state agencies in California.

Summary of Selection Projects:

Dr. Marentette has a wealth of experience providing selection consulting services to a diverse listing of state, municipal and county public safety agencies. Following is a partial list of the jobs that Dr. Marentette has personally managed in the past several years:

Client	Project Title	Timeframe
Dallas, TX Fire & Rescue Department	Development of fire operations driver, lieutenant, captain and fire prevention officer, lieutenant, captain and section chief examinations and assessment centers.	2017-present
Montgomery County, MD Sheriff's Office	Development of a sergeant examination and oral interview	2017-present
Montgomery County, MD	Development of a lieutenant examination and oral	2017-present

Sheriff's Office	interview	
Massachusetts Trial Court	Development of an assistant chief court officer and chief court officer examination	2017-present
Massachusetts Trial Court	Development of an assistant chief probation officer and chief probation officer examination	2017-present
Montgomery County, MD Police Department	Development of master police officer examination	2017
Montgomery County, MD Police Department	Development of sergeant examination and assessment center	2017
San Francisco, CA Fire Department	Development of lieutenant assessment center	2017
Ann Arbor, MI Police Department	Development of sergeant examination and assessment center	2017-present
Ann Arbor, MI Police Department	Development of lieutenant examination and assessment center	2017-present
Grand Rapids, MI Police Department	Development of a captain assessment center	2017
Grand Rapids, MI Police Department	Development of a lieutenant examination and assessment center	2017
Grand Rapids, MI Police Department	Development of a sergeant examination and assessment center	2017
Buffalo, NY Fire Department	Development of lieutenant examination and assessment center	2016-2017
Buffalo, NY Fire Department	Development of captain examination and assessment center	2016-2017
Buffalo, NY Fire Department	Development of battalion chief assessment center	2016-2017
Buffalo, NY Fire Department	Development of division chief assessment center	2016-2017
Chicago, IL Fire Department	Development of ambulance commander examination and oral assessment	2016-2017
Chicago, IL Fire Department	Development of paramedic field chief examination and oral assessment	2016-2017
Bridgeport, CT Police Department	Development of a detective examination and assessment center	2015
Bridgeport, CT Police Department	Development of a police officer oral interview	2015
Roswell, GA Police Department	Development of a lieutenant assessment center	2015
Roswell, GA Police Department	Development of a sergeant examination and assessment center	2015
Massachusetts State Police	Development of a lieutenant examination and oral interview	2015
Massachusetts Trial Court	Development of an assistant chief court officer and chief court officer examination	2015
Massachusetts Trial Court	Development of an assistant chief probation officer and chief probation officer examination	2015
Montgomery County, MD Police Department	Development of a sergeant examination and validation of assessment center	2015
Montgomery County, MD Police Department	Development of a master police officer examination	2015
Montgomery County Fire & Rescue Service	Development of a fire captain assessment center	2015
Montgomery County Fire &	Development of a master firefighter examination	2014

Rescue Service		
Montgomery County Fire & Rescue Service	Development of a fire lieutenant examination and assessment center	2014
Montgomery County, MD Sheriff's Office	Development of a sergeant examination and oral interview	2014
Montgomery County, MD Sheriff's Office	Development of a lieutenant examination and oral interview	2014
Arlington, TX Fire Department	Development of a captain examination and assessment center	2014
Arlington, TX Fire Department	Development of a lieutenant examination and assessment center	2014
Massachusetts State Police	Development of a captain examination and oral interview	2014
Miami Beach, FL Fire Department	Validation of an entry-level firefighter examination and development of an oral interview	2014
Miami Beach, FL Fire Department	Development of a captain examination and oral interview	2014
Miami Beach, FL Fire Department	Development of a lieutenant examination and oral interview	2014
Bridgeport, CT Police Department	Development of a sergeant examination and assessment center	2014
Round Rock, TX Fire Department	Development of a captain examination	2014
Massachusetts Trial Court	Validation of an entry-level probation officer examination	2014
Massachusetts Trial Court	Validation of an entry-level court officer examination	2014
Roswell, GA Fire Department	Development of a fire chief assessment center	2014
Chicago OEMC	Implementation of a dispatcher examination process	2014
Grand Rapids, MI Police Department	Development of a captain assessment center	2014
Grand Rapids, MI Police Department	Development of a lieutenant examination and assessment center	2014
Grand Rapids, MI Police Department	Development of a sergeant examination and assessment center	2014
Chattanooga, TN Fire Department	Development of a captain examination and assessment center	2014
Chattanooga, TN Fire Department	Development of a lieutenant examination and assessment center	2014
Augusta, GA Fire Department	Development of a battalion chief examination and assessment center	2014
Augusta, GA Fire Department	Development of a captain examination and assessment center	2014
Augusta, GA Fire Department	Development of a lieutenant examination and assessment center	2014
Augusta, GA Fire Department	Development of a sergeant examination and practical assessment	2014
Baltimore Fire Department	Development of a battalion chief examination and assessment center	2014
Chicago Police Department	Development of a police sergeant examination and assessment center	2013
Massachusetts State Police Department	Development of a police captain examination and structured oral interview	2013
Miami Beach Police	Development of a police lieutenant examination and	2013

Department	assessment center	
Miami Beach Police Department	Development of a police sergeant examination and assessment center	2013
Montgomery County Department of Corrections and Rehabilitation	Development of a corrections lieutenant examination and assessment center	2013
Montgomery County Department of Corrections and Rehabilitation	Development of a corrections sergeant examination and assessment center	2013
Montgomery County Fire & Rescue Service	Development of an entry level fire fighter exam and structured oral interview	2013
Montgomery County Fire & Rescue Service	Development of a fire battalion chief examination and assessment center	2013
Montgomery County Fire & Rescue Service	Development of a fire captain examination and assessment center	2013
New York Metropolitan Transit Authority Police Department	Implementation of an entry level police officer examination	2013
Roswell, GA Police Department	Development of a police chief examination and assessment center	2013
Roswell, GA Police Department	Development of a police lieutenant examination and assessment center	2013
Roswell, GA Police Department	Development of a police sergeant examination and assessment center	2013
Round Rock, TX Fire Department	Development of a fire captain written examination	2013
Round Rock, TX Fire Department	Development of an entry level fire fighter written examination	2013
Chicago Fire Department	Development of a paramedic field chief written examination and structured oral interview	2012
Chicago Fire Department	Development of an ambulance commander written examination and structured oral interview	2012
Chicago Metra Police Department	Development of a police sergeant examination and structured oral interview	2012
Chicago Metra Police Department	Development of a police lieutenant examination and structured oral interview	2012
Massachusetts State Police Department	Development of a police lieutenant examination and structured oral interview	2012
New Jersey Civil Service Commission	Job analysis for corrections captain position	2012
New Jersey Civil Service Commission	Job analysis for corrections lieutenant position	2012
New Jersey Civil Service Commission	Job analysis for corrections sergeant position	2012

Conference Presentations:

- **Marentette, B. J.** (June, 2015). *Situational Judgement Tests: An alternative to high-volume structured oral interviews*. Presentation at the 7th annual Public Safety Testing Summit, Oak Brook, IL.
- **Marentette, B. J.** (June, 2014). *Methods of test score use in public safety selection and promotional testing*. Presentation at the 6th annual Public Safety Testing Summit, Oak Brook, IL.

- Bell, S. T., Mann, K., **Marentette, B. J.**, Adair, C., Fisher, D., & Arman, G. (2013, May). *Assertiveness and Concern as Predictors of Shared Mental Models and Team Performance*. Poster presented at the 25th annual meeting of the Association for Psychological Science, Washington, D.C.
- Halpert, J.A., Linnabery, E., Abben, D.R., **Marentette, B.J.**, Lueck, M.D. (2013). *Test-Retest Predictive Validities And a Moderator*. Poster presentation at the 26th annual conference for the Association for Psychological Science, San Francisco, CA.
- **Marentette, B. J.**, Halpert, J. A., Linnabery, E., & Passuello, M. (April, 2012). *Situational Judgment Tests as a Form of Realistic Job Preview*. Poster presentation at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Fisher, D. M., **Marentette, B. J.**, Adair, C. K. (April, 2012). *Team Selection Regarding Personality Composition: Propositions for Improved Validity*. Poster presentation at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Bell, S. T., **Marentette, B. J.**, Adair, C.K., Fisher, D. M., Arman, G. & Mann, K. E. (April, 2012). *Keeping Tabs on Teammates: Reliance, Team Processes, and Team Performance*. Symposium presentation at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Adair, C. K., Arman, G., Quesnell, T. J., **Marentette, B. J.**, Fisher, D. M., Mann, K. E., Bell, S. T. (April, 2012). *Team-level personality and its relationship with team processes*. Poster presentation at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- **Marentette, B. J.**, Bell, S.T., Adair, C. K., Fisher, D., Lewis, D. D., & Gerding, D. (April, 2010). *Team Process Measurement: Comparing Team Member and Observer Ratings*. Poster presented at the **25th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.**
- Adair, C. K., Bell, S. T., **Marentette, B. J.**, Fisher, D., Gerding, D. (April, 2010). *An Application of the Punctuated Equilibrium Model to Team Processes*. Poster presented at **the 25th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.**
- Haynes, S., Halpert, J., **Marentette, B. J.**, & Lueck, M. (April, 2010). *Investigating Pregnancy and Marital Status Discrimination in Employee Performance Appraisals*. Interactive poster presented at **the 25th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.**
- Halpert, J., Haynes, S., Lueck, M., **Marentette, B. J.** (April, 2010). *Attitudes about Pregnant Employees: Change over Twenty Years*. Interactive poster presented at **the 25th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.**
- **Marentette, B. J.**, Kuang, D. C., & Meyers, L. S. (April, 2008). *An Investigation of Influence of Test Taking Fatigue on SJTs*. Poster presented at **the 23rd annual conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.**
- **Marentette, B. J.** & Throckmorton, D. (March, 2007). *Using On-Line Survey Tools to Complete Job Analyses*. Presented at the 21st Annual Personnel Testing Council of Northern California Conference, Sacramento, CA.

Publications:

- **Marentette, B. J.**, Meyers, L. S., Hurtz, G. M., & Kuang, D. C. (2012). Order Effects on Situational Judgment Test Items: A Case of Construct-Irrelevant Difficulty. *International Journal of Selection and Assessment*, 20, 318-332.
- Kalchman, M. & **Marentette, B. J.** (2012). Homework as test preparation: Its promise and efficacy. *Current Issues in Middle Level Education*, 17, 1-8.
- Bell, S. T. & **Marentette, B. J.** (2011). Team viability for long-term and ongoing organizational teams. *Organizational Psychology Review*, 1, 275-292.



Niki Polk, M.A., PMP, SPHR, SHRM-SCP
Principal Consultant

Background Statement:

Ms. Polk is a Principal Consultant with nearly 20 years of experience in developing, validating, and administering testing and selection processes, including entry-level and promotional public safety processes, such as written examinations, oral interviews, and assessment centers. Ms. Polk also has extensive experience in other human resources-related areas, such as 360-degree assessments, hiring studies, employee engagement, and job analysis.

Education:

University of West Florida, Pensacola, FL
Master of Arts: Industrial/Organizational Psychology (2001)

University of South Alabama, Mobile, AL
Bachelor of Arts, Psychology (1998)

Affiliations:

American Psychological Association (APA)
Society for Industrial and Organizational Psychology (SIOP)
International Public Management Association for Human Resources (IPMA-HR)
International Personnel Assessment Council (IPAC)
Project Management Institute (PMI)

Professional Experience:

- | | |
|-------------------|---|
| 2019 – to Present | <p>Industrial/Organizational Solutions, Inc.
Principal Consultant</p> <ul style="list-style-type: none">• Consult with public safety agencies to design, develop, and validate promotional testing/assessment systems• Conduct job analysis studies for public safety agencies• Develop technical reports documenting all aspects of the process and providing validation evidence to support assessments• Manage consulting projects, including determination of deliverables, scheduling, communications, client relations, and ensuring the technical quality of all work to be completed |
| 2017 – 2019 | <p>CPS HR Consulting
Manager</p> <ul style="list-style-type: none">• Managed the Assessment and Selection unit, including operational budget, staffing, project and employee performance, and revenue generation |

- Project managed job analysis studies and the development and administration of public safety testing processes
- Consulted with public safety agencies to design, develop, and validate promotional testing/assessment systems
- Advised and provided technical guidance to public safety and human resources agencies on proper job analysis and assessment center methodology
- Wrote and developed content for white papers on assessment centers and selection tools; a webinar on the development of selection tools; and a marketing brochure for public safety assessment centers
- Developed consultant guidelines for pass point/standard setting methodology and procedures

2010 – 2017

CPS HR Consulting
Principal Consultant

- Supervised a team of job analysis and assessment consultants
- Consulted with public safety agencies to design and administer entry-level and promotional testing systems
- Developed consultant guidelines for project management and job analysis methodology and procedures
- Wrote and developed content for white papers on job analysis, subject matter expert panels, and 360-degree assessments; webinars on competency modeling and 360-degree assessments; and marketing brochures for job analysis and 360-degree assessments
- Advised and provided technical guidance to clients on hiring standards and best-practices throughout the hiring cycle
- Customized 360-degree assessments and feedback for leadership development at an individual and group level
- Maintained responsibility for business development for all areas of service provided by team
- Set project pricing and budget, to include margins and projected revenue

2005 – 2010

CPS HR Consulting
Senior Consultant

- Conducted job analysis studies for public safety positions
- Developed examination plans, written examinations, and behaviorally-based exercises for selection and promotion within public safety agencies
- Maintained responsibility for business development of public safety assessment centers
- Set project pricing and budget, to include margins and projected revenue

2003 – 2005**CPS HR Consulting
Site Manager**

- Acted as a project manager/site director by managing a mobile assessment team that provided testing to candidates applying for federal jobs within the Transportation Security Administration (TSA)
- Planned and coordinated large-scale centers
- Managed project costs, quality, and communication with Federal Security Directors (FSDs)

2001 – 2003**Barger, Cowart, & Kenney
Consultant**

- Developed training materials and programs
- Created competency models to align organizational goals with employee performance goals
- Customized and administered employee engagement surveys
- Developed assessment centers

Summary of Selection Projects:

Following is a list of the jobs that Ms. Polk has personally managed since joining I/O Solutions:

Client	Project Title	Timeframe
Harris County, TX, Sheriff's Office	Assessment center development and administration for the rank of Fire Captain	2019
Gwinnett County, GA, Fire and Emergency Services	Job knowledge written examination and assessment center development and administration for the rank of Fire Lieutenant	2019
Augusta, GA, Fire Department	Job knowledge written examination and assessment center development and administration for the ranks of Sergeant and Lieutenant	2019

Certifications:

- Project Management Professional (PMP)
- Senior Professional in Human Resources (SPHR)
- SHRM Senior Certified Professional (SHRM-SCP)
- Six Sigma Green Belt Professional



Nahren Cama, Ph.D.
Manager, Consulting Services

Background Statement:

Ms. Cama enjoys working with clients to develop and implement customized solutions to fit their needs. She possesses exceptional writing and organizational skills and is experienced communicating with all organizational levels and managing projects to successful completion. She is skilled in building relationships with her clients, gaining their buy-in and trust. At IOS, Ms. Cama has managed all phases of entry-level and promotional selection processes for agencies all across the country.

Education:

Illinois Institute of Technology
Ph.D. in Industrial/Organizational Psychology (2018)
Completed Ph.D. comprehensive exams (2007)
M.S. in Industrial/Organizational Psychology (2006)

Lake Forest College
B.A. in Psychology and Business (2003)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2016-present Manager, Consulting Services

- Performs the following in addition to the responsibilities of the Senior Consultant:
 - Leads a team of consultants to ensure delivery of high-quality assessment projects. Ensures that team members are applying best practices of the industry. Actively mentors and teaches team members.
 - Supervises a team of consultants in order to ensure effective completion of tasks. Conducts annual performance appraisals and directly oversees team members work on a weekly basis.
 - Manages the hiring, training, and development of new consulting staff.

2014-2016

2008-2012

Senior Consultant, I/O Solutions, Inc.

- Consult with public safety agencies to develop, validate and defend entry-level and promotional testing/assessment systems
- Conduct job analysis (interviews, observations, and questionnaires) to identify essential tasks, knowledge, skills, abilities and other characteristics relevant to the position
- Provide best-practice training to public safety agencies, human resources and civil service personnel
- Develop technical reports for processes documenting all aspects of the process and validation evidence to support assessments

2012-2014

Consultant, Daniels Consulting Group

- Developed training content for a multinational insurance corporation
- Supported the change management efforts of a worldwide manufacturing organization

2008-2008

Assessor – Contract Position, United Airlines

- Observed, recorded, and evaluated leadership behaviors during multiple group exercises
- Met with Assessor team and United HR representative to finalize ratings and determine who met qualifications
- Wrote individual candidate feedback reports to support ratings and overall decisions and delivered individual feedback to candidates

2008-2008

Consultant – Contract Position, HR Alignment, Ltd.

- Assisted with the development of a competency based interview selection guide
- Researched and recommended books for a leadership competency guide
- Edited and reviewed reports and guides

2007-2007

Consultant – Contract Position, Daniels Consulting Group

- Responsible for the qualitative and quantitative analysis of data for a healthcare accreditation company undergoing changes in standards affecting their customers.
- Created reports to leadership presented survey data, themes, and areas for the organization to take action on to improve efficiencies following the changes.

- Developed communication pieces for various stakeholders within a healthcare accreditation company following a change in technology.

2007-2007

Survey Project Manager, The Foresight Group

- Created client databases for survey collection
- Facilitated day-to-day client and consultant interactions.
- Created client reports and presentations

2007-2007

Lecturer – Contract Position, Northeastern Illinois University

- Created and presented lectures. Facilitated class discussions. Designed quizzes and exams. Designed in-class activities and projects.

2006-2006

Consultant – Contract Position, Daniels Consulting Group

- Designed an employee job satisfaction survey for a fitness club client. Conducted quantitative and qualitative analyses of survey data. Wrote a report detailing survey results and trends.
- Developed communication pieces on several topics for new-hires in a healthcare organization; topics ranged from communication skills to phone etiquette.

2004-2006

Organizational Development Associate, Advocate Christ Medical Center

- Designed a survey for new-hires to gain better understanding of the factors that attracted them to the organization and position of interest. Helped manage associate satisfaction survey process. Wrote reports communicating survey results for HR and leadership.
- Developed an administrator guide for a selection inventory. Revised/updated training guides as needed for various programs.
- Responsible for the management of recognition programs. Communicated various aspects of these programs to leadership.

Summary of Selection Projects:

Client	Project Description	Timeframe
Shelby County Sheriff's Office	Development of a job description for the Evidence Custodian position.	2018

Client	Project Description	Timeframe
IL State Police Merit Board	Conducted a job analysis for the lieutenant and captain positions (interviews and questionnaires) and developed a technical report.	2018
IL State Police Merit Board	Development of written examination and assessment center for the Illinois State Police Sergeant and Master Sergeant positions. Delivery of candidate orientation. Conduct assessor training and administration of written exam and assessment center. Development of candidate feedback reports. Development of technical report.	2018
Cook County Sheriff's Office Merit Board	Written examination development and administration for sheriff's police Lateral Entry Officer, Sergeant, and Lieutenant, court services Sergeant and Lieutenant and correctional division Sergeant, and Lieutenant.	2017-2018
Cobb County, GA	Developed and administered assessment center for the rank of Fire Captain.	2017-2018
City of Roswell, Georgia	Developed and administered written examination and assessment centers for the rank of Police Sergeant and Lieutenant.	2017-2018
Skokie Fire Department	Developed and administered assessment center for the rank of Fire Chief.	2017
Shelby County Sheriff's Office	Developed and administered assessment center for the rank of Captain.	2017
Cobb County Sheriff's Office - Sergeant & Lieutenant	Development and management of written examinations for sergeant and lieutenant. Development of assessment centers for sergeant and lieutenant. Conducted candidate orientations. Conducted assessor training and managed assessment center administrations. Developed candidate feedback reports.	2017
City of Roswell, Georgia	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2017
IL State Police Merit Board	Development of written examination and assessment center for the Illinois State Police Lieutenant and Captain positions. Delivery of candidate orientation. Conduct assessor training and administration of written exam and assessment center. Development of candidate feedback reports. Development of technical report.	2017
IL State Police Merit Board	Conducted a job analysis for the sergeant and master sergeant positions (interviews and questionnaires) and developed a technical report.	2017
IL State Police Merit Board	Created entry-level assessment tools for the trooper position.	2016

Client	Project Description	Timeframe
IL State Police Merit Board	Development of written examination and assessment center for the Illinois State Police Sergeant and Master Sergeant positions. Delivery of candidate orientation. Conduct assessor training and administration of written exam and assessment center. Development of candidate feedback reports. Development of technical report.	2016
IL State Police Merit Board	Conducted a job analysis for the trooper position (interviews and questionnaires) and developed a technical report.	2016
City of San Francisco	Developed and administered assessment exercises and content for the police lieutenant position.	2016
City of San Francisco	Developed and administered assessment exercises and content for the fire Battalion Chief position.	2016
City of Roswell, Georgia	Development of written examination and assessment center for the Roswell Police Department Sergeant and Lieutenant positions. Delivery of candidate orientation. Conduct assessor training and administration of written exam and assessment center. Development of candidate feedback reports.	2016
Plano Police Department	Development and validation of an entry-level PAT.	2016
Ann Arbor, MI	Development and management of written examinations for sergeant and lieutenant. Development of assessment centers for Ann Arbor Police Department sergeant and lieutenant positions.	2016
Miami Police Department	Development of parallel assessment center for the Lieutenant rank.	2015
New York State Department of Civil Service	Development of job analysis and linkage questionnaires.	2015
State of Washington	Review and validation of new items for state driver's license exams.	2015
Las Cruces, NM PAT	Development of candidate and proctor guides for an entry-level PAT, and provided technical report.	2015
Chicago Police Department - Sergeant Merit Process	Assisted in the development of training and interview materials for the sergeant merit process.	2015
Ann Arbor, MI	Development and management of written examinations for sergeant and lieutenant. Development of assessment centers for Ann Arbor Police Department sergeant and lieutenant positions.	2015
Cook County Sheriff's Office Merit Board	Written examination development and administration for sheriff's police Lateral Entry Officer, Sergeant, and Lieutenant, court services Sergeant and Lieutenant and correctional division Sergeant, and Lieutenant.	2015
City of Kenosha - Police Chief Assessment Center	Development and administration of an assessment center for the Police Chief position in the Kenosha Police Department.	2015

Client	Project Description	Timeframe
Florida Department of Financial Service - Firefighter Job Task Analysis	Conduct state-wide job analysis for the entry-level firefighter position (paid and volunteer) in the State of Florida which includes: interviews, large scale job analysis questionnaire deployment to over 5000 incumbent firefighters, linkage analysis, and development of technical reports.	2014-2015
Cobb County Police Department - Sergeant & Lieutenant	Development and management of written examinations for sergeant and lieutenant. Development of assessment centers for sergeant and lieutenant. Conducted candidate orientations. Conducted assessor training and managed assessment center administrations. Developed candidate feedback reports.	2014-2015
Gwinnett County Police Department; Corporal, Sergeant, and Lieutenant	Development of written examination and assessment center. Delivery of candidate orientation. Conduct assessor training and administration of written exam and assessment center. Development of candidate feedback reports.	2015
Lincoln Fire & Rescue Department - Captain	Development of written examination and assessment center. Delivery of candidate orientation. Conduct assessor training and administration of written exam and assessment center. Development of candidate feedback reports.	2014-2015
Cobb County Sheriff's Office - Sergeant & Lieutenant	Development and management of written examinations for sergeant and lieutenant. Development of assessment centers for sergeant and lieutenant. Conducted candidate orientations. Conducted assessor training and managed assessment center administrations. Developed candidate feedback reports.	2014
Orleans Parish Sheriff's Office	Selection process for HR Director position	2014
Virginia Beach Fire Department - Captain rank	Conduct linkage analysis and report results. Development of written examination and assessment center. Delivered candidate orientation. Conducted assessor training and administered written exam and assessment center. Development of candidate feedback reports.	2012
Prince William County Department of Fire and Rescue- Tech II and Lieutenant ranks	Development of written examination and assessment center. Delivered candidate orientation. Conducted assessor training and administered written exam and assessment center. Development of candidate feedback reports.	2012
Lincoln Fire & Rescue Department; Re-validation	Re-validation of entry-level physical ability test.	2011-2012
East Point Police Department, Sergeant, Lieutenant, and Captain Promotionals	Development of written examinations and structured oral interviews.	2011

Client	Project Description	Timeframe
Los Alamos Fire Department - Company Officer	Development and management of written examination and assessment center. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2011
Los Alamos Fire Department - Fire Chief	Developed a structured oral interview with rating criteria. Developed a custom "meet and greet" rating document.	2011
Los Alamos Fire Department - Battalion Chief	Development assessment center and interview. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2011
Savannah-Chatham Metropolitan Police Department - Make-up Sergeant and Captain Promotional Processes	Development of written examinations and assessment centers. Delivered candidate orientations. Conducted assessor training and administered written exams and assessment centers. Development of candidate feedback reports. Developed technical documentation.	2011
Gwinnett County Police Department - Sergeant and Lieutenant Promotional Processes	Development of written examinations and assessment centers. Delivered candidate orientations. Conducted assessor training and administered written exams and assessment centers. Development of candidate feedback reports.	2011
Westmont Police Department - Sergeant Rank	Development of written examination and assessment center. Delivered candidate orientation. Conducted assessor training and administered written exam and assessment center. Development of candidate feedback reports.	2011
Prince William County Department of Fire and Rescue- Tech II and Captain ranks	Conducted a job analysis. Development of written examination and assessment center. Delivered candidate orientation. Conducted assessor training and administered written exam and assessment center. Development of candidate feedback reports.	2011
Broward County Community College - Tech II and Captain processes	Validation study	2011
Illinois State Police - Lieutenant and Captain promotional process	Development of lieutenant and captain written examinations and assessment centers.	2011
Gwinnett County Police Department Corporal Promotional Process	Developed written exam, conducted candidate orientation, administered exam, compiled results.	2010-2011
Evanston Police Department - Sergeant Promotional Process	Development of written examination and assessment center. Delivered candidate orientation. Conducted assessor training and administered written exam and assessment center. Development of candidate feedback reports.	2010-2011
Buffalo Police Department - entry-level process	Development and management of written exam, validation, development of technical report.	2010-2011

Client	Project Description	Timeframe
Massachusetts State Police - Captain make-up Promotional Process	Development and management of job knowledge written exam and structured oral interview.	2010-2011
City of Bridgeport	Developed technical report for Bridgeport Police Department's entry-level selection process.	2010
Lafayette Police Department - Sergeant, Lieutenant, and Captain written exams	Development and management of job knowledge written examinations.	2010
Los Alamos Fire Department - Driver Engineer Promotional Process	Development and management of written exam and practical assessment. Conducted assessor training and managed administration of practical assessment. Developed candidate feedback reports.	2010
Savannah-Chatham Metropolitan Police Department - Sergeant and Lieutenant Promotional Processes	Development and management of assessment centers for sergeant and lieutenant. Conducted candidate orientations. Conducted assessor training, and managed assessment center administrations. Developed candidate feedback reports.	2010
Cobb County Sheriff's Office - Sergeant and Lieutenant Promotional Processes	Development and management of written examinations for sergeant and lieutenant. Development of assessment centers for sergeant and lieutenant. Conducted candidate orientations. Conducted assessor training and managed assessment center administrations. Developed candidate feedback reports. Developed technical report.	2010
Los Alamos Fire Department - Captain Promotional Process	Development and management of written examination and assessment center. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2010
Los Alamos Police Department - Sergeant Promotional Process	Development and management of written exam and structured oral interview. Development of candidate feedback reports.	2010
Missouri State Highway Patrol - entry-level SOI development	Development of structured oral interview.	2010
Illinois State Police - Sergeant and Master Sergeant Promotional Processes	Conducted job analysis update. Development and management of written examinations. Development of technical report.	2010
Massachusetts State Police -Sergeant Rank	Managed the development of the sergeant exam.	2010

Client	Project Description	Timeframe
Los Alamos Fire Department - Battalion Chief	Development of assessment center exercises, structured oral interviews and related materials, conduct assessor training, and develop feedback reports. Developed candidate feedback reports.	2010
Gwinnett County Police Department - Sergeant Rank	Managed all phases of the promotional process for the Sergeant rank. Coordinated with main contact and SMEs to finalize written exams, and create assessment center exercises. Conducted training for candidates and assessors. Managed the administration of the assessment center. Developed feedback reports.	2010
District of Columbia Fire Department	Conducted job analysis, managed subject matter experts, developed assessment center exercises, managed administration of assessment center, developed feedback reports.	2010
Gwinnett County Police Department; Corporal, Sergeant, and Lieutenant Promotionals	Managed all phases of the promotional process for the Corporal, Sergeant, and Lieutenant ranks. Coordinated with main contact and SMEs to finalize written exams, assessment center exercises. Conducted training for candidates and assessors. Managed the administration of the assessment center. Developed feedback reports.	2009
Cobb County Sheriff's Office - Sergeant Promotional Process	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports. Developed technical report.	2009
Los Alamos Fire Department - Driver Engineer Promotional Process	Development and management of written exam and practical assessment. Conducted assessor training and managed administration of practical assessment. Developed structured oral interview. Developed candidate feedback reports.	2009
East Point Police Department, Sergeant, Lieutenant, and Captain Promotionals	Managed all phases of the promotional process for Sergeant, Lieutenant, and Captain ranks. Worked with SMEs to determine the exam reading list for the Sergeant and Lieutenant rank and finalized the written exams. Other aspects of this project included: finalizing written exams, developing assessment center exercises and a structured oral interview, creating feedback reports, candidate orientations, assessor training, overseeing administration of the assessments, and development of candidate feedback reports.	2009

Client	Project Description	Timeframe
Lincoln Fire & Rescue Department; Entry-level PAT development and validation	Conducted a physical task job analysis to assess which physical tasks were essential to the job of a firefighter within the Lincoln Fire & Rescue Department. Helped in the development and validation of the physical ability test. Created a candidate guide, proctor guide, and technical report.	2008-2009
Bradley Police Department; Sergeant Promotional	Developed a promotional-level oral interview for their sergeant assessment. Provided training to assessors on how to rate candidates during the interview. Facilitated the administration of the oral interviews.	2008-2009
Norwood Park Fire Department; Entry-level firefighter oral interview	Developed an entry-level interview and other materials for their entry-level hiring. Provided training to their commissioners on administering the interview.	2008-2009
Aurora Fire Department; Captain Assessment Center	Development of assessment center exercises. Training of assessors and commissioners. Managed administration of assessment center.	2009
Gwinnett County Sheriff's Office	Work with internal SME to finalize reading lists for Corporal, Sergeant, and Lieutenant ranks. Finalize written exams and oversee administration. Development of an assessment center for the Lieutenant rank.	2009
Bradley Police Department; Lieutenant Promotional	Development of assessment center exercises. Provide training to assessors and oversee administration of the assessment center.	2009
Los Alamos Fire Department - Deputy Chief & Assistant Chief	Development of assessment center exercises and related materials. Developed candidate feedback reports.	2009

Conference Presentations:

- **Ishaya, N.**, Ayman, R., & Korabik, K. Why So Much Guilt? Investigating How Overload Hurts and Why Control May Help. (May, 2013). Presented at the Society for Industrial Organizational Psychologists (SIOP) Conference, Houston, TX.
- **Ishaya, N.** and Ayman, R. Predicting Work-Family Conflict Via Perceived Involvement And Overload. (August, 2008). Presented at the APA Convention, Boston, MA.
- Tawney, M., **Ishaya, N.** and Ayman, R. (March, 2007). Effect of Ratings sources and Leader's Gender on Performance Appraisal. Presented at the Industrial Organizational and Organizational Behavior (IOOB) Conference, Indianapolis, IN.
- Ronen, E., **Ishaya, N.**, and Kozminski, K. (May, 2006). Job Satisfaction Among Healthcare Employees: Does Time of Year Matter? Presented at the Society for Industrial Organizational Psychologists (SIOP) Conference, Dallas, TX.
- Velgach, S., **Ishaya, N.**, and Ayman, R. (April, 2005). Multi-Method Approach to Investigate Work-Family Conflict. Presented at the Society for Industrial Organizational Psychologists (SIOP) Conference, Los Angeles, CA.



COURTNEY WIERZBICKI (Nelson), PH.D.
Manager, Consulting Services

Background Statement:

Dr. Wierzbicki (formerly Nelson) is a consultant at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. Dr. Wierzbicki has experience in developing, validating, administering and defending assessment centers, promotional job knowledge examinations, entry-level examinations and oral interviews in the public safety sector.

Education:

The University of Tulsa, Tulsa, Oklahoma

Doctor of Philosophy: Industrial/Organizational Psychology (2013)

Dissertation: The impact of differential learning on the relationship between training and store level outcomes

The University of Tulsa, Tulsa, Oklahoma

Master of Arts: Industrial/Organizational Psychology (2010)

Saint Louis University, St. Louis, Missouri

Bachelor of Arts, Psychology (2008)

Certificate in Human Resource Management, John Cook School of Business

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Society of Human Resource Management (SHRM)

Professional Experience:

2016 to Present

Industrial/Organizational Solutions, Inc.
Manager

- Performs all functions of a consultant, in addition to:
- Leads a team of consultants to deliver high-quality assessment projects. Ensures that team members are applying best practices of the industry. Actively mentors and teaches team members.
- Supervises a team of consultants in order to ensure effective completion of tasks. Conducts annual performance appraisals and directly oversees team members work on a weekly basis.
- Manages the hiring, training, and development of new consulting staff.

- 2016 Industrial/Organizational Solutions, Inc.
Senior Consultant
- Independently and simultaneously managed multiple test development and validation projects for promotion testing\ assessment systems
 - Conducted job analysis (interviews and observations) to identify the essential knowledge, skills, and abilities and other characteristics necessary for performance
- 2013 to 2015 Industrial/Organizational Solutions, Inc.
Consultant
- Consulted with public safety agencies to develop, validate and defend entry-level and promotional testing/assessment systems
 - Provided best-practice training to public safety agencies, human resources and civil service personnel
- 2011 to 2012 Hogan Assessment Systems
Research Associate, Research & Development Department
- Constructed selection profiles for client specific jobs using personality and values-based assessments
 - Conducted validity generalization research for employee selection and development initiatives using meta-analysis, synthetic validity, and transport validity methods
 - Aligned and mapped client competency models to Hogan competencies
 - Carried out job analysis procedures including content analysis/job documentation review, interviewing job incumbents, and collection of focus group data
- 2010 PennWell Corporation
Intern, Human Resources
- Conducted employee selection interviews and made hiring recommendations to managers
 - Designed structure oral interviews through job analysis, question generation, and question selection
 - Interpreted psychological assessments (cognitive ability, personality, and emotional intelligence)
- 2009 to 2010 Reliant Live Consulting
Intern
- Compiled multiple resources to develop leadership competencies following 360 performance appraisal

- Created and managed a database of leadership development resources

Summary of Selection Projects:

Client	Project Description	Timeframe
Arlington, TX	Developed a written examination for the rank of Fire Apparatus Operator.	2018
Tulsa, OK	Developed and administered written examination and assessment center for the rank of District Chief.	2018
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2018
San Antonio, TX	Developed a written examination for the rank of Police Detective-Investigator.	2018
Pinellas County Sheriff's Office, FL	Developed written examination for the ranks of Sergeant (Law Enforcement and Department of Corrections)	2017
Austin, TX	Developed a written examination for the rank of Police Corporal - Detective.	2017
Tulsa, OK	Developed a written examination for the rank of Fire Equipment Operator.	2017
Forsyth County, GA	Developed and administered written examination and assessment center for the rank of Battalion Chief.	2017
St. Paul, MN	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2017
St. Paul, MN	Developed and administered assessment center for the rank of Commander.	2017
Dallas, TX	Developed and administered assessment center for the rank of Police Sergeant.	2017
Dallas, TX	Developed and administered assessment center for the rank of Police Lieutenant.	2017
San Antonio, TX	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2017
Arlington, TX	Developed and administered written examination and assessment center for the rank of Fire Captain.	2017
Arlington, TX	Developed and administered written examination and assessment center for the rank of Fire Lieutenant.	2017
Tulsa, OK	Developed and administered assessment center for the rank of Police Captain.	2017
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Corporal.	2017
Montgomery County, MD	Developed and administered assessment center for the rank of Fire Captain.	2017
Montgomery County, MD	Developed and administered assessment center for the rank of Fire Battalion Chief.	2017
San Antonio, TX	Developed and administered written examination and assessment center for the rank of Police Lieutenant.	2017
San Antonio, TX	Developed and administered written examination and assessment center for the rank of Police Captain.	2017
Forsyth County, GA	Developed and administered written examination and practical assessment for the rank of Fire Apparatus Operator.	2017
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2017
San Antonio, TX	Developed a written examination for the rank of Police	2016

	Detective/Investigator.	
Tulsa, OK	Conducted job analysis for the ranks of Fire Equipment Operator, Captain, District Chief, Assistant Chief, and Deputy Chief.	2016
Montgomery County, MD	Developed and administered written examination and assessment center for the ranks of Master Firefighter and Fire Lieutenant.	2016
Chattanooga, TN	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2016
Chattanooga, TN	Developed and administered written examination and assessment center for the rank of Police Lieutenant.	2016
Chattanooga, TN	Developed and administered written examination and assessment center for the rank of Police Captain.	2016
Pinellas County Sheriff's Office, FL	Developed written examination for the ranks of Sergeant (Law Enforcement and Department of Corrections)	2016
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Corporal.	2016
Springfield, IL	Developed and validated structured oral interview for entry level police officer.	2016
Montgomery County, MD	Conducted job analysis for the rank of Fire Assistant Chief.	2016
Forsyth County, GA	Developed and administered written examination and assessment center for the rank of Fire Lieutenant.	2016
Montgomery County, MD	Conducted job analysis for the rank of Police Captain.	2016
Forsyth County, GA	Developed and administered written examination and practical assessment for the rank of Fire Apparatus Operator.	2016
Arlington, TX	Developed and administered written examination and assessment center for the rank of Fire Lieutenant.	2016
Arlington, TX	Developed and administered written examination and assessment center for the rank of Fire Captain.	2016
Austin, TX	Developed and administered assessment center for the rank of Police Commander.	2016
Austin, TX	Developed and administered assessment center for the rank of Police Lieutenant.	2016
Austin, TX	Developed and administered assessment center for the rank of Police Sergeant.	2016
St. Paul, MN	Developed and administered assessment center for the rank of Police Sergeant.	2016
Omaha, NE	Developed and administered assessment center for the rank of Fire Battalion Chief.	2016
Tulsa, OK	Developed and administered assessment center for the rank of Police Corporal.	2016
Tulsa, OK	Developed and administered assessment center for the rank of Police Sergeant.	2016
Rockford, IL	Conducted candidate screening and administered assessment center for the rank of Police Chief	2016
Springfield, IL	Developed and administered written examination and assessment center for the ranks of Police Lieutenant.	2016
Springfield, IL	Developed and administered written examination and assessment center for the ranks of Police Sergeant.	2016
Tulsa, OK	Developed and administered assessment center for the rank of Police Major.	2016
Tulsa, OK	Developed and administered assessment center for the rank of Police Captain.	2015
Austin, TX	Conducted job analysis for the ranks of Police Detective, Corporal, Sergeant, Lieutenant, and Commander.	2015

Buffalo, NY	Conducted job analysis for the rank of Police Officer	2015
St. Paul, MN	Developed and administered assessment center for the rank of Police Lieutenant.	2015
Pinellas County Sheriff's Office, FL	Developed written examination for the ranks of Sergeant (Law Enforcement and Deputy of Corrections)	2015
Forsyth County, GA	Developed and administered written examination and assessment center for the rank of Fire Battalion Chief.	2015
San Antonio, TX	Developed a written examination for the rank of Police Sergeant.	2015
San Antonio, TX	Developed a written examination for the rank of Police Detective.	2015
San Antonio, TX	Developed and administered written examination and assessment center for the rank of Police Lieutenant.	2015
San Antonio, TX	Developed and administered written examination and assessment center for the rank of Police Captain.	2015
Arlington, TX	Conducted job analysis, developed a written examination, and developed a scoring rubric for a practical skills evaluation for the rank of Apparatus Operator	2015
Omaha, NE	Developed and administered an in-basket exercise and assessment centers for the rank of Police Captain.	2015
Springfield, IL	Developed and validated structured oral interview for entry level firefighter.	2015
Springfield, IL	Developed and validated structured oral interview for entry level police officer.	2015
Forsyth County, GA	Conducted job analysis, developed and administered written examination and assessment center for the rank of Fire Lieutenant.	2015
Omaha, NE	Developed and validated structured oral interview for entry level firefighter.	2015
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2015
San Jose, CA	Developed written examination for the rank of Fire Engineer.	2015
Arlington, TX	Developed and administered written examination and assessment center for the rank of Fire Lieutenant.	2015
Arlington, TX	Developed and administered written examination and assessment center for the rank of Fire Captain.	2015
Tulsa, OK	Developed and administered assessment center for the rank of Deputy Chief of Police.	2015
Springfield, IL	Conducted job analysis, developed and administered written examinations and assessment center for the rank of fire battalion chief.	2015
Springfield, IL	Conducted job analysis, developed and administered written examinations and assessment center for the rank of Fire Captain.	2015
San Jose, CA	Conducted job analysis, developed and administered written examination and assessment center for the rank of Fire Captain.	2014
City of Miami, FL	Conducted job analysis for the rank of Firefighter.	2014
San Antonio, TX	Developed written examination for the rank of Police Sergeant.	2014
San Antonio, TX	Developed written examination for the rank of Police Detective.	2014
Plano, TX	Developed written examination for the rank of Assistant Chief.	2014
Plano, TX	Developed written examination for the rank of Battalion Chief.	2014
Plano, TX	Developed and administered written examination for the rank of Fire Captain.	2014
Plano, TX	Developed written examination for the rank of Fire Lieutenant.	2014
Plano, TX	Developed written examination for the rank of Fire Apparatus Operator.	2014

Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Corporal.	2014
Tulsa, OK	Developed and administered assessment center for the rank of Police Captain.	2014
Tulsa, OK	Developed and administered assessment center for the rank of Police Major.	2014
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2014
Pinellas County Sheriff's Office	Developed and administered written examination and assessment center for the rank of Sergeant LEO (Law Enforcement Officer).	2014
Pinellas County Sheriff's Office	Developed and administered written examination and assessment center for the rank of Sergeant DCB (Detention & Corrections Bureau).	2014
Pinellas County Sheriff's Office	Developed and administered assessment center for the rank of Lieutenant LEO (Law Enforcement Officer).	2014
Pinellas County Sheriff's Office	Developed and administered assessment center for the rank of Lieutenant DCB (Detention & Corrections Bureau).	2014
DFW Airport Fire and Police	Developed technical interview questions for the ranks of Police Sergeant and Lieutenant and Fire Captain and Battalion Chief.	2014
St. Paul, MN	Assisted in the development of written examination and assessment center for the rank of Sergeant.	2014
Omaha, NE	Developed and administered written examinations and assessment centers for the rank of Fire Captain.	2014
San Jose, CA	Developed written examination for the rank of Fire Engineer.	2014
San Jose, CA	Conducted job analysis, developed and administered written examinations and assessment center for the rank of fire battalion chief.	2014
Miami Beach, FL	Conducted job analysis, developed and administered written examinations and structured oral interview for the rank of Lifeguard II.	2014
Miami Beach, FL	Conducted job analysis, developed and administered written examinations and structured oral interview for the rank of Lifeguard Lieutenant.	2014
Omaha, NE	Developed and administered assessment center for Assistant Fire Chief.	2014
Omaha, NE	Developed and administered written examination and assessment center for police captain.	2013
San Jose, CA	Developed and administered written examinations and assessment centers for the rank of Arson Investigator.	2013
San Jose, CA	Developed and administered written examinations and assessment centers for the rank of Fire Prevention Inspector.	2013
Forsyth County, GA	Conducted job analysis, developed and administered written examinations and assessment center for the rank of fire Battalion Chief.	2013
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Corporal.	2013
DFW Airport Fire and Police	Conducted job analysis for the ranks of fire captain and battalion chief, sergeant and lieutenant for police. Linked job analysis tasks and KSAs to off-the-shelf promotional tests.	2013
Milwaukee, WI	Assisted in the development and administration of written examinations and assessment centers for the rank of lieutenant.	2013
Milwaukee, WI	Conducted job analysis and assisted in the development and administration of written examinations and assessment centers for the rank of fire captain.	2013

Omaha, NE	Conducted job analysis and assisted in the development of written examination and assessment center for the rank of paramedic shift supervisor.	2013
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Presentations:

- **Nelson, C.A.**, Benson, M., Bonilla, D., Foldes, H., Muros, J., Roberston, L., & Zaldivar, K. (April 2015). Stepping into Organizations: Strategies for Talking to the Business. Panel Discussion at the 30th Annual Conference for the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- **Nelson, C. A.**, Brummel, B. J., & Wright, C. (April, 2013). The relationship between training scores and store-level outcomes. Poster presented at the 28th Annual Conference for the Society for Industrial and Organizational Psychology, Houston, TX.
- Parker, K. N., Brummel, B. J., **Nelson, C. A.**, Hannam, K. A., & Thomason, A. (April, 2013). Examining the curvilinear relationship between income and job satisfaction. Poster presented at the 28th Annual Conference for the Society for Industrial and Organizational Psychology, Houston, TX.
- Simonet, D. V., Narayan, A., & **Nelson, C. A.** (April, 2013). Who is empowered? A dispositional basis to psychological empowerment. Poster presented at the 28th Annual Conference for the Society for Industrial and Organizational Psychology, Houston, TX.
- **Nelson, C. A.**, Simonet, D. V., & Narayan, A. (April, 2012). Exploring the proactive realization process of organizational culture via critical incident methodology. In A. Narayan (Co-Chair) & D. Simonet (CoChair), Key to the Lock: Matching Qualitative Methodology to Organizational Questions. Symposium at the 27th Annual Conference for the Society for Industrial and Organizational Psychology, San Diego, CA.
- Palmer, A. J., Robertson, L., **Nelson, C. A.**, & Pickering, D. (April, 2012). Employability using personality assessment. Poster presented at the 27th Annual Conference for the Society for Industrial and Organizational Psychology, San Diego, CA.
- Simonet, D. V., Narayan, A., & **Nelson, C. A.** (April, 2012). Mediated relationships between psychological safety and multidimensional psychological empowerment. Poster presented at the 27th Annual Conference for the Society for Industrial and Organizational Psychology, San Diego, CA.
- Simonet, D. V., Packell, K. M., Pellebon, C., **Nelson, C. A.**, & Narayan, A. (April, 2011). Eliciting and categorizing organizational member values: Value laddering technique. Poster presented at the 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.

Publications:

Smit, B., Ryan, L., & **Nelson, C.** (in press). Does job autonomy increase or decrease negative emotional displays from service workers? A test of competing hypotheses. *Journal of Personnel Psychology*.

Simonet, D. V., Narayan, A., & **Nelson, C.** (2015). A social-cognitive moderated mediated model of psychological safety and empowerment. *Journal of Psychology: Interdisciplinary and Applied*, 149, 818-845.

Nelson, C. A., Brummel, B. J., Grove, D. F., Jorgenson, N., Gamble, R., & Sen, S. (2010). Measuring creativity in software design. Proceedings of the International Conference on Computational Creativity, 205-214.



Bryan Evans, Ph.D.
Assessment Consultant

Background Statement:

Consultant at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. Bryan has experience in developing, validating, and administering assessment centers, promotional job knowledge examinations, and oral interviews in the public safety sector with additional expertise in full life-cycle project management, communication at all organizational levels, and team building.

Education:

Alliant International University, San Diego, California

Doctor of Philosophy: Organizational Psychology (2016)

Dissertation: Perceived Supervisor Emotional Intelligence: Implications for Subordinate Job Engagement and Subordinate Turnover Intentions

Master of Science: Organizational Psychology (2015)

Mercy College, Dobbs Ferry, New York

Master of Science: Mental Health Counseling (2012)

University of Bridgeport, Bridgeport, Connecticut

Bachelor of Science, Psychology (2010)

Professional Experience:

2016 to Present	<p>Industrial/Organizational Solutions, Inc. Assessment Consultant</p> <ul style="list-style-type: none"> • Manage full life-cycle consulting projects. Including the determination of project deliverables, scheduling, communications, client relations, and ensuring the technical quality of all work to be completed • Consult with public safety agencies to develop, validate and defend entry-level and promotional testing/assessment systems • Conduct job analysis (interviews and observations) to identify the essential knowledge, skills, and abilities and other characteristics necessary for performance • Provide best-practice training to public safety agencies, human resources and civil service personnel
2014 to 2015	<p>City of San Diego, Public Utilities Department Organizational Effectiveness Consultant</p>

- Consult with internal and external clients to identify challenges that hinder optimal performance
- Coordinated and led kickoff meetings that defined goals and roles, clarified scope and project plan, identified key stakeholders and resources, and set timelines

2003 to 2007

B & G Commodities, New York Mercantile Exchange
Broker

- Consulted, purchased, and sold commodities for clients on the trading floor of the NYMEX
- Balanced multiple client requests in an extremely fast-paced high-stress environment
- Retained all accounts over the course of employment as a result of providing accurate predictions over market trends

Summary of Selection Projects:

Client	Project Description	Timeframe
Indianapolis, IN	Written examination and assessment center development, validation, candidate orientation, assessor training, administration and scoring for the ranks of Fire Lieutenant, Captain, and Battalion Chief	2017-2018
Gwinnett County, GA	Written examination and assessment center development, validation, candidate orientation, assessor training, administration and scoring for the ranks of Fire Lieutenant	2017-2018
Broken Arrow, OK Buffalo, NY Chambersburg, PA Cobb County, GA Dallas, TX Davenport, IA Niles, IL Moline, IL Oak Park, IL	Fire tactical exercise design and development utilizing digital combustion software (FireStudio 6)	2017
Buffalo, NY	Job Analysis for the ranks of Lieutenant, Captain, Battalion Chief, and Division Chief. Assessment development, validation, assessor training and administration for ranks of Battalion Chief and Division Chief.	2017
San Francisco, CA	Assessment center development, validation, and assessor training for the rank of Battalion Chief	2017
Massachusetts, MA	Written examination and oral assessment development and validation for the rank of Police Captain	2017
Baltimore, MD	Written examination and assessment center development, validation for the rank of Police Lieutenant	2017
Augusta, GA	Written examination and practical assessment development, assessor training, administration and scoring for the rank of Fire Sergeant	2017
Las Vegas, NV	Written examination and practical assessment development, validation, candidate orientation, assessor	2017

	training, administration and scoring for the rank of Driver Engineer	
Davenport, IA	Assessment center development, validation, and assessor training for the rank of Fire Captain	2017
Broken Arrow, OK	Job Analysis, Written examination and assessment center development, validation, candidate orientation, assessor training, administration and scoring for the ranks of Fire Lieutenant, Deputy Chief, and EMS Major	2017
Gwinnett County, GA	Written examination and assessment center development, validation, candidate orientation, assessor training, administration and scoring for the ranks of Driver Engineer and Fire Captain	2017
Arvada, CO	Fire tactical exercise design and development utilizing digital combustion software (FireStudio 6)	2016
Gwinnett County, GA	Written examination and assessment center development, validation, assessor training, administration and scoring for the ranks of Driver Engineer and Fire Lieutenant	2016
Houston, TX	Job analysis for the ranks of Police Sergeant, Lieutenant, and Captain	2016
Chattanooga, TN	Job analysis for the ranks of Police Sergeant and Lieutenant	2016
Arlington Heights, IL	Written examination and assessment center development, validation, assessor training, administration and scoring for the rank of Police Commander	2016
Baltimore, MD	Assessment center development, validation, assessor training, administration for the rank of Police Sergeant	2016
Massachusetts, MA	Written examination development, validation, technical report for the rank of Sergeant	2016
Las Vegas, NV	Job Analysis, written examination and assessment development, validation, assessor training and administration for ranks of Battalion Chief and Fire Captain.	2016
Wheeling, IL	Written examination and assessment center development, validation, assessor training, administration and scoring for the rank of Police Sergeant	2016
Arvada, CO	Written examination and assessment center development, validation, candidate orientation, assessor training, administration and scoring for the rank of Fire Captain	2016



Linda H. Reynaud, M.A.
Assessment Consultant

Ms. Reynaud is a consultant at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. Ms. Reynaud has a variety of experiences in the private and public sectors in developing, validating, and administering selection processes. Ms. Reynaud also has extensive experience in job analyses and technical report writing.

EDUCATION

George Mason University

M.A. Industrial/Organizational Psychology, 1988

James Madison University

B.S. Psychology (cum laude, with distinction), 1987

Professional Experience

2012-present Assessment Consultant, I/O Solutions, Inc.

- Consult with public safety agencies to design, develop and validate entry-level and promotional testing/assessment systems
- Conducted job analysis (interviews and observations) to identify the essential knowledge, skills, and abilities and other characteristics necessary for performance
- Write technical reports for assessment processes, documenting all aspects of the development, administration, results and validation evidence to support assessments

2000-2011 Contract Consultant, e-Selex.com

- Served as project manager, designing and developing online selection systems for large private industry clients
- Conducted validation analyses and authored validation reports
- Wrote proposals, technical specifications documents, and technical reports

1997-2000 Consultant, SHL, Inc.

- Consulted with companies to develop and validate selection tools
- Managed the design and develop online hiring systems

1994-1997 Testing and Assessment Analyst, Circuit City Stores, Inc.

- Developed and implemented assessment centers for store management positions

- Developed Competency Models, utilized for recruitment, hiring, promotion and performance management systems
- Created a 360 degree feedback instrument, training, and policies
- Designed interview guides for store positions
- Completed test validation analyses and wrote validation reports
- Developed standard operating procedures for store selection
- Led cross-functional project to improve sales associate productivity and customer service

1992-1997 Adjunct Instructor, University of Richmond

**1993-1994 Organizational & HR Development Manager,
Virginia Department of Rehabilitative Services**

- Facilitated organizational development programs
- Led cross-functional team in the development of success factors for agency staff
- Conducted training needs assessment and developed agency's annual HR development plan
- Authored training proposal to obtain federal in-service training grant funds; managed grant funds

1990-1993 Selection & Assessment Specialist, Altria

- Developed and administered assessment centers for sales manager position and middle manager positions
- Developed 360 feedback instrument and process
- Designed and implemented assessment processes for various purposes (e.g., placement in re-organization, associate development, training needs analysis)
- Participated in the design of a performance appraisal system
- Participated in the development of a Management Competency Model
- Conducted job analyses and validation studies on selection instruments
- Authored panel interview guides and test administration manuals

1988-1990 Research Associate, Human Resources Research Organization (HumRRO)

- Served as research analyst under lead researchers
- Authored technical reports, prepared communication materials, conducted job analysis interviews

1988 Research Associate (Intern), Morris & McDaniel, Inc

- Wrote items for police, security and fire job knowledge exams

Summary of IOS Selection Projects:

Client	Project Description	Timeframe
Austin-Travis County EMS	Job knowledge written examination development for the ranks of Medic II Communications, Medic II Field, and Captain Field. Structured Oral Interview development for rank of Medic I.	2017
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Commander and Captain in the Bernalillo Fire Department. Practical assessment development and administration for the rank of Engineer.	2017
Bernalillo County Metropolitan Detention Center	Job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Lieutenant.	2017
Carrollton Fire Department	Job knowledge written examination development for the ranks of Apparatus Operator, Sub Apparatus Operator, Captain, and Battalion Chief in the Carrollton Fire Department.	2017
Chattanooga Fire Department	Assessment center development and administration for the ranks of Lieutenant and captain in the Chattanooga Fire Department.	2017
Coral Gables Fire Department	Job knowledge written examination development for the rank of Captain in Coral Gables Fire Department. Coordinated entry-level testing.	2017
Jacksonville Sheriff's Office	Assessment center development for military make-up assessments for the ranks of Police Sergeant and Lieutenant in the Jacksonville Sheriff's Office.	2017
Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Driver Engineer, Captain, and Battalion Chief in the Los Alamos Fire Department.	2017
Austin-Travis County EMS	Job knowledge written examination development and assessment center administration and development for the ranks of Captain Field, Commander Field, Captain Communications, and Commander Communications. Job knowledge written examination development for the ranks of Medic II Communications and Medic I Field. Structured Oral Interview development for rank of Medic I.	2016
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Commander and Lieutenant in the Bernalillo Fire Department.	2016
Bernalillo County Metropolitan Detention Center	Job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Lieutenant.	2016
Carrollton Fire Department	Job knowledge written examination development for the ranks of Apparatus Operator, Sub Apparatus Operator, Captain, and Battalion Chief in the Carrollton Fire Department.	2016
Coral Gables Fire Department	Job knowledge written examination development for the ranks of Lieutenant and Battalion Chief in Coral Gables Fire Department.	2016
Jacksonville Sheriff's Office	Assessment center development and administration for the ranks of Sergeant and Lieutenant in the Jacksonville Sheriff's Office.	2016
Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Driver Engineer, Captain, and Battalion Chief in the Los Alamos Fire Department. Entry level firefighter testing coordination.	2016

Los Alamos Police Department	Job knowledge written examination development and assessment center development and administration for the rank of Sergeant in the Los Alamos Police Department.	2016
Savannah Police Department	Job knowledge written examination development and assessment center development and administration for the rank of Sergeant in the Savannah Police Department.	2016
Austin Fire Department	Job knowledge written examination development for the ranks of Fire Specialist, Lieutenant, Captain, and Battalion Chief in the Austin Fire Department.	2015
Austin-Travis County EMS	Job knowledge written examination development for the ranks of Medic II Communications, Captain Communications, Commander Communications, and Medic II Field. Structured Oral Interview development for Medic I.	2015
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Captain and Engineer in the Bernalillo Fire Department.	2015
Bernalillo County Metropolitan Detention Center	Job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Lieutenant.	2015
Carrollton Fire Department	Job knowledge written examination development for the ranks of Apparatus Operator, Sub Apparatus Operator, Captain, and Battalion Chief in the Carrollton Fire Department.	2015
Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Driver Engineer, Captain, and Battalion Chief in the Los Alamos Fire Department.	2015
Montgomery County Department of Corrections and Rehabilitation	Job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Lieutenant.	2015
Edmond, OK	Structured oral interview development for the rank of Chief - Fire Prevention.	2015
Massachusetts Trial Court	Written exam, situation judgement test and essay exam development for the ranks of ACPO and CPO in Probation and Family and Juvenile Courts.	2015
Austin Fire Department	Job knowledge written examination development for the ranks of Fire Specialist, Lieutenant, Captain, Battalion Chief and Division Chief in the Austin Fire Department. Job analysis for rank of Division Chief.	2014
Austin-Travis County EMS	Job knowledge written examination development for the ranks of Medic II Communications, Captain Communications, Commander Communications, Medic II Field, Captain Field, and Commander Field. Assessment center development and administration for Captain Field and Commander Field in the Austin-Travis County EMS department. Structured Oral Interview development for entry-level Medic.	2014
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Captain and Commander in the Bernalillo Fire Department.	2014
Carrollton Fire Department	Job knowledge written examination development for the ranks of Apparatus Operator, Sub Apparatus Operator, Captain, and Battalion Chief in the Carrollton Fire Department.	2014
Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Driver Engineer, Captain, and Battalion Chief in the Los Alamos Fire	2014

	Department. Completed entry-level firefighter testing.	
Los Alamos Police Department	Job knowledge written examination development and assessment center development and administration for the rank of Sergeant.	2014
Lafayette (LA) Sheriff's Office	Job knowledge written examination development for first-line supervisors in the sheriff's department.	2013
Austin Fire Department	Job knowledge written examination development for the ranks of Fire Specialist, Lieutenant, Captain, and Battalion Chief in the Austin Fire Department.	2013
Austin-Travis County EMS	Job analyses and job knowledge written examination development for the ranks of Medic II Communications, Captain Communications, Commander Communications, Medic II Field, Captain Field, Commander Field and Division Chief. Job analyses and entry-level examination development for the ranks of Medic I Communications and Medic I Field.	2013
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Captain and Commander in the Bernalillo Fire Department.	2013
Carrollton Fire Department	Job knowledge written examination development for the ranks of Apparatus Operator, Sub Apparatus Operator, Captain, and Battalion Chief in the Carrollton Fire Department.	2013
Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Captain and Battalion Chief in the Los Alamos Fire Department.	2013
Carrollton Fire Department	Job knowledge written examination development for the ranks of Apparatus Operator, Sub Apparatus Operator, Captain, and Battalion Chief in the Carrollton Fire Department.	2012
Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Driver Engineer, Captain, and Deputy Chief in the Los Alamos Fire Department. Completed entry-level firefighter testing.	2012
Odessa Fire Department	Job knowledge written examination development for the ranks of Field Training Officer, Detective, Lieutenant, Sergeant, Corporal and Police Officer.	2012
Lafayette (LA) Sheriff's Office	Job knowledge written examination development for the rank of Dispatch Supervisor in the sheriff's department.	2012



Irfan Bhanji, M.A.
Assessment Consultant

Background Statement:

Irfan joined IOS in 2012 as an associate consultant. He has managed all phases of promotional selection processes for agencies across the country. He delivers excellence to clients in terms of customer service, professionalism, expertise and overall client satisfaction.

Education:

Elmhurst College
 M.A. in Industrial/Organizational Psychology (2011)

Northern Illinois University
 B.S. in Psychology (2009)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)
 The Chicago Industrial/Organizational Psychologists (CIOP)

Professional Experience:

- | | |
|---------------------|--|
| 2014-Present | <p>Consultant, I/O Solutions, Inc.</p> <ul style="list-style-type: none"> • Manages consulting projects, including, determination of project deliverables, scheduling, communications, client relations, and ensuring the technical quality of all work to be completed • Develops and administers assessment centers and assessor training • Conducts subject matter expert meetings to review test content and items |
| 2012-2014 | <p>Associate Consultant, I/O Solutions, Inc.</p> <ul style="list-style-type: none"> • Manages and assists project managers on consulting projects, including, determination of project deliverables, scheduling, communications, client relations, and ensuring the technical quality of all work to be completed • Develops and administers assessment centers and assessor training • Conducts subject matter expert meetings to review test content and items |

2010-2010**HR Intern – YWCA of Metropolitan Chicago**

- Developed, administered, and analyzed annual employee survey
- Facilitated focus groups to gather employee feedback on the organizational environment of the agency
- Presented survey results and action plan to senior management team
- Communicated with a variety of departments and stakeholders at agency

Summary of Selection Projects:

Client	Project Description	Timeframe
Indianapolis, IN	Conducted Job-Analysis for the ranks of Police Sergeant, Lieutenant, and Captain	2017
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Police Sergeant.	2017
Baltimore City Fire Department	Development of Job Knowledge Assessment Center for the rank of EMS Captain and Lieutenant	2017
Baltimore City Fire Department	Development of Job Knowledge Assessment Center for the rank of Suppression Captain and Lieutenant	2017
Cincinnati, OH	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Fire Lieutenant	2017
Baltimore City Fire Department	Development of Job Knowledge Written Exam & Practicum for Emergency Vehicle Driver and Pump Operator	2016
St. Charles, MO	Development of Job Knowledge Written Exam & Assessment Center for the rank of Police Sergeant	2016
Baltimore City Fire Department	Development of Job Knowledge Assessment Center for the rank of Suppression Battalion Chief	2016
Omaha, NE	Development of Assessment Center for the rank of Fire Chief	2016
Northbrook, IL	Job knowledge written examination and assessment center development for the rank of Fire Captain.	2016
Cobb County, GA	Conducted Job-Analysis and developed assessment center for the rank of Battalion Chief and Deputy Chief	2016
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Police Lieutenant.	2016
Montgomery Sheriff	Job knowledge written examination and assessment center development for the rank Sergeant and Lieutenant.	2016
Elmhurst Fire Department	Job knowledge written examination and assessment center development for the rank of Fire Lieutenant and Battalion Chief.	2016
IL State University Civil Service	Oral Interview development for the rank of Police Officer.	2015
IL State University Civil Service	Assessment center development for the rank of Police Sergeant.	2015
Prince William County Department of Fire & Rescue	Job knowledge written examination and assessment center development for the ranks of Lieutenant, Captain, and Technician II.	2015
Baltimore City Fire Department	Conducted Job-Analysis and developed Job knowledge written examination for the rank of EMS Lieutenant	2015
Baltimore City Fire	Conducted Job-Analysis and developed Job knowledge written	2015

Department	examination and assessment center for the rank of EMS Captain.	
Baltimore City Fire Department	Conducted Job-Analysis and developed Job knowledge written examination for the rank of Suppression Captain and Lieutenant.	2015
Baltimore City Fire Department	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of EMS Battalion Chief.	2015
Baltimore City Fire Department	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Sergeant and Lieutenant.	2015
Omaha, NE	Physical Ability Test (PAT) development and validation for the rank of Police Officer.	2015
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Fire Apparatus Engineer.	2015
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Police Sergeant.	2015
Omaha, NE	Assessment center development for the rank of Deputy Police Chief.	2015
Woodridge, IL PD	Job knowledge written examination and assessment center development for the rank of Sergeant.	2015
Cedar Rapids, PD	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Sergeant and Lieutenant.	2015
Prince William County Department of Fire & Rescue	Job knowledge written examination and assessment center development for the ranks of Lieutenant, Captain, and Technician II.	2014
St. Louis PD	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Lieutenant and Captain.	2014
Omaha, NE	Assessment center development for the rank of Fire Chief.	2014
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Fire Battalion.	2014
Omaha, NE	Job knowledge written examination and assessment center development for the ranks of Police Lieutenant.	2014
Omaha, NE	Assessment center development for the rank Paramedic Supervisor.	2014
Hoffman Estates, IL PD	Job knowledge written examination and assessment center development for the ranks of Sergeant and Lieutenant	2014
Westmont, IL PD	Job knowledge written examination and assessment center development for the rank of Sergeant.	2014
Cook County Forest Preserve PD	Job knowledge written examination and assessment center development for the rank of Sergeant and Deputy Commander.	2014
Darien, IL PD	Job knowledge written examination and assessment center development for the rank of Sergeant.	2014
Prince William County Department of Fire & Rescue	Job knowledge written examination and assessment center development for the ranks of Lieutenant, Captain, and Technician II.	2013
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Police Sergeant.	2013
Omaha, NE	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Assistant Fire Marshal.	2013
Omaha, NE	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Paramedic Supervisor.	2013

Omaha, NE	Job knowledge written examination and assessment center development for the rank of Fire Apparatus Engineer.	2013
Prince William County Department of Fire & Rescue	Job knowledge written examination and assessment center development for the ranks of Lieutenant, Captain, and Technician II.	2012
Omaha, NE	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Assistant Fire Chief.	2012
Darien, IL PD	Job knowledge written examination and assessment center development for the rank of Sergeant.	2012



Christen Dovalina, M.S.
Assessment Consultant

Background Statement:

Ms. Dovalina joined IOS in 2015. She is familiar with best practices in selection test development and validation, including job analysis, test plan development, criterion-related validity analysis, adverse impact analysis, and utility analysis.

Education:

Texas A&M University
 M.S. in Industrial/Organizational Psychology (2014)

Bradley University
 MBA – Management Concentration (2010)

Bradley University
 B.S. in Psychology (2006)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)
 American Psychological Association (APA)

Professional Experience:

2015

Assessment Specialist, I/O Solutions, Inc.

- Manages and assists project managers on consulting projects, including the development, validation, and defense of entry-level and promotional testing/assessment systems
- Develops and administers assessments centers, including assessor training
- Conducts subject matter expert meetings to review and validate exam content
- Develops technical reports for processes, documenting all aspects of the process and validation evidence to support assessments

Summary of Selection Projects:

Client	Project Description	Timeframe
Gwinnett County, GA Sheriff's Office	Developed Corporal, Sergeant, and Lieutenant written examinations. Developed and administered Lieutenant assessment center.	2018
Gwinnett County, GA	Developed Corporal, Sergeant, and Lieutenant written	2018

Corrections Department	examinations. Developed and administered Sergeant and Lieutenant assessment center.	
DFW International Airport Police Services	Developed Sergeant and Lieutenant written examinations and specialty SOI questions.	2018
Moline, IL Fire Department	Developed and administered Battalion Chief assessment center.	2018
Plano, TX Fire Department	Developed Captain written examination.	2018
Austin, TX Police Department	Developed Detective/Corporal written examination and wrote written exam report.	2017
Houston, TX Police Department	Developed Captain and Sergeant make-up assessment center exercises.	2017
Dallas, TX Police Department	Developed Sergeant and Lieutenant assessment center exercises and wrote Lieutenant technical report.	2017
Jacksonville Sheriff's Office Police Department	Conducted job analysis for the ranks of Sergeant and Lieutenant.	2017
Raleigh, NC Police Department	Conducted job analysis interviews for ranks of Detective, Sergeant, and Lieutenant.	2017
Arlington, TX Fire Department	Developed Lieutenant and Captain assessment center exercises and administered assessment center.	2017
Gwinnett County, GA Sheriff's Office	Developed and administered Corporal, Sergeant, and Lieutenant written examinations. Developed and administered Lieutenant assessment center.	2017
Gwinnett County, GA Police Department	Developed and administered Corporal, Sergeant, and Lieutenant written examinations. Developed and Administered Sergeant and Lieutenant assessment center.	2017
Buffalo, NY Police Department	Conducted job analysis interviews for the ranks of Detective, Detective Sergeant, and Lieutenant.	2017
Round Rock, TX Fire Department	Developed Driver Engineer and Lieutenant written examination.	2017
Plano, TX Fire Department	Developed Captain, Driver Engineer, Lieutenant, Deputy Chief, and Battalion Chief written examinations.	2017
Moline, IL Police Department	Developed and administered Sergeant and Lieutenant written examinations and Lieutenant assessment center.	2017
Gwinnett County, GA Police Department	Developed and administered Communications Officer III, Communications Officer IV, and Communications Shift Supervisor assessment centers.	2017
Rockford, IL Police Department	Developed Lieutenant structured oral interview.	2017
Tulsa, OK Fire Department	Conducted job analysis interviews, observations, and JAQ analyses for ranks of Fire Equipment Operator, Captain, District Chief, Assistant Chief, and Deputy Chief. Wrote job analysis technical report.	2016 - 2017
Chicago, IL Fire Department	Conducted job analysis for Ambulance Commander and Paramedic Field Chief and wrote job analysis technical report. Assisted with development of written examination and structured oral interview.	2016 - 2017
Montgomery County, MD Fire and Rescue Service	Wrote promotional process technical report for the ranks of Master Firefighter and Lieutenant.	2016
Bridgeport, CT Police Department	Wrote promotional process technical report for the rank of Captain.	2016
Austin, TX Police Department	Wrote job analysis technical report for rank of Commander.	2016
Arlington, TX Fire	Wrote job analysis technical report for the ranks of Lieutenant	2016

Department	and Captain.	
Montgomery County, MD Police Department	Wrote job analysis technical report for the rank of Captain.	2016
Chattanooga, TN Police Department	Wrote job analysis technical report for the ranks of Sergeant, Lieutenant, and Captain	2016
Chattanooga, TN Police Department	Developed Sergeant, Lieutenant, and Captain assessment center exercises and administered assessment centers.	2016
Moline, IL Police Department	Developed and administered Captain assessment center.	2016
Lakewood, CO Police Department	Conducted Police Officer Structured Oral Interview assessor training.	2016
Los Alamos, NM Police Department	Developed Sergeant assessment center exercises and administered assessment center.	2016
Des Plaines, IL Fire Department	Developed Lieutenant assessment center exercises.	2016
Norwalk, CT Fire Department	Developed and administered firefighter structured oral interview.	2016
Providence, RI Police Department	Conducted assessor training for entry level SOL.	2016
Savannah-Chatham, GA Metropolitan Police Department	Developed Sergeant assessment center exercises and administered assessment center.	2016
Cook County, IL Sheriff's Office	Conducted job analysis interviews for the ranks of Corrections Sergeant and Lieutenant, Court Services Sergeant and Lieutenant, and Sheriff's Police Officer, Sergeant, and Lieutenant.	2015
Springfield, MO Police Department	Developed Sergeant assessment center exercises and administered assessment center.	2015
Montgomery County, MD Fire and Rescue Service	Developed Captain assessment center exercises and administered assessment center.	2015
Des Plaines, IL Police Department	Developed Sergeant assessment center exercises and administered assessment center.	2015
Bridgeport, CT Police Department	Conducted job analysis for Captain. Developed assessment center exercises and administered assessment center.	2015
Illinois State Police	Developed Lieutenant and Captain assessment center exercises and administered assessment center.	2015
Gwinnett County, GA Sheriff's Department	Conducted job analysis interviews and wrote technical report for the ranks of Corporal, Sergeant and Lieutenant.	2015

Publications:

- Berry, C. M., Barratt, C. L., **Dovalina, C. L.**, & Zhao, P. (2014). Can racial/ethnic subgroup criterion-to-test standard deviation ratios account for the conflicting differential validity and differential prediction evidence for cognitive ability tests? *Journal of Occupational and Organizational Psychology*, 87, 208 – 220. doi:10.1111/joop.12036

Conference Presentations:

- Asenuga, O. A., **Dovalina, C. L.**, & Berry, C. M. (2014, May). *Other-Ratings of Counterproductive Work Behaviors: A Meta-analysis*. Poster presented at the 2014 annual conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Barratt, C. L., **Dovalina, C. L.**, Zhao, P., Lomeli, L., & Berry, C. M. (2013, April). *Frequency versus time-lost: Not proxies for voluntary and involuntary absence*. Poster presented at the 2013 annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- **Dovalina, C. L.**, Berry, C. M., & Sackett, P. R. (2013, April). *Self-efficacy: Incremental validity beyond ability and implications for differential prediction*. Poster presented at the 2013 annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Barratt, C. L., **Dovalina, C. L.**, Zhao, P., & Berry, C. M. (2012, April). *Effects of subgroups' variances on cognitive ability test differential validity*. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
- **Dovalina, C. L.** & Berry, C. M. (2012, April). *Race differences in within-persons grade variability*. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.



Samantha Gleaves, M.A.
Senior Assessment Specialist

Background Statement:

Samantha joined IOS in 2015. Ms. Gleaves has experience in developing, validating and administering assessment centers and promotional job knowledge written exams. Ms. Gleaves communicates well with clients throughout all phases of the projects she manages. She also has a great deal of experience in ensuring the logistics for assessment centers and job knowledge written examinations are managed well.

Education:

Roosevelt University
 M.A. in Industrial/Organizational Psychology (2016)

North Central College
 B.A. in Psychology (2014)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2018-Present

Senior Assessment Specialist, I/O Solutions, Inc.

- Works closely with the Vice President of Consulting Services to develop, validate, and implement all components of promotional processes for large public safety clients.
- Manages and conducts job analyses.
- Develops and administers assessment center exercises.
- Manages job knowledge written examinations.
- Uses SPSS and Excel to analyze data gathered from written examinations and assessment centers.
- Develops technical reports for all phases of assessment processes.
- Communicates with clients to ensure all aspects of the process are complete and meet their requirements.

2016-2018

Assessment Specialist, I/O Solutions, Inc.

- Works directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
- Manages and conducts job analyses
- Develops and administers assessment center exercises

- Manages job knowledge written examinations
- Uses SPSS and Excel to analyze data gathered from written examinations and assessment centers
- Develops technical reports for all phases of assessment processes
- Communicates with clients to ensure all aspects of the process are complete and meet their requirements

2015-2016**Consulting Assistant, I/O Solutions, Inc.**

- Worked with consultants to provide support for all phases of promotional processes
- Proof read, printed, and assembled all assessment-related documents to prepare for the administration of assessment processes
- Assisted in the administration of job knowledge written examinations and assessment centers
- Entered data and compiled feedback reports for assessment candidates after the administration of the promotional process

Summary of Selection Projects:

Client	Project Description	Timeframe
Indianapolis Metropolitan Police Department	Development of written examinations and assessment centers for the ranks of Sergeant, Lieutenant, and Captain.	2018
San Diego Police Department	Development and administration of written examinations and assessment centers for the ranks of Police Officer III, Detective, Sergeant, and Lieutenant.	2018
Atlanta Police Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant and Lieutenant.	2018
Houston Police Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant, Lieutenant, and Captain.	2018
Edmond, OK Fire Department	Development of a written examination for the rank of Fire Prevention Captain.	2018
Miami, FL Police Department	Development of assessment center exercises for the Lieutenant promotional process. Assisted in the administration of the assessment center.	2017
Buffalo, NY Police Department	Job analysis, written examinations, and assessment centers for the ranks of Detective, Detective Sergeant, Lieutenant, Captain and Inspector.	2017
Cincinnati, OH Police Department	Assessment center administration for the rank of Captain.	2017
Garwood, NJ Police Department	Development of written examination for the rank of Sergeant.	2017
East Brunswick, NJ Police Department	Development of written examination for the rank of Sergeant.	2017
Greeley, CO Fire Department	Development of written exam and written exercise for the rank of Lieutenant.	2017

Arvada Fire Protection District	Development and administration of assessment center for the rank of Paramedic.	2017
Houston Police Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant, Lieutenant, and Captain.	2016
Atlanta Police Department	Administration of written examinations for the ranks of Sergeant and Lieutenant.	2016
Dallas, TX Police Department	Job analysis interviews and questionnaires for the ranks of Sergeant and Lieutenant.	2016
New Jersey Transit Police Department	Development of written examinations for the ranks of Sergeant and Lieutenant.	2016
Portland, ME Fire Department	Development of written examinations for the ranks of Lieutenant and Captain.	2016
Wooster, OH Police Department	Development of a written examination for the rank of Sergeant.	2016
Edmond, OK Fire Department	Development of a bank of structured oral interview questions for the rank of Deputy Chief of Operations	2016



Veronica Jenssen, M.A.
Assessment Specialist

Background Statement:

Veronica joined IOS in 2016. She is familiar with best practices in selection test development and validation. Her areas of expertise include, job analyses, development of job knowledge exams, validation of selection processes, and technical report writing.

Education:

University of Tulsa
 M.A. in Industrial/Organizational Psychology (2016)

Colorado State University
 B.S. in Psychology with a concentration in Industrial/Organizational Psychology (2013)

Colorado State University
 B.A. in Journalism/Technical Writing with a concentration in Public Relations (2013)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

- | | |
|---------------------|--|
| 2016-Present | <p>Assessment Specialist, I/O Solutions, Inc.</p> <ul style="list-style-type: none"> • Work directly with consultants to develop, validate and implement assessment centers for jobs in the public safety industry. • Collaborate with others to conduct job analyses • Develop structured oral interviews • Use SPSS and Excel to analyze data gathered from job analyses and assessment centers • Implement and maintain test security on site at assessment centers • Develop and edit technical reports • Work with clients to development job-knowledge exams |
| 2014-2016 | <p>International Research Intern, Hogan Assessment Systems</p> <ul style="list-style-type: none"> • Assemble and maintain item translations, equivalence analyses and international norms for Hogan's personality assessments • Conduct job analyses for clients |

- Write and edit abstracts, short technical reports, and long technical reports documenting the evidence and recommendations for selection processes for international clients
- Establish customized personality scale cut-scores for international clients section solutions based on criterion-related validation evidence and validity generalization evidence
- Aid research consultants in preparation and presentation of study results to clients

Summary of Selection Projects:

Client	Project Description	Timeframe
Roanoke County Police Department	Developed a Police Officer II and Sergeant written examination	2016-2018
Warwick County Police Department	Developed a Lieutenant and Captain written examination	2016-2017
Council Bluffs Iowa Fire Department	Developed a Fire Engineer and Fire Marshal written examination	2017 - 2018
Providence Rhode Island Police Department	Developed a Lieutenant written examination	2017
Cranston Rhode Island Police Department	Developed a Captain and Lieutenant written examination	2017
Pueblo Colorado Police Department	Developed a Lieutenant and Sergeant written examination	2017
Tri-Lakes Monument Fire Department	Developed a Lieutenant written examination	2017
Rockford Police Department	Developed a Sergeant and Police Investigator written examination	2017-2018
Los Alamos Fire Department	Development of Structured Oral Interview for Fire Captain and Battalion Chief	2016
San Francisco Police Department	Compilation of Technical Report for the rank of Lieutenant	2016-2017
San Francisco Fire Department	Compilation of Technical Report for the rank of Battalion Chief	2017
Illinois State Police	Compilation of Technical Report for the Ranks of Trooper, Sergeant & Master Sergeant, and Lieutenant and Captain	2016 - 2018
Omaha Police	Developed a list of structured oral interview questions for the rank of Sergeant	2017



Robert W. Szarek, M.A.
Consultant/Sr. Researcher, Testing Services

Background Statement:

Robert has worked in the Research & Development (also known as *Testing Services*) department of IOS since obtaining his Master's Degree in Industrial-Organizational Psychology from Elmhurst College in 2012. Over the course of his tenure at IOS, Robert engaged in numerous client projects leveraging skills in statistical analyses to aid in test customization, validation and technical report composition. Of particular interest to Robert is the development and advancement of job analysis related techniques, including researching innovative ways to analyze and present job analysis data to clients. Some specific areas of statistical analyses that Robert has previously engaged in with clients on a statewide and municipal level include:

- Adverse impact analysis
- Statistical significance testing
- Criterion-related validation
- Content-validation (CVR implementation, Angoff calculation, SME review sessions)
- Physical Ability Test (PAT) development, validation, implementation and analysis
- Cut score analysis & defensibility
- Classical test theory item-analysis
- Legal issues in personnel selection
- Differential item functioning (DIF)
- Validity Transportation

Robert also possesses a keen interest in the following areas of the field:

- Open Source "R" Software
- SPSS Syntax Script Writing
- Structured Oral interview (SOI) development, implementation and scoring

Education:

Elmhurst College, Elmhurst, IL
 Master of Arts, Industrial-Organizational Psychology (Graduated in 2012)

Northeastern Illinois University, Chicago, IL
 Bachelor of Science, Psychology (Graduated in 2010)
 Minor: Philosophy

Professional Experience:

June 2017 to Present Industrial/Organizational Solutions, Inc. (IOS)
 Consultant/ Sr. Researcher, Testing Services

2012 to June 2017 Industrial/Organizational Solutions, Inc. (IOS)
Research Analyst, Testing Services

Summary of Selection Projects:

Client	Project Description	Timeframe
Washington State Patrol	Exam validation with entry level troopers	2017
Peoria, IL	Administration and on-site scoring of entry level police officer examination	2016 - Current
College of DuPage	Online Consortium testing for entry level firefighters	2016 - Current
Cincinnati, OH	Entry level firefighter and police officer testing and scoring	2017 - Current
Dallas, TX	Job analysis study of four promotional ranks in the police department	2016 - 2017
Houston, TX	On site scoring of promotional police testing processes	2016
Kalamazoo, MI	Entry Level Candidate Training Sessions	2016 - Current
Rhode Island State Police	Written Examination Scoring, and Structured Oral Interview development, scoring	2017 - Current
Milwaukee, WI	Entry Level Firefighter Written Examination scoring and Structured Oral Interview development, administration and scoring	2017 - Current
Charleston, SC	Structured Oral Interview Training and Scoring	2017 - Current
Springfield, IL Police Department	Written Examination Scoring and Structured Oral Interview Development	2017 - Current
Springfield, IL Fire Department	Written Examination Scoring and Structured Oral Interview Development	2017 - Current
San Antonio, TX Fire Department	Development of entry-level written examination for 2,600 candidates participating in the 2016 SAFD examination process	2015 - Current
Montgomery County, Maryland	Custom entry-level written examination and structured oral interview procedure for the fire department.	2016 - Current
New York Civil Service Commission	Engage in the analysis and technical report compilation of the statewide job analysis study performed in 2015.	2016 - Current
San Antonio, TX Police Department	Development of online entry-level written examination for the police department including standardization.	2015 - Current
Massachusetts Trial Court, MA	Compilation of technical report	2015-2016
St. Andrews, SC	Archival data analysis on all prior testing cycles to recommend revised procedures for employee selection.	2015
New Jersey Civil Service Commission	Conducted statewide job analysis for firefighter position including: on-site interviews, observations, JAQ administration, analysis, and written exam field testing. Compiled all relevant technical documentation outlining scope of work performed.	2015 - Current
FDLE, Florida	Oversee the day to day operation of our online testing platform (PS3) for numerous testing campuses across the state.	2012 - Current



Maxwell G. Porter, M.S.
Consultant/Sr. Researcher, Testing Services

Background Statement:

Mr. Porter is a Consultant / Sr. Researcher in the Research & Development Department, a division of Testing Services at IOS, a personnel and human resources consulting firm that specializes in testing and assessment. He also is currently in the process of completing his PhD in Industrial-Organizational Psychology at Illinois Institute of Technology. Mr. Porter has experience in entry-level as well as promotional testing processes with a specialty in data/statistical analysis, test development and validation, and job analysis procedures. He has worked with clients on a statewide, municipal, and department level. As an analyst, Mr. Porter frequently engages in the following employment testing processes:

- JAQ development and analysis
- Online survey design & implementation
- Adverse impact analysis
- Statistical significance testing
- Criterion-related validation
- Content-validation (CVR implementation, Angoff calculation, SME review sessions)
- Substantial client interaction/communication
- Physical Ability Test (PAT) development, validation, implementation and analysis
- Cut score analysis & defensibility
- Test score banding (SED)
- Classical test theory item-analysis
- Legal issues in personnel selection
- Differential item functioning (DIF)
- Assessment center development, implementation, and analysis
- Structured Oral interview (SOI) development and implementation
- Validity Transportation

Mr. Porter also possesses a working exposure with:

- Item response theory (IRT) analysis
- Pareto-optimal composite weighting
- Individual assessment (i.e. personality and managerial/leadership potential assessment)

Education:

Illinois Institute of Technology, Chicago
Doctor of Philosophy, Industrial-Organizational Psychology (2018 expected)

Illinois Institute of Technology, Chicago
Master of Science, Industrial-Organizational Psychology (2016)

Creighton University, Omaha
Bachelor of Science, Psychology, Magna cum Laude (2011)
Minor: Business Administration

Professional Experience:

June 2017 to Present Industrial/Organizational Solutions, Inc. (IOS)
Consultant/Sr. Researcher, Testing Services

2014 to June 2017 Industrial/Organizational Solutions, Inc. (IOS)
Research Analyst, Testing Services

2014 Industrial/Organizational Solutions, Inc. (IOS)
Research Associate, Testing Services

2013 – 2014 Illinois Institute of Technology (IIT)
Graduate Statistics Teaching Assistant

Summary of Selection Projects:

Client	Project Description	Timeframe
Indianapolis, IN Police Department	Job Analysis and & Validity Transportation process for entry-level police officer position. Managed the conduction of on-site job analysis visits as well as administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report. Developed custom SOI, implemented custom video written exercise, and custom video SJT.	2017-2018
Cobb County, GA Fire Department	Job Analysis and & Validity Transportation process for entry-level firefighter position. Delivered online JAQ survey. Analyzed and re-validated previously developed PAT. Provided new cut score recommendation based on analysis of archival incumbent data.	2017-2018
Miami Beach, FL Police Department	Developed fully custom entry-level written exercise. Scripted, filmed, and directed the onsite creation of six video scenarios. Developed objective criteria/rating scales based on assessment of candidate recall and written ability.	2017
Edmond, OK Fire Department	Job Analysis and & Validity Transportation process for entry-level firefighter position. Delivered online JAQ survey. Administered battery of entry-level exams. Developed custom SOI, managed onsite rater training, and video recording of candidate responses. Developed custom Semi-structured Oral Interview (i.e. Chief's interview) provided in-depth training to fire chiefs.	2017
New York Metropolitan Transit Authority (MTA)	Job Analysis and & Validity Transportation process for entry-level police officer position. Managed the conduction of on-site job analysis visits as well as administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report.	2017

Bridgeport, CT Fire Department	Criterion-related validation of past test data. Situation Judgement content validation. Written examination item-analysis and administration. Custom SOI development and administration	2016
Indianapolis, IN Police & Fire Department	Criterion-related validity transportation analysis conducted. On-site job analysis visits. Written examination scoring. Full SOI development and administration with department SMEs.	2016-2017
Massachusetts Trial Court, MA	Development, validation (content & criterion), field-testing, and administration of custom physical ability test (PAT) simulation	2015-2016
Florida Department of Law Enforcement (FDLE)	CJBAT exam cut-score re-analysis and modification. Classical and Differential Item Functioning (DIF) item analyses performed. Adverse impact analysis and significance testing.	2015-2016
Florida Division of State Fire Marshal, Bureau of Fire Standards & Training	Conducted statewide job analysis for firefighter position. Included: job analysis interviews, observations, JAQ survey development, administration and analysis. Identified critical KSAOs & Tasks and analyzed survey data across variety of key demographic variables.	2015
New York Civil Service Commission	Conducted statewide job analysis for police officer position: Included on-site observations, interviews and JAQ content reviews	2015
New Jersey Civil Service Commission	Conducted statewide job analysis for firefighter position including: on-site interviews, observations, JAQ administration, analysis, and written exam field testing.	2015
Bridgeport, CT Police Department	Creation, validation, and scoring of custom written exam process.	2015



Amy Eitapence, M.A.
Manager, Recruitment Services

Background Statement:

Ms. Eitapence is the manager for the recruitment division of I/O Solutions, Inc. (IOS), a personnel and human resources consulting firm that specializes in testing and assessment. Ms. Eitapence has experience in developing, validating, and administering assessment centers, promotional job knowledge examinations, entry-level examinations and oral interviews in the public safety sector. Ms. Eitapence also oversees and serves as a project manager for municipal clients in police officer/firefighter recruitment processes.

Education:

University at Albany, SUNY
Master of Arts, Industrial/Organizational Psychology (2013)

University at Oneonta, SUNY
Bachelor of Science, Psychology (2010)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)
American Psychological Association (APA)

Professional Experience:

2014 to Present Industrial/Organizational Solutions, Inc. (IOS)
Manager, Recruitment Services

- Project management for entry-level recruitment, including but not limited to: developing job applications, coordinating the intake of applications and supporting documentation, screening applications using client specific parameters and administering testing
- Consult with public safety agencies to develop, validate and defend entry-level and promotional testing/assessment systems. Systems include entry-level and promotional written exams, oral interviews and assessment centers.
- Provide best-practice training to public safety agencies, human resources and civil service personnel
- Oversee recruitment project managers and administrative staff.

2013 to 2014

Excelsior College
Data Analyst

- Conduct an array of activities that support psychometric, test administration, and test development functions
- Assist in standard setting sessions, using the Angoff method to set cut points for college level examinations
- Conduct analyses including, but not limited to: item analysis, dimensionality, speededness, and form equating
- Coordinate the production of psychometric technical handbooks for publication

2011-2013

Chequed.com
Research Analyst

- Talent management solutions for organizations with high-volume hiring needs
- Facilitated in the selection procedures for a pre-employment selection and screening
- Responsibilities included directly working in test development, validation studies, job analyses, candidate interviews, and job profile benchmarking

2011-2013

NYS Department of Civil Service
Intern, Testing Services Assistant

- Assisted in test item construction, review, and evaluation
- Contributed to appropriate exam comparisons, synthesizing surveys, subject matter expert reviews, and constructing exams

Summary of Selection Projects:

Client	Project Description	Timeframe
Arlington Heights Police Department	Development of assessment center for commander. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2018
Arlington Heights Police Department	Written exam development, administration and scoring for rank of sergeant.	2018
La Grange Fire Department	Development and management of written examination for lieutenant. Development and management of structured oral interview. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2018
Brookfield Fire Department	Development of structured oral interview for rank of captain. Conducted assessor training and management of oral interviews.	2017
Brookfield Police Department	Development of structured oral interview for rank of sergeant. Conducted assessor training and management of oral interviews.	2017

Brookfield Police Department	Development of structured oral interview for rank of lieutenant. Conducted assessor training and management of oral interviews.	2017
Clarendon Hills Police Department	Written exam development, administration and scoring for rank of sergeant.	2017
Darien Police Department	Development of structured oral interview for entry-level officers.	2017
Evergreen Park Police Department	Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
Glenview Police Department	Development of structured oral interview for entry-level officers.	2017
Huntley Fire Protection District	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
Huntley Fire Protection District	Development and administration of structured oral interview for entry-level firefighters.	2017
La Grange Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
Lake Bluff Police Department	Written exam development, administration and scoring for rank of sergeant. Development of structured oral interview.	2017
Lake Forest Police Department	Written exam development, administration and scoring for rank of sergeant.	2017
Mount Prospect Police Department	Development of structured oral interview for entry-level officers and lateral hires. Conducted assessor training.	2017
Mount Prospect Police Department	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
Niles Fire Department	Development and management of written examinations for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientations. Conducted assessor training and managed assessment center administrations. Developed candidate feedback reports.	2017
Oak Park Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
Oak Park Police Department	Development and management of written examinations for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
Plainfield Police Department	Development and administration of structured oral interview for entry-level officers.	2017
Plano Police Department	Development and administration of structured oral interview for entry-level officers.	2017
Rolling Meadows Police Department	Written exam development, administration and scoring for rank of sergeant.	2017
Western Springs Police Department	Development and management of written examination for	2017

	sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	
Westmont Police Department	Development and management of written examinations for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
Wheeling Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
Willowbrook Police Department	Development of structured oral interview for entry-level officers.	2017
Wilmette Police Department	Written exam development, administration and scoring for rank of lieutenant.	2017
Woodridge Police Department	Development of structured oral interview for entry-level officers.	2017
Arlington Heights Police Department	Written exam development, administration and scoring for rank of sergeant.	2016
Norwood Park Fire Protection District	Development of structured oral interview for entry-level firefighters.	2016
West Chicago Police Department	Written exam development, administration and scoring for rank of sergeant. Development of oral interview, conduct assessor training and manage interview administration.	2016
Western Springs Police Department	Development of structured oral interview for entry-level officers. Conduct assessor training and manage interview administration.	2016
Berwyn Fire Department	Development and management of written examinations for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2015
Berwyn Police Department	Development and management of written examinations for sergeant and lieutenant. Development of assessment centers for sergeant and lieutenant. Conducted candidate orientations. Conducted assessor training and managed assessment center administrations. Developed candidate feedback reports.	2015
Downers Grove Fire Department	Development and management of written examinations for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2015
Long Grove Fire Department	Written exam development, administration and scoring for rank of lieutenant.	2015
Maywood Fire Department	Development and administration of oral interviews for entry-level firefighter.	2015
Maywood Police Department	Development and administration of oral interviews for entry-level officer.	2015
Moline Fire Department	Development and management of written examinations for Battalion Chief. Development of assessment center for Battalion Chief. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2015
Morton Grove Fire Department	Written exam development, administration and scoring for rank	2015

	of sergeant.	
Mundelein Police Department	Development of oral interview for entry-level officer. Development of oral interview for sergeant. Administration of written examinations for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2015
Norwood Park Fire Protection District	Written exam development, administration and scoring for rank of lieutenant. Development of oral interview, conduct assessor training and manage interview administration.	2015
Palatine Fire Department	Written exam development, administration and scoring for rank of lieutenant.	2015
Plano Police Department	Development of structured oral interview for entry-level officers.	2015
Prospect Heights Fire Protection District	Development and management of written examinations for lieutenant. Development of assessment center for lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2015
Tri-State Fire Protection District	Development and administration of oral interviews for entry-level firefighter.	2015
Villa Park Police Department	Development and management of written examinations for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2015
Wilmette Fire Department	Written exam development, administration and scoring for rank of lieutenant.	2015
Woodridge Police Department	Development of structured oral interview for entry-level officers.	2015



KAREN STEIGER, M.A.
Manager of Content Development

Background Statement:

Ms. Steiger has over 16 years' experience at IOS writing and editing entry-level and promotional tests for public safety agencies across the nation. Ms. Steiger developed the item-writing and editing guidelines that have now become standard company practice. She supervises the entire Technical Writing Division and assigns and evaluates the work of other team members. Ms. Steiger acts as a member of the Off-the-Shelf Testing Division, leading efforts to update and maintain our current off-the-shelf testing products as well as develop new examinations. She has written and edited IOS's entry-level and promotional off-the-shelf exams, including multiple forms of the NCJOSI, NFSI, NCJOSI², *Fundamentals of Law Enforcement* promotional exams and *Core Concepts of Law Enforcement Management* promotional exams, among many others. She continues to perform all technical writing duties as needed—including writing and editing entry-level and promotional tests for public safety agencies, developing and writing study guides, online practice tests and other candidate resources, and editing IOS's technical reports and marketing materials. Ms. Steiger has personally worked with nearly all of IOS's consulting clients, past and present, including the following:

- Arlington, TX Fire Department
- Atlanta, PD Police Department
- Austin, TX Police and Fire Departments
- Baltimore, MD Police Department
- Buffalo, NY Police Department
- Cobb County, GA Sheriff's Office
- Cook County, IL Sheriff's Department
- East Point, GA Fire and Police Departments
- The Florida Department of Law Enforcement
- Fort Lauderdale, FL Fire Department
- Gwinnett County Corrections, Fire, Police and Sheriff's Departments
- Houston, TX Police Department
- Massachusetts State Police
- Metra Police Department
- Portland, ME Fire and Police Departments
- Prince William County, VA Fire Department
- San Antonio, TX Fire and Police Departments
- San Diego, CA Police Department
- Shelby County, TN Fire Department
- The Southern Nevada Health District
- Springfield, IL Fire and Police Departments
- St. Lucie County, FL Fire District
- Stamford, CT Police Department
- Tacoma, WA Police Department
- Warwick, RI Fire and Police Departments

Project References

Client: Bernalillo County, New Mexico (Correctional Processes)			
Contact	Brian Kadle Deputy Chief (retiring December 2019)	Address/Phone/E-mail	6840 2nd St NW Albuquerque, NM 87107 505.468.1321 bkadle@bernco.gov
Contact	Keith Clark Division Chief	Address/Phone/E-mail	6840 2nd St NW Albuquerque, NM 87107 505.468.1321 kclark@bernco.gov
Contract Title	Development of Correctional Sergeant and Lieutenant Written Examinations and Development and Administration of Correctional Sergeant and Lieutenant Assessment Centers		
Contract Period	April 2017 – September 2017		
Contract Title	Development of Correctional Lieutenant Written Examination and Development and Administration of Correctional Lieutenant Assessment Center		
Contract Period	January 2016 – April 2016		
Contract Title	Development of Correctional Sergeant and Lieutenant Written Examinations and Development and Administration of Correctional Sergeant and Lieutenant Assessment Centers		
Contract Period	December 2014 - March 2015		
Contract Title	Development of Correctional Sergeant and Lieutenant Written Examinations		
Contract Period	May 2007- May 2008		

Client: Bernalillo County, New Mexico (Fire Processes)			
Contact	Brian Kadle Deputy Chief (retiring December 2019)	Address/Phone/E-mail	6840 2nd St NW Albuquerque, NM 87107 505.468.1321 bkadle@bernco.gov
Contact	Keith Clark Division Chief	Address/Phone/E-mail	6840 2nd St NW Albuquerque, NM 87107 505.468.1321 kclark@bernco.gov
Contract Title	Development of Fire Engineer, Captain and Commander Written Examinations and Development and Administration of Fire Engineer, Captain and Commander Assessment Centers		
Contract Period	September 2019 - Present		
Contract Title	Development of Fire Lieutenant and Commander Written Examinations and Development and Administration of Fire Lieutenant and Commander Assessment Centers		
Contract Period	August 2018 – December 2018		
Contract Title	Development of Fire Engineer, Captain and Commander Written Examinations and Development and Administration of Fire Engineer, Captain and Commander Assessment Centers		
Contract Period	September 2017 - December 2017		
Contract Title	Development of Fire Lieutenant and Commander Written Examinations and Development and Administration of Fire Lieutenant and Commander Assessment Centers		
Contract Period	July 2016 – December 2016		
Contract Title	Development of Fire Engineer and Captain Written Examinations and Development and Administration of Fire Engineer Structured Oral Interview and Fire Captain Assessment Center		
Contract Period	August 2015 – November 2015		

Contract Title	Development of Fire Lieutenant and Commander Written Examinations and Development and Administration of Fire Lieutenant and Commander Assessment Centers
Contract Period	July 2014 – November 2014
Contract Title	Development of Fire Captain and Commander Written Examinations and Development and Administration of Fire Captain and Commander Assessment Centers
Contract Period	July 2013 - October 2013

Client	City of Los Alamos, New Mexico		
Contact	Denise Cassel Human Resources Manager	Address/Phone/E-mail	1000 Central Avenue – Ste. 230 Los Alamos, NM 87544 505.662.8047 denise.cassel@lacnm.us
Contract Title	Fire Promotional Processes		
Contract Period	2008 - Present		
Description:			
<ul style="list-style-type: none">• Driver Engineer: Development and Administration of Written Examination, Structured Oral Interview and Practical Assessment• Company Officer/Captain: Development and Administration of Written Examination, Structured Oral Interview and Assessment Center• Battalion Chief: Development and Administration of Written Examination, Structured Oral Interview and Assessment Center• Deputy Chief: Development and Administration of Written Exercise and Structured Oral Interview• Assistant Chief: Development and Administration of Structured Oral Interview and Assessment Center			
Contract Title	Police Promotional Processes		
Contract Period	2007 - 2018		
Description:			
<ul style="list-style-type: none">• Police Sergeant: Development and Administration of Written Examination, Structured Oral Interview and Assessment Center• Police Lieutenant: Development and Administration of Structured Oral Interview and Assessment Center• Police Captain: Development and Administration of Structured Oral Interview and Assessment Center			

Client	City of Tulsa, OK		
Contact	Marty Drobinko Testing Coordinator	Address/Phone/E-mail	200 Civic Center, Room 105 Tulsa, OK 74103 918.596.7433 MDROBINKO@cityoftulsa.org
Contract Title	Fire Equipment Operator, Captain, District Chief, Assistant Chief and Deputy Chief		
Contract Period	2017 - Present		
Description:			
<ul style="list-style-type: none">• Developed and administered written exam for Fire Equipment Operator• Developed and administered written exam for District Chief			
Contract Title	Police Sergeant, Corporal, Captain and Major		
Contract Period	2011 - Present		
Description:			
<ul style="list-style-type: none">• Developed and administered written exam and assessment center for Police Sergeant• Developed and administered written exam and assessment center for Police Corporal• Developed and administered written exam and assessment center for Police Captain• Developed and administered written exam and assessment center for Police Lieutenant			



**BERNALILLO COUNTY FIRE DEPARTMENT
FIRE PREVENTION BUREAU
6840 SECOND ST., NW
ALBUQUERQUE, N.M. 87107
505-468-1310**



To whom it may concern,

Bernalillo County Fire Department has chosen to work with IO Solutions for department promotional testing. IO Solutions creates quality testing materials and scenarios based on our study materials and method of operations utilized by our department. IO Solutions continually utilizes our feedback to improve the process year after year. Bernalillo County Fire Department has collaborated with IO Solutions since 2013 and plans to continue utilizing IO Solutions in selecting the best candidates for promotion.

Linda Reynaud has served as our representative providing high quality service at an extremely professional level. Linda works with our department during the entire year as we prepare for the upcoming process.

Deputy Chief Brian Kadle, who has worked closely with IO Solutions since our partnership began, stated:

"Linda does amazing work and she is very helpful at all times not just during assessments. She has been instrumental in our success with our promotion process and is great to work with. She is very professional and keeps us on track and moving."

Sincerely;

A handwritten signature in black ink, appearing to read "K. Clark", with a long horizontal flourish extending to the right.

Div. Chief K. Clark
Fire Marshal
Bernalillo County Fire Department
6840 2nd Street NW Alb. NM
(505)468-1340
kclark@bernco.gov



Human Resources

1000 Central Avenue, Suite 230
Los Alamos, NM 87544
P 505.662.8040 F 505.662.8000

losalamosnm.us

October 28, 2019

To whom it may concern,

Los Alamos County has been a client with I/O Solutions initially since November 1, 2006 to present through competitive bid processes. During this time, I/O Solutions has been responsible for our Fire Department entry testing and we use they're off the shelf written test and have worked with them over the years regarding our interview questions.

In addition, they have been responsible for developing our Fire promotional process for the ranks of Driver Engineer, Captain, Battalion Chief and Deputy Chief. The processes include written exams, assessment exercises and interviews. Further, in our most recent contract we included our Police Department promotional process as well.

Through the years I have found the organization to be professional and willing to listen to the needs of our organization in order to ensure we are testing for the specific kinds of skill sets needed at that specific time. They are timely with their work product and work collaboratively with our subject matter experts. At the conclusion of our recruitment processes we conduct a debriefing to see what worked well and what things should we improve on for the next process. This allows our process to evolve and improve each year.

I would recommend I/O Solutions to any potential client looking for assistance with their recruitment testing process.

Sincerely,

A handwritten signature in black ink, appearing to read "Denise Cassel", written in a cursive style.

Denise Cassel

Human Resources Manager



HUMAN RESOURCES
Police and Fire Testing
175 East 2nd Street, Suite 1450
Tulsa, OK 74103

October 21, 2019

To Whom It May Concern:

The City of Tulsa, Oklahoma has contracted with I/O Solutions the promotional processes of our Police Department and Fire Department. This working relationship dates to, at least, 2003.

I/O Solutions has also written the entry level tests for the positions of Police Officer and Firefighter. Promotional processes within the Police and Fire Departments include the writing, administration and scoring of written exams for those positions which require them in addition to those ranks which further require an Assessment Center.

I have worked directly with Dr. Courtney Nelson-Wierzbicki since 2012 through each of the phases of the various testing processes. Her professionalism as well as that of all of the I/O Solutions staff is outstanding. They have always met the contractual requirements and have further been flexible in addressing any unique requests of our Police Department and Fire Department.

There has not been a single grievance of any promotional process filed by any candidates during my tenure working with I/O Solutions. The administration of both departments have praised the work product and services of I/O Solutions which have resulted in high quality promotional lists.

On behalf of the City of Tulsa Human Resources Department, Police Department and; Fire Department we highly recommend I/O Solutions and the services which they provide to us and to our citizens.

Sincerely,

Martin A. Drobinko
Police & Fire Testing Coordinator

Additional Law Enforcement and Fire Service Promotional Selection Processes

Client: Atlanta, GA Police Department			
Contact	Clifton Johnson Major	Address/Phone/E-mail	226 Peachtree SW Atlanta, GA 30303 404.546.7942 cljohnson@atlantaga.gov
Contract Title	Police Promotional Written Exams and Oral Assessments		
Contract Period	2009, 2011-2012, 2013-2014, 2016, 2017 - Present		
Description:			
<ul style="list-style-type: none">• Conducted job analyses in 2009 and 2016, with reviews/updates in 2011, 2013 and 2017• Developed written exams for sergeant and lieutenant• Developed and administered oral assessments for sergeant and lieutenant• Recruited and trained 24 assessors• Coordinated and secured examination sites and all lodging for assessors			
No post-test litigation or complaints filed.			

Client: Bridgeport, CT Police Department			
Contact	Lisa Mastronunzio Civil Service Examiner	Address/Phone/E-mail	45 Lyon Terrace Bridgeport, CT 06604 203.576.7109 Lisa.Mastronunzio@Bridgeportct.gov
Contract Title	Development and Administration of Police Captain Assessment Center		
Contract Period	September 2015 – November 2015		
Contract Title	Development of Police Detective Written Exam and Development and Administration of Police Detective Assessment Center		
Contract Period	December 2014 – April 2015		
Contract Title	Development of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center		
Contract Period	February 2014 – July 2014		
Contract Title	Development of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	March 2013 – December 2013		

Client: Buffalo, NY Fire Department			
Contact	G.G.(Gladys) Herndon-Hill Commissioner	Address/Phone/E-mail	65 Niagara Square City Hall - Room 1001 Buffalo, NY 14202 716.851.9613 CS15@ch.ci.buffalo.ny.us
Contract Title	Development of Fire Lieutenant and Captain Written Exams and Development and Administration of Fire Lieutenant, Captain, Battalion Chief and Division Chief Assessment Centers		
Contract Period	January 2017 – February 2018		

Client: Buffalo, NY Police Department			
Contact	G.G. (Gladys) Herndon-Hill Commissioner	Address/Phone/E-mail	65 Niagara Square City Hall - Room 1001 Buffalo, NY 14202 716.851.9613 CS15@ch.ci.buffalo.ny.us
Contract Title	Development of Police Inspector, Detective, Detective Sergeant, Lieutenant and Captain Written Exams and Development and Administration of Police Inspector, Detective,		

	Detective Sergeant, Lieutenant and Captain Assessment Centers
Contract Period	January 2017 – November 2017
Contract Title	Development of Police Detective Written Exam and Development and Administration of Police Detective Assessment Center
Contract Period	December 2011 – August 2012
Contract Title	Development of Police Inspector Written Exam and Development and Administration of Police Inspector Assessment Center
Contract Period	December 2011 - August 2012
Contract Title	Development of Police Detective-Sergeant Written Exam and Development and Administration of Police Detective-Sergeant Assessment Center
Contract Period	December 2011 - August 2012
Contract Title	Development of Police Captain Written Exam and Development and Administration of Police Captain Assessment Center
Contract Period	December 2011 - August 2012
Contract Title	Development of Police Captain Written Exam and Development and Administration of Police Captain Assessment Center
Contract Period	September 2007 – September 2008
Contract Title	Development of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Structured Oral Assessment
Contract Period	September 2007 – September 2008
Contract Title	Development of Police Inspector Written Exam and Development and Administration of Police Inspector Assessment Center
Contract Period	September 2007 – September 2008
Contract Title	Development of Police Detective Sergeant Written Exam and Development and Administration of Police Detective Sergeant Structured Oral Assessment
Contract Period	September 2007 – September 2008
Contract Title	Development of Police Detective Written Exam and Development and Administration of Police Detective Structured Oral Assessment
Contract Period	September 2007 – September 2008

Chattanooga, TN Fire Department			
Contact	Iris Neal Human Resources Generalist	Address/Phone/E-mail	Fire Administration Building 910 Wisdom Street Chattanooga, TN 37406 423.643.7207 ineal@chattanooga.gov
Contract Title	Development and Administration of Fire Lieutenant and Captain Assessment Centers		
Contract Period	April 2017 – June 2017		
Contract Title	Development and Administration of Fire Lieutenant and Captain Assessment Centers		
Contract Period	July 2014 – December 2015		

Chattanooga, TN Police Department			
Contact	Shea Jefferson, MPS Human Resources Generalist	Address/Phone/E-mail	101 East 11th Street - Suite 201 Chattanooga, TN 37402 423.643.7214 sjefferson@chattanooga.gov
Contract Title	Development and Administration of Police Captain Assessment Center		
Contract Period	March 2018 - Present		
Contract Title	Development and Administration of Police Sergeant and Lieutenant Written Examinations and Development and Administration of Police Sergeant, Lieutenant and Captain Assessment Centers		
Contract Period	April 2016 – November 2016		

Client	City of Chicago, IL		
Contact	Jill May, M.S. Testing Specialist	Address/Phone/ E-mail	121 N. LaSalle, 1102 Chicago, IL 60602 312.744.1240 Jill.May@cityofchicago.org
Contract Title	EMS Promotional examinations for Ambulance Commander and Paramedic Field Chief		
Contract Period	February 2016 – September 2017		
Description:			
<ul style="list-style-type: none">Developing and validating a written job-knowledge examination for each positionDeveloping and validating a structured oral interview process for each position			
Contract Title	Development and Administration of Police Sergeant Written Examination and Written Assessment		
Contract Period	August 2012 – June 2014		
Description:			
<ul style="list-style-type: none">Developed and validated a written job-knowledge examination for the Sergeant rankDeveloped and validated a written assessment for the Sergeant rank			
Contract Title	EMS Promotional examinations for Ambulance Commander and Paramedic Field Chief		
Contract Period	May 2011 – August 2013		
Description:			
<ul style="list-style-type: none">Developed and validated a written job-knowledge examination for each positionDeveloped and validated a structured oral interview process for each position			
Contract Title	EMS Promotional examinations for Ambulance Commander and Paramedic Field Chief		
Contract Period	January 2006 – December 2006		
Description:			
<ul style="list-style-type: none">Developed and validated a written job-knowledge examination for each positionDeveloped and validated a structured oral interview process for each position			
Contract Title	Provision of Entry-Level Exams – Police and Fire		
Contract Period	Police: 2013/2014		
Contract Period	Fire: 2006, 2012, 2013, 2014		

Client	City of Cincinnati, OH		
Contact	Latisha Hazell Division Manager, Workforce Management	Address/Phone/E-mail	805 Central Avenue – Ste. 200 Cincinnati, OH 45202 513.352.1507 latisha.hazell@cincinnati-oh.gov
Contract Title	Development and Administration of Police Lieutenant Assessment Center		
Contract Period	February 2018 - Present		
Contract Title	Development and Administration of Police Sergeant Written Exercise		
Contract Period	February 2018 - Present		
Contract Title	Development and Administration of Police Captain Assessment Center		
Contract Period	January 2017 – June 2017		
Contract Title	Development and Administration of Fire Lieutenant Written Examination and Assessment Center		
Contract Period	January 2017 – August 2017		

Client	Cobb County, GA Police Department		
Contact	Mike Williams	Address/Phone/E-mail	Human Resources Department 100 Cherokee St. Marietta, GA 30090-9679 770.528.1194 Mike.Williams@cobbcounty.org
Contract Title	Sergeant and Lieutenant Promotional Processes		

Contract Period	2012-2015		
Description:			
<ul style="list-style-type: none">• Developed and administered job knowledge written exams for Sergeant and Lieutenant• Conducted candidate orientations• Developed and administered assessment centers for Sergeant and Lieutenant• Trained assessors• Developed candidate feedback reports			
No post-test litigation or complaints filed.			
Client	Cobb County, GA Sheriff's Office		
Contact	Major Sonya Allen	Address/Phone/E-mail	185 Roswell Street NE Marietta, GA 30090 770.499.4721 Sonya.Allen@cobbcounty.org
Contract Title	Sergeant and Lieutenant Promotional Processes		
Contract Period	2007-2017		
Description:			
<ul style="list-style-type: none">• Developed and administered job knowledge written exams for Sergeant and Lieutenant• Conducted candidate orientations• Developed and administered assessment centers for Sergeant and Lieutenant• Trained assessors• Developed candidate feedback reports			
No post-test litigation or complaints filed.			

Client	Forsyth County, GA Fire Department		
Contact	Jason Shivers Division Chief – Technical Services	Address/Phone/E-mail	3520 Settingdown Road Cumming, GA 30028 678.513.5898 RJShivers@forsythco.com
Contract Title	Development and Administration of Fire Apparatus Operator and Lieutenant Written Exams and Development and Administration of Fire Apparatus Operator and Lieutenant Assessment Centers		
Contract Period	March 2018 - Present		
Contract Title	Development and Administration of Fire Apparatus Operator and Battalion Chief Written Exams and Development and Administration of Fire Apparatus Operator and Battalion Chief Assessment Centers		
Contract Period	January 2017 – November 2017		
Contract Title	Development and Administration of Fire Apparatus Operator and Lieutenant Written Exams and Development and Administration of Fire Apparatus Operator and Lieutenant Assessment Centers		
Contract Period	January 2016 – July 2016		
Contract Title	Development and Administration of Fire Apparatus Operator, Lieutenant and Captain Written Exams and Development and Administration of Fire Lieutenant and Captain Assessment Centers		
Contract Period	March 2015 – December 2015		
Contract Title	Development and Administration of Fire Battalion Chief Written Exam and Development and Administration of Fire Battalion Chief Assessment Center		
Contract Period	July 2013 – October 2013		

Client	Gwinnett County, GA		
Contact (Main)	Erica Queen	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7949

			Erica.Queen@gwinnettcountry.com
Contact (Police)	Sharon Sanders	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7930 Sharon.Sanders@gwinnettcountry.com
Contact (Corrections)	Sarah Palmer	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7922 Sarah.Palmer@gwinnettcountry.com
Contact (Sheriff)	Michele Westerfield	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7934 Michele.Westerfield@gwinnettcountry.com
Contact (Sheriff)	Lisa Page	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7945 Lisa.Page@gwinnettcountry.com
Contact (Fire)	Linda Budd HR Associate III	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7926 linda.budd@gwinnettcountry.com
Contact (Fire)	Michelle Saunders HR Associate III	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7925 Michelle.Saunders@gwinnettcountry.com
Contract Title	Police, Sheriff, Corrections and Fire Promotional Exams and Assessment Centers		
Contract Period	June 2002 – Present		
Description:			
<ul style="list-style-type: none"> Conduct job analysis for 12 ranks: Corporal, Sergeant and Lieutenant within the Police, Sheriff and Corrections departments and Driver Engineer, Lieutenant and Captain in the Fire Department Develop written examinations, situational judgment tests, structured oral assessments and assessment centers as follows: <ul style="list-style-type: none"> Police Corporal: 10 cycles Police Sergeant: 11 cycles Police Lieutenant: 10 cycles Sheriff Corporal: 13 cycles Sheriff Sergeant: 15 cycles Sheriff Lieutenant: 15 cycles Corrections Corporal: 7 cycles Corrections Sergeant: 9 cycles Corrections Lieutenant: 7 cycles Fire Engineer: 10 cycles Fire Lieutenant: 9 cycles Fire Captain: 5 cycles Helped develop and maintain the candidate appeal and review process associated with protective service examinations 			
<i>This contract has been renewed/re-awarded five times beyond the initial contract.</i>			

Client			
Houston, TX Police Department			
Contact	Pete Lopez Assistant Chief	Address/Phone/E-mail	1200 Travis Street – 18 th Floor Houston, TX 77002 713.308.1877 pedro.lopez@houstonpolice.org
Contract Title	Development and Administration of Police Sergeant, Lieutenant and Captain Written Examinations and Development and Administration of Police Sergeant, Lieutenant and Captain Assessment Centers		
Contract Period	March 2018 - Present		
Contract Title	Development and Administration of Police Sergeant, Lieutenant and Captain Written Examinations and Development and Administration of Police Sergeant, Lieutenant and Captain Assessment Centers		
Contract Period	June 2016 – December 2016		

Client			
City of Indianapolis, IN			
Contact (Police and Fire)	Bruce Henry Human Resources Manager	Address/Phone/E-mail	200 E. Washington Street – Ste. 1541 Indianapolis, IN 46204 317.327.2596 bruce.henry@indy.gov
Contact (Fire)	Kris Harrison Human Resources Manager	Address/Phone/E-mail	Indianapolis Fire Department 955 Fort Wayne Avenue Indianapolis, IN 46202 317.327.6775 Kristin.Harrison@indy.gov
Contract Title	Development and Administration of Fire Lieutenant, Captain and Battalion Chief Written Examinations and Assessment Centers		
Contract Period	March 2018 - Present		
Contract Title	Development and Administration of Police Sergeant, Lieutenant and Captain Written Examinations and Assessment Centers		
Contract Period	January 2018 – Present		

Client			
Jacksonville, FL Sheriff's Office			
Contact	Lawrence V. Schmitt Chief	Address/Phone/E-mail	Human Resources Division 501 E. Bay Street- Suite 303 Jacksonville, FL 32202 904.630.2125 Lawrence.Schmitt@jaxsheriff.org
Contact	Bart W. Laird, PHR, MSHRM Manager of Personnel Services	Address/Phone/E-mail	501 E. Bay Street, Suite 303 Jacksonville, FL 32202 904.630.5899 Bart.Laird@jaxsheriff.org
Contract Title	Development and Administration of Corrections Sergeant and Lieutenant Written Examinations and Assessment Centers		
Contract Period	January 2018 - Present		
Contract Title	Development and Administration of Police Sergeant and Lieutenant Written Examinations and Assessment Centers		
Contract Period	September 2017 - Present		
Contract Title	Development and Administration of Police Sergeant and Lieutenant Assessment Centers		
Contract Period	April 2016 – January 2017		

Client			
Los Alamos, NM			
Contact	Denise Cassel Employee Services Manager	Address/Phone/ E-mail	Los Alamos County Human Resources

			2451 Central Ste. B Los Alamos, NM 87544 505.662.8047 denise.cassel@lacnm.us
Contract Title	Police and Fire Promotional Processes		
Contract Period	2010 – Present		
Description:			
<ul style="list-style-type: none">• Conduct job analysis for 8 ranks: Driver Engineer, Captain (previously Company Officer), Division Chief (Admin)/Battalion Chief (Operations), Deputy Chief and Assistant Chief within the Fire Department and Sergeant, Lieutenant and Captain within the Police Department.• Develop written examinations, practical examinations, structured oral interviews, assessment centers and written exercises as follows:<ul style="list-style-type: none">○ Fire Driver Engineer: 9 cycles○ Fire Captain: 9 cycles○ Fire Division/Battalion Chief: 8 cycles○ Fire Deputy Chief: 4 cycles○ Fire Assistant Chief: 2 cycles○ Fire Chief: 1 cycle○ Police Sergeant: 5 cycles○ Police Lieutenant: 2 cycles○ Police Captain: 2 cycles			

Client	Massachusetts State Police Department		
Contact	Michelle Small Chief Administrative Officer	Address/Phone/E-mail	470 Worcester Road Framingham, MA 01702 508.820.2366 michelle.small@state.ma.us
Contract Title	Development of Police Captain Written Exam and Structured Oral Interview		
Contract Period	March 2017 – January 2018		
Contract Title	Development of Police Sergeant Written Exam		
Contract Period	June 2016 - November 2016		
Contract Title	Development of Police Lieutenant Written Exam and Structured Oral Interview		
Contract Period	December 2014 – August 2015		
Contract Title	Development of Police Sergeant Written Exam		
Contract Period	January 2014 – June 2014		
Contract Title	Development of Police Captain Written Exam and Structured Oral Interview		
Contract Period	April 2013 – January 2014		
Contract Title	Development of Police Lieutenant Written Exam and Structured Oral Interview		
Contract Period	March 2012 – August 2012		
Contract Title	Development of Police Captain Written Exam Structured Oral Interview		
Contract Period	September 2010 – April 2011		
Contract Title	Development of Police Lieutenant Written Exam and Oral Interview		
Contract Period	August 2010 – February 2011		
Contract Title	Development of Police Sergeant Written Exam		
Contract Period	December 2009 – April 2010		
Contract Title	Development of Police Captain Written Exam and Structured Oral Interview		
Contract Period	March 2009 – November 2009		
Contract Title	Development of Police Lieutenant Written Exam and Structured Oral Interview		
Contract Period	September 2007 – May 2008		
Contract Title	Development of Police Sergeant Written Exam		
Contract Period	November 2006 – March 2007		
Contract Title	Development of Police Captain Written Exam and Structured Oral Interview		
Contract Period	November 2005 – March 2006		
Contract Title	Development of Police Lieutenant Written Exam and Structured Oral Interview		

Contract Period	September 2004 – March 2005
Contract Title	Development of Police Sergeant Written Exam
Contract Period	May 2003 – January 2004

Client	City of Miami, FL		
Contact	Dr. Eryan Kraus Testing and Validation Supervisor	Address/Phone/E-mail	Department of Human Resources 444 SW Second Avenue, Ste. 746 Miami, FL 33130-1910 305.416.2104 EKraus@miamigov.com
Contract Title	Development and Administration of Police Lieutenant Assessment Center		
Contract Period	September 2016 – July 2017		
Contract Title	Development and Administration of Police Lieutenant Assessment Center		
Contract Period	January 2014 – August 2017		

	Minneapolis, MN Police Department		
Contact	Heather Rende Human Resource Consultant	Address/Phone/E-mail	250 S. 4th Street- Room 100 Minneapolis, MN 55415 612.673.3476 heather.rende@minneapolismn.gov
Contract Title	Development and Administration of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	March 2017 – October 2017		
Contract Title	Development and Administration of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center		
Contract Period	January 2016 – June 2016		
Contract Title	Development and Administration of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	March 2015 – August 2015		
Contract Title	Development and Administration of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center		
Contract Period	January 2014 – June 2014		
Contract Title	Development and Administration of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	January 2013 – November 2013		
Contract Title	Development and Administration of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center		
Contract Period	January 2011 – June 2011 (Reawarded for 2012-13)		
Contract Title	Development and Administration of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	June 2010 – December 2010		
Contract Title	Police Sergeant and Lieutenant Job Analysis		
Contract Period	January 2009 – July 2009		
Contract Title	Development and Administration of Police Captain Assessment Center		
Contract Period	February 2008 – May 2008		
Contract Title	Development and Administration of Police Sergeant Assessment Center		
Contract Period	March 2006 – June 2006		
Contract Title	Development and Administration of Police Lieutenant Assessment Center		
Contract Period	August 2005 – October 2005		
Contract Title	Development and Administration of Police Sergeant Assessment Center		
Contract Period	August 2001 – January 2002		

Client			
Montgomery County, MD Department of Corrections			
Contact	Jacquelyn D. Anderson, PHR Human Resource Specialist	Address/Phone/ E-mail	101 Monroe Street – 7 th Floor Rockville, MD 20850 240.777.5023 jacquelyn.anderson@montgomerycountymd.gov
Contract Title	Development of Lieutenant Written Exam and Development and Administration of Lieutenant Assessment Center		
Contract Period	March 2018 – Present		
Contract Title	Development of Sergeant and Lieutenant Written Exams and Development and Administration of Sergeant and Lieutenant Assessment Centers		
Contract Period	January 2017 – Present		
Contract Title	Development of Sergeant and Lieutenant Written Exams and Development and Administration of Sergeant and Lieutenant Assessment Centers		
Contract Period	June 2015 – February 2016		
Contract Title	Development of Sergeant and Lieutenant Written Exams and Development and Administration of Sergeant and Lieutenant Assessment Centers		
Contract Period	July 2013 – February 2014		

Client			
Montgomery County, MD Fire Rescue Service			
Contact	Jacquelyn D. Anderson, PHR Human Resource Specialist	Address/Phone/ E-mail	101 Monroe Street – 7 th Floor Rockville, MD 20850 240.777.5023 jacquelyn.anderson@montgomerycountymd.gov
Contract Title	Development of Master Firefighter and Lieutenant Written Examinations and Development and Administration of Lieutenant Assessment Center		
Contract Period	March 2018 - Present		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Assessment Centers		
Contract Period	February 2017 – February 2018		
Contract Title	Development of Master Firefighter and Lieutenant Written Examinations and Development and Administration of Lieutenant Assessment Center		
Contract Period	July 2016 – January 2018		
Contract Title	Completed Assistant Chief Job Analysis		
Contract Period	September 2015 – October 2016		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Assessment Centers		
Contract Period	April 2015 – March 2016		
Contract Title	Development of Master Firefighter and Lieutenant Written Examinations and Development and Administration of Lieutenant Assessment Center		
Contract Period	July 2014 – December 2014		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Assessment Centers		
Contract Period	February 2013 – January 2014		

Client			
Montgomery County, MD Police Department			
Contact	Debra Marshall Human Resources	Address/Phone/ E-mail	101 Monroe Street – 7 th Floor Rockville, MD 20850 240.777.5042 debra.marshall@montgomerycountymd.gov
Contract Title	Development of Master Police Officer and Sergeant Written Exams and Development and Administration of Police Sergeant Assessment Center		
Contract Period	March 2017 – March 2018		
Contract Title	Completed Police Captain Job Analysis		
Contract Period	May 2016 – August 2016		
Contract Title	Development of Master Police Officer and Sergeant Written Exams and Development and Administration of Police Sergeant Assessment Center		

Contract Period	February 2015 – April 2016
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Client	Montgomery County, MD Sheriff's Office		
Contact	Debra Marshall Human Resources	Address/Phone/ E-mail	101 Monroe Street – 7 th Floor Rockville, MD 20850 240.777.5042 debra.marshall@montgomerycountymd.gov
Contract Title	Development of Sergeant and Lieutenant Written Examinations and Development and Administration of Sergeant and Lieutenant Assessment Centers		
Contract Period	January 2018 – Present		
Contract Title	Development of Sergeant and Lieutenant Written Examinations and Development and Administration of Sergeant and Lieutenant Assessment Centers		
Contract Period	February 2016 – October 2016		
Contract Title	Development of Sergeant and Lieutenant Written Examinations and Development and Administration of Sergeant and Lieutenant Assessment Centers		
Contract Period	January 2014 – January 2015		

Client	City of San Antonio, TX		
Contact	Sarah Bilger, PHR HR Analyst	Address/Phone/E-mail	Department of Human Resources 111 Soledad, Suite 100 San Antonio, TX 78205 210.207.8719 Sarah.Bilger@sanantonio.gov
Contract Title	Development of Police Detective and Sergeant Written Examinations		
Contract Period	November 2017 – February 2018		
Contract Title	Development of Police Sergeant, Lieutenant and Captain Written Examinations and Development and Administration of Police Lieutenant and Captain Assessment Centers		
Contract Period	January 2017 – October 2017		
Contract Title	Development of Police Detective and Sergeant Written Examinations		
Contract Period	July 2016 – January 2017		
Contract Title	Development of Police Detective, Sergeant, Lieutenant and Captain Written Examinations and Development and Administration of Police Lieutenant and Captain Assessment Centers		
Contract Period	January 2015 – December 2015		
Contract Title	Development of Police Detective and Sergeant Written Examinations		
Contract Period	April 2014 – September 2014		
Contract Title	Development of Police Detective, Sergeant, Lieutenant and Captain Written Examinations and Development and Administration of Police Lieutenant and Captain Assessment Centers		
Contract Period	June 2012 – September 2013		

Client	San Diego, CA Police Department		
Contact	Dina Marocco Program Coordinator – Exam Management Division	Address/Phone/E-mail	1200 Third Ave - Suite 300 San Diego, CA 92101 619.239.7241 dmarocco@sandiego.gov
Contract Title	Development of Sergeant, Lieutenant, Detective and POIII Exams and Structured Oral Assessments		
Contract Period	December 2017 - Present		
Description:			
<ul style="list-style-type: none">Completed a job analysis for the ranks of Sergeant, Lieutenant, Detective and POIIIDeveloped written exams for all ranksDelivered a candidate orientation presentationDeveloped structured oral assessments for all ranks			
Contract Title	Development of Sergeant, Lieutenant, Detective and POIII Exams and Structured Oral		

	Assessments
Contract Period	January 2016 – June 2016
Description:	<ul style="list-style-type: none"> Developed written exams for Sergeant, Lieutenant, Detective and POIII Delivered a candidate orientation presentation Developed structured oral assessments for all ranks
Contract Title	Development of Sergeant, Lieutenant, Detective and POIII Exams and Structured Oral Assessments
Contract Period	December 2013 – June 2014
Description:	<ul style="list-style-type: none"> Developed written exams for Sergeant, Lieutenant, Detective and POIII Delivered a candidate orientation presentation Developed structured oral assessments for all ranks Trained 20 assessors and administered assessment centers for 117 Sergeant, 47 Lieutenant, 87 Detective and 4 POIII candidates.
Contract Title	Development of Sergeant, Lieutenant, Detective and POIII Exams and Structured Oral Assessments
Contract Period	January 2012 – May 2012
Description:	<ul style="list-style-type: none"> Completed a job analysis for the ranks of Sergeant, Lieutenant, Detective and POIII Developed written exams for all ranks Delivered a candidate orientation presentation Developed structured oral assessments for all ranks Trained 20 assessors and administered assessment centers for 117 Sergeant, 44 Lieutenant, 80 Detective and 4 POIII candidates.
Contract Title	Development of Sergeant and Lieutenant Exams and Structured Oral Assessments
Contract Period	October 2009 – February 2010
Description:	<ul style="list-style-type: none"> Developed written exams for sergeant and lieutenant Delivered a candidate orientation presentation Developed sergeant and lieutenant structured oral assessments Trained 24 assessors and administered assessment centers for 116 sergeant and 45 lieutenant candidates
Contract Title	Development of Sergeant and Lieutenant Exams and Assessment Centers
Contract Period	April 2007 – Present
Description:	<ul style="list-style-type: none"> Developed written exams for sergeant and lieutenant Delivered a candidate orientation presentation Developed sergeant and lieutenant assessment centers Trained 25 assessors and administered assessment centers for 125 sergeant and 50 lieutenant candidates <p><i>This contract has been renewed/re-awarded twice beyond the initial contract.</i></p>
No post-test litigation or complaints filed.	

Client	City of San Francisco, CA		
Contact	Dave Johnson Public Safety Examination Manager	Address/Phone/E-mail	Department of Human Resources One South Van Ness Ave - 4th Floor San Francisco, CA 94103 415.557.4871 dave.johnson@sfgov.org
Contract Title	Development and Administration of Fire Lieutenant and Battalion Chief Assessment Centers		
Contract Period	August 2016 - March 2018		
Contract Title	Development and Administration of Police Lieutenant Assessment Center		
Contract Period	November 2015 – January 2017		

Client	City of Virginia Beach, VA		
Contact (Police)	Miriam K. Bryant Human Resources Coordinator	Address/Phone/E-mail	Municipal Center Building 18 – Rm 134 2424 Courthouse Drive Virginia Beach, VA 23456 757.385.4663 mbryant@vbgov.com
Contact (Fire)	April Brumley Fire Human Resources	Address/Phone/E-mail	4817 Columbus Street Virginia Beach, VA 23462 757.385.1098 abrumley@vbgov.com
Contract Title	Development and administration of Master Police Officer Written Examination		
Contract Period	July 2017 – December 2017		
Contract Title	Development and administration of Police Lieutenant Written Examination and Assessment Center		
Contract Period	February 2017 – October 2017		
Contract Title	Development and administration of Fire Captain and a Fire Battalion Chief Promotional Processes		
Contract Period	January 2017 – October 2017		
Description: <ul style="list-style-type: none">• Developed written exam for Fire Captain• Developed and administered assessment centers for both ranks			
Contract Title	Development and administration of Master Police Officer Written Examination		
Contract Period	September 2016 – December 2016		
Contract Title	Development and administration of Police Sergeant Written Examination and Assessment Center		
Contract Period	July 2016 – February 2017		
Contract Title	Development and administration of Fire Captain and a Fire Battalion Chief Promotional Processes		
Contract Period	March 2016 – December 2016		
Description: <ul style="list-style-type: none">• Developed written exam for Fire Captain• Developed and administered assessment centers for both ranks			
Contract Title	Development and administration of Master Police Officer Written Examination		
Contract Period	September 2015 – December 2015		
Contract Title	Development and administration of Police Lieutenant Assessment Center		
Contract Period	June 2015 – December 2015		
Contract Title	Development and administration of Fire Captain and a Fire Battalion Chief Promotional Processes		
Contract Period	January 2015 – December 2015		
Description: <ul style="list-style-type: none">• Developed written exam for Fire Captain• Developed and administered assessment centers for both ranks			
Contract Title	Development and administration of Police Sergeant Written Examination and Assessment Center		
Contract Period	July 2014 – June 2015		
Contract Title	Development and administration of Fire Captain Promotional Process		
Contract Period	January 2014 – September 2014		
Description: <ul style="list-style-type: none">• Developed written exam for Fire Captain• Developed and administered an assessment center			
Contract Title	Development and administration of Master Police Officer Written Examination		
Contract Period	October 2013 – April 2014		

Contract Title	Development and administration of Fire Captain and a Fire Battalion Chief Promotional Processes
Contract Period	August 2013 – December 2013
Description:	<ul style="list-style-type: none"> Developed written exam for Fire Captain Developed and administered assessment centers for both ranks
Contract Title	Development and administration of Police Lieutenant Assessment Center
Contract Period	May 2013 – November 2013
Contract Title	Development and administration of Police Sergeant Written Examination and Assessment Center
Contract Period	December 2012 – May 2013
Contract Title	Development and administration of Fire Captain and a Fire Battalion Chief Promotional Processes
Contract Period	August 2012 – February 2013
Description:	<ul style="list-style-type: none"> Conducted job analysis for the rank of Battalion Chief and linkage analysis for Captain Developed written exam for Fire Captain Developed and administered assessment centers for both ranks

Law Enforcement and Fire Service Entry-Level Selection Processes

Client	Bridgeport, CT Police and Fire Departments		
Contact	Lisa Kollman Civil Service Examiner	Address/Phone/E-mail	45 Lyon Terrace Bridgeport, CT 06604 203.576.7109 Lisa.kollman@bridgeportct.gov
Contract Title	Development, validation and administration of entry-level written examinations for both the Police Officer and Firefighter positions		
Contract Period	2010 – Present		
Description:	<ul style="list-style-type: none"> Worked with members of the Civil Service Commission to provide examination services as well as a structured oral interview process for police officers and firefighters. Conducted onsite orientations for candidates and collected data for validation studies. Trained the supervisors to provide the data on job incumbents. Developed a structured oral interview and conducted a large-scale training session for the assessors in this process. Assisted the department in the mandated candidate challenge process. Delivered a candidate orientation presentation 		

Client	City of Chicago, IL		
Contact	Jill May, M.S. Testing Specialist	Address/Phone/ E-mail	121 N. LaSalle, 1102 Chicago, IL 60602 312.744.1240 Jill.May@cityofchicago.org
Contract Title	Entry-level Police Officer Exam		
Contract Period	April 2018 - June 2018		
Contract Title	Entry-level Police Officer Exam		
Contract Period	October 2017 – January 2018		
Contract Title	Entry-level Police Officer Exam		
Contract Period	February 2017 – May 2017		
Contract Title	Entry-level Police Officer Exam		

Contract Period	November 2015 – May 2016
Contract Title	Entry-level Firefighter Exam
Contract Period	October 2014 – March 2015
Contract Title	Entry-level Police Officer Exam
Contract Period	November 2013 – February 2014
Contract Title	Entry-level Firefighter Exam
Contract Period	January 2006 – December 2006 (Military make-up examination sessions in 2009 and 2010), December 2014
Description:	
<ul style="list-style-type: none"> • Develop and validate a cognitive/personality written exam • Administer exam to over 24,000 candidates • Work with City to establish optimal method of test use 	
Process resulted in no adverse impact against protected classes – no ensuing litigation	

Client		City of Indianapolis, IN	
Contact	Bruce Henry, M.A. Director of Human Resources	Address/Phone/E-mail	200 E. Washington Indianapolis, IN 46204 317.327.2596 Bruce.Henry@indy.gov
Contract Title	Entry-level Police Officer Exam Process		
Contract Period	June 2017 - Present		
Description:			
<ul style="list-style-type: none">• Conducted a job analysis of the police officer position• Developed a structured oral interview for the police officer position• Administered both the written examination and the structured interview			
Contract Title	Entry-level Firefighter Exam Administration and Structured Oral Interview Development and Administration		
Contract Period	June 2016 – December 2016		
Contract Title	Entry-level Police Officer Exam Process		
Contract Period	March 2016 – June 2016		
Description:			
<ul style="list-style-type: none">• Conducted a validity transportability study for the police officer entrance examination• Administered the written examination to over 400 candidates			
Contract Title	Entry-level Firefighter Exam Administration and Structured Oral Interview Development and Administration		
Contract Period	February 2015 – March 2015		
Contract Title	Entry-level Police Officer Exam Administration		
Contract Period	October 2014		
Contract Title	Entry-level Police Officer Exam Administration and Structured Oral Assessment Development and Administration		
Contract Period	March 2014 – June 2014		
Contract Title	Entry-level Police Officer Exam Administration and Structured Oral Assessment Development and Administration		
Contract Period	October 2013 – January 2014		
Contract Title	Entry-level Firefighter Exam Process		
Contract Period	June 2011 – June 2012		
Description:			
<ul style="list-style-type: none">• Conducted a job analysis of the Firefighter position• Conducted a validity transportability study for the firefighter entrance examination• Developed a structured oral interview for the firefighter position• Administered both the written examination and the structured interview to over 800 candidates			

Client	New Jersey Department of Personnel (NJ DOP)
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Contact	Michael M. Szuter Fire Testing Supervisor	Address/Phone/E-mail	NJ Civil Service Commission Trenton, NJ 08625 609.292.4735 michael.szuter@csc.state.nj.us
Contract Title	Entry-level Civil Service Law Enforcement Officer Written Exams Promotional Civil Service Correctional Officer Exams and Assessments		
Contract Period	January 2004 – Present		
Description:			
<ul style="list-style-type: none">Conducted a Statewide job analysis of law enforcement positions and developed entry-level exams to be used for Statewide Civil Service SelectionAdministration to over 20,000 candidates resulted in NO adverse impact against protected classes of individuals.Currently developing new versions of the exam for another test cycle.Currently developing new exam forms and conducting on-going validation research.Currently conducting a Statewide job analysis of Correctional officer positions			
Contract renewed in 2012 for new statewide exam development			

Client	City of Pittsburgh, PA		
Contact	Paula Kellerman Acting Assistant Director	Address/Phone/E-mail	414 Grant Street Pittsburgh, PA 15219 paula.kellerman@pittsburghpa.gov
Contract Title	Entry-level Firefighter Exam Administration		
Contract Period	2014, 2016, 2018		
Contract Title	Entry-level Firefighter Exam		
Contract Period	October 2012 – February 2014		
Description:			
<ul style="list-style-type: none">• Conducted a job analysis of the Firefighter position• Conducted a validity transportability study for the firefighter entrance examination• Conducted a criterion-related validation study for the firefighter entrance examination• Developed candidate training curriculum• Implemented process and worked through federal oversight of entire validation and administration			
Contract Title	Entry-level Firefighter Exam		
Contract Period	October 2011 – July 2012		
Description:			
<ul style="list-style-type: none">• Conducted a job analysis of the Firefighter position• Conducted a validity transportability study for the firefighter entrance examination• Conducted a criterion-related validation study for the firefighter entrance examination• Developed candidate training curriculum• Implemented process and worked through federal oversight of entire validation and administration			

Client	City of Virginia Beach, VA		
Contact	Monica Kopin Staffing and Compensation Coordinator	Address/Phone/E-mail	2424 Courthouse Drive Virginia Beach, VA 23456 mkopin@vb.gov
Contract Title	Validation and Implementation of Firefighter Entrance Examination and Development and Administration of Firefighter Structured Oral Interview		
Contract Period	2010 - Present		

911 Operations

Client	City of Chicago, IL		
Contact	Jill May, M.S. Testing Specialist	Address/Phone/E-mail	121 N. LaSalle, 1102 Chicago, IL 60602 312.744.1240 Jill.May@cityofchicago.org
Contract Title	Fire Communications Officer I & Police Communications Officer I and II		
Contract Period	2008 – 2014		
Description:			
<ul style="list-style-type: none">Implemented the National Public Safety Dispatcher Selection Inventory (NPSDSI) and developed a custom assessment of oral communication clarity.Administered the exams for each cycle of candidates (up to 150 candidates per cycle)			
No post-test litigation or complaints filed.			

Client		Gwinnett County, GA	
Contact	Donna Pratt, PHR	Address/Phone/E-mail	Gwinnett County Government Human Resources Department 75 Langley Drive Lawrenceville, GA 30046 770.822.7901 Donna.Pratt@gwinnettcountry.com
Contact	Sharon Sanders	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30045 770.822.7930 Sharon.Sanders@gwinnettcountry.com
Contract Title	Gwinnett County Police Department, Communications Division Promotional Process		
Contract Period	2004 – Present		
Description:			
<ul style="list-style-type: none">Conduct job analysis for three ranks: Communications Officer III, Communications Officer IV, Communications Shift SupervisorDeveloped assessment centers for each rankProcesses conducted in: 2004 (2), 2012, 2013, 2014, 2015, 2016 and 2017			
No post-test litigation or complaints filed.			

Proposed Approach to Tasks

Industrial/Organizational Solutions, Inc. (IOS) is honored to have the opportunity to respond to your Request for Proposals. This section of the proposal will detail our plan to provide promotional processes for the City of Albuquerque's Fire Rescue and Police Departments. Following is an overview of the project methodology that will be undertaken to complete this project.

- Kick-off Meeting
 - Meet with client to review methods, discuss expectations/goals, review project challenges/obstacles and establish mutually agreeable timeline.
- Job Analysis
 - Review existing job analytic information.
 - Interview and observe incumbents.
 - Develop and deploy a job analysis questionnaire.
 - Develop and deploy a linkage questionnaire.
 - Analyze job analysis outcomes and document findings.
- Written Job Knowledge Exam Design
 - Develop an examination plan/blueprint that identifies core knowledge areas and sources that will be used to assess knowledge areas.
 - Draft exam questions.
 - Review exam questions with subject matter experts.
 - Compile and print final exam.
 - Identify "minimally qualified" cut-off score.
 - Design candidate appeal/challenge process/procedure.
 - Score exams and produce rank-ordered results.
- Assessment Center Design
 - Develop an assessment plan based on discussions with subject matter experts that identifies exercise types and themes that are job-related and will allow for the assessment of the most essential job skills.
 - Develop assessment exercises including candidate instructions, rating criteria, assessor/actor scripts, candidate orientation information, etc.
 - Review and revise exercise content and criteria with subject matter experts as necessary.
 - Finalize and print assessment materials.
- Candidate Orientation Presentation
 - Develop and deliver a candidate preparation presentation that informs candidates concerning the promotional assessment process, offer preparation insights and strategies and provides information about common mistakes and misconceptions regarding exams and assessments.
- Written Exam Administration
 - Provide test booklets and answer sheets.
 - Score the exam and provide the agency with final results.

- **Assessment Center Administration**
 - Develop a candidate schedule to accommodate eligible candidates.
 - Train assessors and actors as necessary.
 - Oversee and manage the administration of the assessment center.
 - Score the assessment center and create individual candidate developmental feedback reports.
- **Technical Reporting**
 - Document the development and validation of the testing process in a project report that complies with best practices in test development reporting.
- **Concluding Meeting**
 - Meet with the agency's representatives following the project to critique the process and identify any areas for future improvement.

As we execute this project plan, there are a few key factors that guide us:

- **Best Practices:** We view it as our responsibility to inform you regarding the best or most appropriate means of accomplishing this project. We will review your current testing process and may make suggestions as to how it can be improved. Often, items like job analysis, cut-off scores, scoring systems, assessment reliability considerations, assessor panels, etc., can be reconsidered to improve a testing process. We will discuss these items with you in an effort to ensure that your process is highly defensible.
- **Flexibility:** While we care to inform you regarding how your process can be improved, we also realize that every department deals with practical constraints (e.g., union agreements, state laws, local ordinances, etc.) that may require a process to be carried out in a particular way. We are very flexible in identifying these needs and working within these constraints.
- **Disparate Impact:** We always attempt to design a selection process that mitigates disparity between protected classes to the greatest extent possible. There are numerous strategies that we can employ related to assessment composition, cut-off score, scoring systems, and other areas that can positively impact the diversity of the promotional list. We will discuss these options during the kick-off meeting to make sure that we chart a mutually desirable path.

Kick-off Meeting

We enter into a project with an expectation of implementing a specific best-practice methodology; however, we understand that every client has unique constraints and conditions that must be carefully considered in determining the proper assessment process design. Local laws, rules and procedures may cause us to alter our course. Also, there are often conventions that affect testing practices that cannot be easily changed or adapted such as Civil Service rules, collective bargaining agreements, etc. This is why we place a high value on conducting an initial kick-off meeting to learn about our client's particular situation and to consider the specific goals and expectations. This meeting is critical to ensure that we deliver a successful and beneficial service. The Project Director will first meet with your project manager and other designated personnel to discuss and determine specific objectives, personnel roles and project timelines.

Job Analysis

Job analysis is the thorough investigation of the elements of a job. Generally, a job analysis is more extensive than a job description, which seeks to describe a job in summary/highlight form. The job analysis seeks to identify all job tasks that make up a job and the knowledge, skills abilities and personality characteristics (KSAPs) that are required to perform such job tasks. The job analysis is the foundation piece of a selection process because it serves to define the knowledge, skills and abilities that can be assessed by selection tools. In short, the job analysis is the basis by which we can demonstrate evidence of content validity.

A job analysis does not need to be performed each time a selection process is developed. For this reason, it is useful to review the job analysis and determine its age and relevance. Generally, if the job analysis is less than five years old, it is reasonable to conduct a review of the essential tasks, knowledge areas, skills and ability to ensure they are still current and appropriate. If so, the existing job analysis can be used to develop selection tools and IOS will carefully document the job analysis review process to create a record of the review and updating process.

To begin the job analysis, IOS will interview a stratified random sample of job incumbents for the target position. The sample will be stratified to ensure that a representative number of minorities and females are interviewed. Incumbents will be questioned about critical tasks, daily routines, essential job knowledge, critical skills and abilities, job challenges, critical job incidents, etc. In addition to interviewing incumbents, we will observe them doing their jobs. IOS will also interview a sample of supervisors to gain an additional perspective concerning job duties and responsibilities.

Based on information obtained during the interviews/observations, IOS will develop a comprehensive job analysis questionnaire (JAQ). The JAQ contains a list of all potential tasks and KSAPs that are associated with the job. This questionnaire will be completed by a sample of incumbents to gain information about the nature of the job. Incumbents will rate each task or KSAP as to its importance (how important successful completion of the task is to the job) and frequency (how often the task is performed). Specific scales will be used to make these ratings. Prior to its administration, IOS will request that a group of subject matter experts (SMEs) who supervise the target position review the JAQ to ensure that it accounts for all job tasks and KSAPs, uses familiar language and is organized in a meaningful way. After obtaining feedback and making any necessary revisions, IOS will coordinate the administration of the JAQ.

The JAQ will be administered to a large sample of incumbents. Incumbents will receive the JAQ along with a computer-scannable answer sheet on which ratings will be collected. We will ask the department to coordinate the completion of the JAQs and direct incumbents to turn the JAQ into a supervisor within approximately two weeks. At the end of this period, all JAQs will be returned to IOS for analysis.

JAQ data gathered from incumbents will be analyzed to identify those tasks and KSAPs that are essential to the target job. This will be done by combining the "importance" and "frequency" ratings. Generally, the ratings given to any task or KSAP will be weighted using the following

formula: $.666(\text{importance rating}) + .333(\text{frequency rating})$. This formula will yield an “essentiality” rating. All those tasks and KSAPs with a high enough essentiality rating will be considered essential job tasks and will be used to define the target job.

Using the list of essential job tasks and KSAPs, IOS will engage a process to link essential tasks to the KSAPs that are required to accomplish these tasks. This linkage process will ensure that the job tasks are related to specific, measurable knowledge areas and KSAPs that can be assessed using conventional tests and assessments.

Essential KSAPs will later be used as the basis for developing written exams, structured assessments, assessment centers or other types of selection tools. The KSAPs will define the measurable dimensions of each selection tool.

The job analysis process will yield a comprehensive list of essential job tasks and KSAPs. A report will be completed to outline the methodology used during the job analysis and to summarize the outcomes and ratings of the job analysis process. This report will document the following methodological elements:

- Job observation/interview sampling and outcomes
- Job analysis questionnaire development and review
- Job analysis questionnaire sampling, distribution and analysis
- Task-KSAP linkage
- Essential task and KSAP results

Promotional Job Knowledge Examination Development and Validation

The promotional job knowledge examination is a written tool that is specifically designed to assess essential, job-related **knowledge**. To this end, exam questions will be drawn from relevant, job-related sources of knowledge (i.e., text books, policy, rules, law, etc.). The job knowledge exam will be supported by content validity evidence. This evidence will be established through a thorough linkage of essential knowledge areas identified in the job analysis to the measureable dimensions of the exam, and through subject matter expert involvement in the development of the exam plan and review of exam items.

Exam Plan and Reference List Development

The first step in the development of a written job knowledge exam is the identification of the knowledge areas that should be assessed by the exam and the source, or reference materials from which this knowledge can be drawn. An IOS consultant will review the target job description/job analysis to identify those knowledge areas that should be assessed by the written exam. IOS will provide a recommendation as to the knowledge areas that should be assessed. At this point, IOS can work with department subject matter experts to identify appropriate sources to assess the suggested knowledge areas, or the department can independently recommend sources that assess the suggested knowledge areas.

The following tables identify common knowledge areas that are assessed by public safety written examinations:

General Category	Law Enforcement Exams	Fire Service Exams
Technical Knowledge	Field Operations	Fireground Tactics
	Criminal Investigation	Building Construction
	CompSTAT	Hoseline Operations
	Community Policing	Ladder Operations
	Ethics in Policing	Safety and Survival
	Multicultural Law Enforcement	Incident Command
Management Knowledge	Supervision	Supervision
	Administration	Administration
	Leadership/Motivation	Leadership/Motivation
Internal Sources	Policy, Procedure, or Operating Guidelines	Policy, Procedure, or Operating Guidelines
	Collective bargaining agreement	Collective bargaining agreement
	State Law	

Once sources are selected from which to draft examination questions, it is necessary to create an exam plan that identifies the percentage of items that will be drawn from each source/knowledge area, the specific content that will be focused on, and the information that will be provided to candidates in the reference/study list. A subject matter expert (SME) meeting will be arranged to review these recommendations and finalize the selection of knowledge areas and sources/references. During this Exam Plan Development Meeting, SMEs will be asked to assist in identifying the relative importance of the knowledge areas that will be assessed by the exam. These ratings will be used to establish the number of items that will be drafted to assess specific knowledge areas. In addition, SMEs will review reference/source materials and assist in identifying the chapters and sections that are most relevant for the target position. This step will ensure the test is as job-related as possible and will allow candidates to focus specifically on essential information contained in study materials. In short, this meeting will allow department subject matter experts to ensure that the exam plan and the candidate study/reference list meet their expectations.

Following the Exam Plan Development Meeting, IOS will generate the final exam study list that will contain a list of sources that will be used to create the exam and the specific chapters/sections that candidates should review. This list will be submitted to the department for distribution to eligible candidates. IOS will also produce a candidate preparation document that provides helpful strategies for study and preparing for the written examination. This document can be distributed to candidates or posted on the agency website.

***Note: The department may wish to develop the reference list on their own. In this case, IOS will be charged with ensuring that essential knowledge areas are being assessed via the chosen reference list. IOS may also still need to work with SMEs to**

identify the specific chapters and sections of source material from which to draw exam items.

Question Development and Review

IOS technical writers have advanced degrees in writing and are extensively trained, mentored and led by Ms. Karen Steiger, M.S., our Senior Technical Writer/Manager of Technical Writing, who has been with IOS for over a decade and has devoted her professional career to writing public safety examinations that measure relevant job-related content areas. Ms. Steiger has personally created over 200 promotional examinations for public safety agencies and has overseen the development of countless others developed by her staff. Further, our technical writers are responsible for responding to candidate challenges and upholding the reliability of the exams. For anyone who has watched candidates sit through a 2 ½ hour long, 100 item, written exam and worked through a challenge process and air their concerns regarding each specific item, it becomes abundantly clear that the critical role of written exam item development is the backbone of a successful and fair promotional process. Mr. Legel's insistence on maintaining a highly educated and experienced team of technical exam writers is why IOS has an unblemished litigation history.

Using the detailed examination plan that was developed, IOS team of highly-trained technical writers will draft exam questions from the identified source materials. Our technical writers take particular care in identifying the most important topics and concepts from source material and drafting questions that are highly job-related. In addition, the technical writers will draft questions of varying degrees of difficulty to ensure that the test is able to discriminate between candidates' levels of job knowledge. Approximately 150 questions will be drafted based on the examination plan. These questions will later be reviewed and distilled down to the best 100 questions. Each question will be drafted in multiple-choice format. Once test questions are developed, an IOS consultant will review each item to ensure that it is job-related, in-line with the exam plan and is free from any apparent bias.

The development of good test items is a critical element to the success of any job-knowledge exam. For this reason, we take care to make sure the following criteria are met:

- **Focus on essential information:** Our item writers rely on the job analysis information gathered by our consultants and base the content of an exam on the test blueprint (or exam plan) that has been developed with SME input and I/O psychology best practices. The item writing team combs selected sources to identify truly job-related, important information from which to draft questions. We try to focus on "action," when possible (i.e., what should an employee do in a given situation, based on policies and procedures, state and federal law, and current management theory).
- **Multiple-choice test items:** "Scan-form"-style testing is efficient and easy to score, but it has a potential weakness – if candidates can identify the correct response through deductive reasoning, then they are demonstrating deductive reasoning ability rather than demonstrating the desired knowledge. This is why it is critical that answer options be well constructed and that there are enough answer options such that the candidate does not stand a reasonable chance of guessing the right answer.

- True/false formats are simply insufficient.
- All tests should have at least four answer options. We create variety by developing both fill-in-the-blank items and “situational” items (or vignettes), asking candidates to put themselves in the position of the employees described in the question.
- **Appropriate difficulty:** We ensure that questions developed for a job-knowledge exam are of the appropriate difficulty for the rank or position being tested. Our item writers carefully search through source material for the information most directly related to the job in question.
 - We avoid “tricky” items that would confuse those who are minimally qualified for the position or rank in question.
 - After the items have been developed, we rely on SME input when possible to determine that the content of the items is appropriate for the group of candidates being tested.
 - Another way that we ensure appropriate difficulty is to ensure that answer options are similar to each other in style, structure and length.
- **One correct response:** We carefully craft questions such that there is one correct response and that the remaining responses are incorrect. We consider accuracy to be absolutely crucial in our job-knowledge exams and thoroughly review items both internally (and with the client, when possible).
- **Avoidance of negatively worded stems/response options:** Negatively worded questions and answer options are confusing. In order to ensure that we are measuring knowledge in a straightforward manner, we try to avoid the use of negatively worded items.
- **Avoidance of overly complex stems/response options:** Again, we want questions to be simple and easy to understand. For this reason, we avoid confusing or overly lengthy questions while ensuring that the item remains accurate. Our item writers are trained to create clear and focused question stems and distracters.
- **Avoidance of “all of the above” or “both c and d”-style answer options:** This style of questioning is generally overused and tends to reduce the psychometric quality of a test.
- **Cultural and gender sensitivity:** Our item writers are trained to use appropriate terminology and language when referring to members of any protected group, referring to their issues and beliefs with respect. When sensitive or controversial subjects must be discussed in our exams, these topics are described in an objective manner. We take care to ensure that personnel are described in gender-neutral, ethnically diverse terms

IOS will work with the department to assemble an SME panel to review test questions. The purpose of this review is to ensure that test questions are of high quality and to collect SME rating to support the validity of the test and to enable the determination of an appropriate test

cut-off score. SMEs will be asked to review each item and offer any pertinent feedback/suggestions. In addition, SMEs will provide a Content Validity Ratio (CVR) Rating and an Angoff Rating. The CVR rating will provide evidence of the degree to which the content of the test mirrors critical content of the job. The Angoff Rating will identify the difficulty of each test item, thus indicating the overall difficulty of the exam. The Angoff process allows for the selection of a cut-off score that equates to minimally qualified levels of job knowledge. While this review is optional, the data collected during this process is highly valuable to the defensibility of the written exam.

We recognize that agencies are often required to use a pre-determined cut-off score. In these cases, the Angoff process is still appropriate but must be used in a different manner. As a matter of legal defensibility, it is necessary to demonstrate that a cut-off score, even if mandated, equates to minimally qualified job knowledge levels. In a case where an agency is required to use a 70 percent cut-off score, for example, IOS will work toward selecting test items whose composite Angoff score is approximately 70 percent. In this manner, the cut-off score will be in-line with the test's difficulty level.

Should additional questions need to be developed, IOS will provide these to the HR Deputy Director for final approval.

Data from the item review meeting will be used to select the 100 test questions that will be included in the written exam. These questions will be professionally compiled into a test booklet. Questions from the same source material will be grouped together under a title heading such that candidates are aware of where the item was drafted from as they take the test. IOS will produce all necessary test booklets and scannable answer sheets. IOS will also include five (5) keyed test booklets in preparation for the Key Copy Review.

Rank Testing	Number of Versions of Exam Needed
Fire Driver	2
Fire Lieutenant	2
Fire Captain	1
Fire Battalion Chief	1
Police Sergeant	1
Police Lieutenant	1

Exam Scoring, Results Generation and Analysis

The City's Human Resources Testing Division will handle the administration of the examinations, as well as, all examination appeals. Appeal resolutions will be provided to IOS prior to the final scoring of the written examinations. IOS will create an exam specification for the written exam that identifies the correct answer for each item, the source citation from which the question and correct answer are drawn and the knowledge area that the question assesses. This document will be used to generate a computer-based scoring program that will be used to score the exam.

Each completed exam answer sheet will be scanned and processed by an optically scoring machine. Data from this machine will be manually reviewed for accuracy and scored using a computer-generated scoring program.

The project consultant will conduct an item analysis process to ensure that each item of the test functions in a reasonable manner. Specifically, IOS will investigate the following:

- Adverse impact ratio
- Individual item data: item-total correlations, mean (p-value), standard deviation, frequency analysis to check for item with multiple correct responses, etc. If any items appear to be problematic (a large proportion of candidates get the item incorrect or there appear to be multiple correct responses based on candidate data), IOS will engage a discussion with the department and make a recommendation for resolving any issues.

Final test scores will then be calculated. Exam results will be presented in a pre-approved format to the HR Deputy Director. IOS will provide the HR Testing Division five (5) copies of the answer key for the Scoring Review. If any errors are found during the review, IOS will correct them in a timely manner and submit corrections to the HR Deputy Director.

Assessment Center Development and Validation

An IOS assessment center is a battery of job simulations/exercises geared toward measuring essential management and supervisory skills of promotional candidates. Common exercises include one-on-one role-plays, group presentations, tactical simulations, in-basket/in-box simulations, and written problem solving exercises. An IOS assessment center exercise puts the promotional candidate in a situation that is similar to a function he/she will perform on the job. Assessors, who all have industry-specific management experience, rate the candidate on essential management and supervisory skills and abilities that will determine the candidate's success on the job. The assessors use specific rating criteria that were developed by experts in the industry. The result of the IOS assessment center is a list of candidates in rank order according to who is most likely to perform at the highest level in the target position. The assessment process also yields an abundance of feedback from the assessors about candidate performance that can be used for developmental purposes.

A comprehensive IOS assessment center will incorporate the following components:

- *Assessors who are experts in their industry and are specifically trained to assess candidate performance*
- *Identification of specific skill and ability dimensions with associated behavioral criteria*
- *A standardized administration schedule*
- *Relevant, simulation-style exercises*

IOS' assessment centers are simply the best way to predict how candidates will react to/handle specific job situations. The IOS assessment center method also allows for a broad range of skill

assessments. We are able to use a variety of simulations that assess many different skills and abilities. This is a desirable feature as your goal in promotions is to select the most well-rounded candidate. Candidates are also more prone to feel that IOS assessment centers are fair evaluations of their promotional suitability as it is readily apparent that the assessment center is a valid and comprehensive way of making a promotional decision. Finally, an IOS assessment center is also a developmental tool. The results of an assessment center can be tailored to assist an individual candidate toward improving performance in a specific area. Data from a large number of candidates can also be used to help agencies identify training needs.

The assessment center will be supported by content validity evidence. This evidence will be established through the clear linkage of the job description/job analysis to the skills and abilities that will be assessed in the assessment center and by the linkage of essential job tasks to the simulation exercises that are selected. Furthermore, SMEs will assist in reviewing each exercise and rating criteria to ensure local validity.

Exercise Selection and Development

IOS will first work to identify the skills and abilities that should be assessed by the assessment center by reviewing a current job description/job analysis for the target position. Based on this review, IOS will provide a recommendation concerning the skills and abilities that should be assessed and the types of exercises that should be used to assess these skills and abilities. In order to refine this recommendation, a consultant will meet with department subject matter experts (SMEs) who hold the target rank and/or supervisor the target rank to identify job duties and critical scenarios that would constitute valuable assessment exercises. IOS will use these ideas and suggestions to craft exercises that are locally specific. SMEs will also review skills and abilities that will be assessed to ensure that the assessment is comprehensive and addresses any concerns of the department.

For some fireground/tactical simulation exercise, we use Fire Studio digital combustion software to provide realistic and changing scenarios to challenge your candidates. Examples of the high-fidelity images produces can be seen below:



While the specific content of the assessment center will be determined during the course of SME meeting, the following tables provide information about the types of exercises that can be created and common skills and abilities that are assessed by our assessment centers.

One-on-One Role-Play Scenarios

Exercise	Subordinate counseling (problem employee)
Description	The candidate plays the role of a supervisor who must meet with a subordinate employee (role-player) that has one of the following types of problems: a performance deficiency, a recent conflict with a citizen, personal problems or difficulty getting along with coworkers. The candidate will be given introductory information about the subordinate and the problem and will be allowed a brief period of time to prepare for the meeting. The candidate will then meet with the subordinate and attempt to deal with the issue at hand to the best of his/her ability. The candidate will likely meet resistance from the subordinate that will require him/her to exercise supervisory skills. The successful candidate will mitigate the problem and devise an appropriate solution. This exercise can be coupled with the citizen meeting exercise. This pairing would require the candidate to gather specific information about a citizen conflict from the citizen and then use this information to deal effectively with the subordinate.
Themes	This exercise can deal with counseling subordinates on any of the following issues: performance deficiencies, a run-in with a citizen, employee dislike his/her job, depression, marital problems, drug/alcohol issues, or inability to get along with coworkers.
Time	There is a 10 to 15 minute preparation period prior to the 15 to 20 minute exercise.
Resources	This exercise requires one skilled role-player/actor to play the role of the subordinate and three qualified assessors. This exercise will occur in a small meeting room.
Dimensions	Interpersonal skills, problem analysis/problem solving, judgment and reasoning, decision-making ability, management and supervisory skills, composure, conflict resolution, oral communication.

Exercise	Citizen meeting
Description	The candidate plays the role of a supervisory officer that is meeting with a citizen. The meeting allows the citizen (role-player) to address a concern that he/she has about the department in general or more specifically about one of the candidate's subordinates. The goal of the meeting is to work effectively with the citizen to solve his/her problem or collect information toward bettering the department. The candidate will be given a preparation period to review the task at hand and to devise a game-plan. The candidate will then meet with the citizen. The citizen will follow a specific script that will cause the candidate to have to adapt his/her approach and to think on his/her feet. The successful candidate will gather necessary information, instill confidence in the citizen and set up a system to gauge progress and follow-up with the citizen. This exercise can be used as a precursor to the subordinate counseling role-play. This pairing would require the candidate to use this meeting to gather facts in order to guide the direction of the meeting with the subordinate.
Themes	The topic of the meeting can be: inappropriate treatment of the citizen by a department member (typically the candidate's subordinate), the citizen's specific concerns about recognized deficiencies in the operations of the department, or the collection of feedback from the citizen about proactive improvements that could be made to increase levels of customer service.
Time	There is a 10 to 15 minute preparation period prior to a 15 to 20 minute interaction.
Resources	This exercise requires one skilled role-player/actor to play the role of the subordinate and three qualified assessors. This exercise will occur in a small meeting room.
Dimensions	Interpersonal skills, problem analysis/problem solving, judgment and reasoning, decision-making ability, conflict resolution, public relations skill, oral communication.

Exercise	Subordinate performance review
Description	The candidate plays the role of a supervisor that is tasked with presenting a performance appraisal to a subordinate. Prior to the exercise the candidate will be provided with the subordinate's personnel file. The subordinate will typically have a number of performance deficiencies that have not improved over time. The role-player, playing the subordinate role, will

	be evasive and, at times, combative about apparent performance weaknesses. The candidate's objective will be to analyze the subordinate's personnel file in order to successfully identify and work through the subordinate's deficiencies. The candidate will have to demonstrate a large degree of assertiveness as he/she counsels the subordinate regarding deficiencies and identifies plans for improvement. The ideal candidate will exercise management skills while maintaining composure in a difficult situation.
Themes	The subordinate typically has a few areas of performance deficiency that must be addressed in the course of the performance appraisal. These may include: tardiness, improper completion of paperwork, poor attitude, and complaints from coworkers.
Time	There will be a 15 to 20 minute preparation period for the candidate to review the subordinate's personnel file and devise a structure for the performance appraisal meeting. The meeting will then last approximately 15 to 20 minutes.
Resources	This exercise requires one skilled role-player/actor to play the role of the subordinate and three qualified assessors. This exercise will occur in a small meeting room.
Dimensions	Management and supervisory skills, judgment and reasoning, decision-making ability, planning and organization, interpersonal skills, conflict resolution, oral communication.

Presentation-Style Role-Plays

Exercise	Training presentation
Description	The candidate will be tasked with preparing a training presentation to be delivered to a group of subordinates. If the candidate is a police promotional candidate, the training session will typically be a roll-call training brief. In the case of a fire promotional candidate, the training will be similar to in-service training. In either case, the candidate will be provided information about a topic that the subordinates must be trained on. The topic will be job related and will be something that the candidate can become familiar with in a short period of time. After a brief time to organize a training session and possibly create visual aids, the candidate will present the lesson to a group of three subordinates. The subordinates will either be role-players or the assessors. During the course of the training the candidate may interact with the role-players, or he/she may require the role-players to participate. The role-players will also be free to ask questions and respond as would be conventional in this type of setting. The successful candidate will deliver a well organized and thoughtful training presentation in a manner that is practical and engages the audience. Supervision skills and interpersonal ability will be critical factors as the candidate may have to deal with unruly subordinates.
Themes	Police supervisory themes include: use of force training, pursuit training, community initiatives training and policy training. Department-specific topics can also be used to further customize the process.
Time	There will be a 15 to 20 minute preparation period for the candidate to review the training material and outline the training agenda. The training session will then last approximately 15 to 20 minutes.
Resources	This exercise requires three qualified assessors and possibly one or two skilled role-players. The role-players will play the role of subordinates and will have a more interactive role than that of the assessors'. The use of role-plays will make the exercise more realistic and increases the quality of the assessor's ratings as they are not burdened with interacting during the exercise. Use of assessors as role-players is, however, a less expensive alternative. A dry erase board or flip chart will be provided to the candidate to enable him/her to better structure the training. This exercise will occur in a medium sized meeting room with chairs arranged in a classroom style setting.
Dimensions	Planning and organization, oral communication, interpersonal skills, management and supervisory skills.

Exercise	Community presentation
Description	The candidate is instructed that he/she must deliver a presentation about the department to a group of citizen who are interested in learning more about the department. The group of citizens will be played by either the assessors alone, or the assessors accompanied by additional role-players. The presentation is usually made before a group of citizens or at a city counsel-

	type meeting. The candidate is typically informed that the chief was scheduled to make this presentation, but he/she was called out of town and has asked the candidate to fill in for him/her. The candidate will be given a brief period of time to organize his/her thoughts and outline the presentation. There are no materials given to the candidate to assist in the development of the presentation. The candidate must develop and deliver a presentation on the specified topic based solely on his/her understanding of the department. The candidate will be able to use visual aids that he/she creates using flipcharts or dry-erase boards. The successful candidate will develop a well-organized and meaningful presentation that provides the audience with valuable information about how the department is operating within their community. Following the presentation the audience will ask questions related to the candidate's topic. His/her ability to answer questions in a professional and responsive manner will be part of the assessment.
Themes	The presentation can be related to: department operations, response capabilities, the services provided by the department, the goals/mission of the department, or a recent improvement made within the department.
Time	There will be a 15 to 20 minute preparation period for the candidate to review and to prepare an outline for his/her presentation. The meeting will then last approximately 15 to 20 minutes.
Resources	This exercise requires three qualified assessors. The assessors will serve as assessors but will play the role of citizens. They will ask questions of the candidate at the end of the presentation. Additional role-players may be used in this exercise, but it is not necessary. A dry erase board or flip chart will be provided to the candidate to enable him/her to better structure the training. This exercise will occur in a medium sized meeting room with chairs arranged in a classroom style setting.
Dimensions	Planning and organization, oral communication, interpersonal skills, management and supervisory skills, leadership.

Written Exercises

Exercise	Written problem-solving exercise
Description	This exercise requires the candidates to compose a written narrative related to an important departmental issue. The goal of this exercise is to outline the thought process that is used in solving a problem or reasoning through a difficult issue. This exercise is useful for evaluating basic problem solving skills, judgment and reasoning, and written communication. This exercise can also be administered to many candidates at the same time and does not require the use of role-players.
Themes	Following are optional topics that can be used: <ul style="list-style-type: none"> ▪ The candidate must identify critical issues facing the department and how he/she would handle these issues. ▪ The candidate is faced with a difficult personnel issue (subordinate performance deficiency or sexual harassment) and must outline in a narrative how he/she would handle this issue. ▪ The candidate will be asked to make suggestions for improving and better implementing a current departmental policy. The policy will be selected by the agency.
Time	The candidate will be allowed one to two hours, depending on the complexity of the questions, to complete this exercise.
Resources	A large classroom will be necessary to administer this exercise to a large number of candidates.
Dimensions	Judgment and reasoning, written communication, planning and organization, management and supervisory skills.

Exercise	Incident report proof-reading exercise
Description	This exercise uses copies of your agency's incident report to assess the candidate's ability to proof read an incident report for serious errors. A sample report will be created containing errors in documenting critical information and general grammatical and writing errors. The candidate will be asked to proofread the document, identify errors and suggest changes for improving the report.

Themes	Any standardized report can be used for this exercise.
Time	The candidate will be allowed 15 to 20 minutes to complete this assignment.
Resources	A large classroom will be necessary to administer this exercise to a large number of candidates.
Dimensions	Problem analysis/problem-solving, written communication.

In-Basket Exercise

Exercise	In-basket/In-box
Description	The candidate is told that he/she was recently promoted and has inherited the former incumbent's in-basket. It is imperative that he/she go through the in-basket and prioritize and respond to as many items as possible. There are approximately 10 to 20 memos, letters, email messages, phone messages, and other correspondence of varying importance and urgency that deal with personnel issues, scheduling, citizen concerns, planning and development, departmental issues, etc. The successful candidate will properly prioritize the items and provide appropriate written responses for how the issue at hand would be dealt with. In some cases the candidate may have to write a letter and in others simply detail an action-plan that he/she would follow to deal with the situation. There may be an additional follow-up period when assessors question the candidate regarding his/her chosen course of action.
Themes	There are a variety of in-basket items that are part of this exercise; however, depending on the role of supervisors in your department, more items of the following variety can be incorporated into the exercise in greater quantity: employee misconduct issues, citizen complaints, service-oriented requests, employee counseling issues, or scheduling/administrative issues.
Time	There is a 10 to 15 minute instruction period prior to the start of the exercise and, depending on the number of in-basket items, this exercise will last one to two hours.
Resources	The in-basket exercise is rated by two or three assessors following the administration period. This exercise requires a classroom-style room for administration to multiple candidates.
Dimensions	Planning and organizing, problem analysis/problem solving, judgment and reasoning, decision-making ability, management and supervisory skills, written communication.

Situational Structured Oral Assessment

Exercise	Situational oral assessment
Description	The situational oral assessment is a panel-style interview that requires the candidate to consider how he/she would respond to a variety of situations that he/she might encounter on the job. During the interview assessors will pose a variety of job-related questions to the candidate and will rate the candidate's response using behavioral rating criteria. The questions can cover a variety of job-related scenarios or interpersonal situations. This exercise is not intended to be a role-play, but certain questions can be converted into role-play scenarios to maintain the "simulation" feel of assessment centers.
Themes	The questions contained in the oral assessment can cover three to four of the following topics: dealing with a problem employee, controlling a tactical situation, managing operations of the agency, or improving one's own skills.
Time	This exercise typically lasts for 20 to 30 minutes.
Resources	A small meeting room will be required for this exercise.
Dimensions	Depending on the questions used, any performance dimension can be assessed in this format.

Performance Dimensions

The assessors that are used to rate candidate performance are guided by specific performance dimensions with behaviorally anchored criteria. These criteria allow the assessor to look for certain behaviors, actions and thought processes. This method of rating performance ensures consistent and fair ratings. IOS has constructed a comprehensive performance model through years of experience developing and conducting assessment centers for public safety agencies of all sizes. Following is a comprehensive list of the performance dimensions that can be assessed. The behaviorally anchored criteria that accompany these dimensions are specific to the

exercises that are used in the assessment center. This information is provided to demonstrate the model that IOS commonly uses. We expect that the performance model will be modified based on the job description for the target rank.

General Management Dimensions

<i>Composure:</i> The ability to work under stress and perform in unpleasant or traumatic circumstances. The ability to remain calm in stressful situations. The ability to handle stressful situations appropriately, remaining poised and professional. The ability to maintain emotional control in stressful situations.
<i>Conflict Resolution:</i> The ability to de-escalate tense situations and quiet potential disturbances. The ability to mediate interpersonal or physical conflict between individuals.
<i>Decision-Making Ability:</i> The ability to understand when a decision must be made and the willingness to make a decision. The ability to quickly and efficiently determine an appropriate course of action to target a particular situation.
<i>Honesty and Integrity:</i> The ability to act in an honest and fair manner. Willingness to accept responsibility for actions when things go wrong. The ability to display a high degree of integrity and professionalism in action and word.
<i>Interpersonal Skill:</i> The ability to listen to others and be considerate of the concerns of others. Ability to successfully and appropriately handle interpersonal interactions with others to gain trust, respect and mutual understanding. The ability to act with tact and diplomacy in dealings with the public - keeping public-relations concerns in mind when interacting with citizens, other agencies and the general public. The ability to counsel, support and be empathetic toward others. Ability to maintain positive work relations with others and interact with people of diverse backgrounds. The ability to use appropriate nonverbal cues to better convey intention of message.
<i>Judgment and Reasoning:</i> The ability to accurately perceive the important elements of a situation, evaluate the situation and determine plausible courses of action that would bring about a desirable result. The ability to reason through a particular problem and decipher a logical course of action. The ability to use common sense and intelligence in handling day-to-day activities, problems and decisions.
<i>Leadership:</i> The ability to set a proper tone for the functioning of the organization. Ability to serve as a role model in behavior, practice and word. The ability to motivate the organization as a whole to achieve greater efficiency and a higher level of purpose.
<i>Management and Supervisory Skills:</i> The ability to direct and guide personnel in the accomplishment of goals and tasks. (Includes skill in monitoring activities and evaluating results. Expectations and standards are clearly communicated, and consequences exist for insufficient performance.) The ability to assert proper authority and be assertive while maintaining the trust and respect of subordinates. The ability to motivate and counsel employees to greater performance. Skill in prioritizing and delegating the work of others.
<i>Oral Communication:</i> The ability to speak in a clear, concise, understandable and appropriate manner. The ability to deliver a message in such a way that others clearly understand its meaning. Appropriate use of nonverbal cues such as good eye contact, posture, etc.
<i>Planning and Organization:</i> Skill in establishing a course of action for oneself and others to accomplish goals. Skill in properly planning assignments, work duties and tasks; appropriate allocation of resources to ensure efficient, timely and smooth department operations. The ability to anticipate future needs and plan for the allocation of resources to meet those needs.
<i>Problem Analysis/Problem Solving:</i> The ability to quickly perceive problem areas, identify options and the potential impact of various solutions. The ability to determine courses of action or solutions to problems. The ability to implement targeted solutions.
<i>Public Relations Skill:</i> The ability to deal with the public in such a way as to protect the image and reputation of the department while providing the public or individuals with necessary or requested information. The ability to deal prudently with information such that the integrity of individuals or the department as a whole is not compromised.
<i>Self-Motivation:</i> The ability to remain motivated to perform one's job despite difficult circumstances, distractions or monotonous work. The ability to take charge when necessary and conduct tasks without being told to do so. The ability to work without supervision and accomplish tasks without prodding.
<i>Teamwork Orientation:</i> The ability to work with others in a positive, goal-oriented manner. Willingness and ability to accept a particular role in a team and selflessly carry out that role. Willingness to actively support

command staff policies and decisions.

Written Communication: The ability to convey written messages in a clear, concise and easy-to-read format. The ability to clearly express ideas in writing to convey intended meaning. The ability to use correct spelling, grammar, syntax and proper subject-verb agreement.

Exercise Review

IOS will develop the selected assessment exercises in their entirety, including candidate instructions, role-player scripts (if applicable), assessor rating guidelines, scoring scales, etc. Once exercise development is complete, IOS will work with the department to convene an SME meeting to review each exercise and its rating criteria. The purpose of this review will be to ensure that the details of each exercise are specific to the organization and operations of the department and to ensure that rating criteria are consistent with performance expectations of the department. During this review SMEs will also provide input to help define minimally acceptable performance on each exercise. This input will assist in the calibration of rating scales and will be critical during the training of assessors.

Assessment Center Scale and Scoring

All assessment center scores will be compiled in scoring booklets used by assessors during the course of the assessment process. These booklets will contain all behavioral rating criteria for each exercise as well as the scoring scale that will be used by assessors. The scale normally used by IOS is a 7-point scale that defines '7' as minimally qualified (adequate). The minimally qualified designation creates an effective cut-off score. During assessor training, assessors are informed that any score below '7' is considered less-than-qualified (poor). Therefore, the assessment process has a built-in cut-off score that assessors are keenly aware of and use to distinguish qualified candidates from unqualified.

4	5	6	7	8	9	10
Unacceptable	Very Poor	Poor	Adequate	Good	Very Good	Exceptional

IOS' personnel enter all score data collected from the assessment center process into a database. This process is performed once and then independently verified to ensure accuracy. Then, scoring equations are applied to the data set and subsequently, independently evaluated for accuracy. Obviously, it is of paramount importance that scores be correctly calculated and assigned. Given the vast number of data points collected in an assessment center, we take great care in compiling and calculating scores.

Final results will be provided to the HR Deputy Director within a mutually acceptable timeframe shortly after all rating forms have returned to IOS's offices. Results will be provided in a pre-approved format.

The HR Deputy Director will offer candidates a Post Assessment Review. IOS will provide materials necessary for this review, including candidate rating forms and candidates' work products.

Candidate Orientation

Preparedness plays a large role in creating fair promotional processes. Because many candidates that will compete in an assessment center have previously experienced assessment centers, it is helpful to provide an orientation process that allows first-time participants to gain the insight that seasoned candidates have obtained through experience. Further, assessment centers from year to year are often conducted by different consulting firms that often conduct assessment centers differently. It is important to clearly communicate to candidates how the assessment center will be conducted and how they will be evaluated. By supplying candidates with an opportunity to learn about and prepare for the assessment center, we will increase the reliability of candidate scores and reduce the risk of group score differences in the assessment center process.

IOS advocates the uses of a candidate orientation to create transparency and to provide helpful information to candidates. Specifically, we recommend that a live orientation presentation be delivered. This presentation can be video-recorded for presentation to candidates who were not able to attend the original orientation. Should additional sessions be necessary, these can be conducted based on the need of the individual agency. The following are common components of our candidate orientation guide:

- A general introduction to assessment centers
- A review of the assessment center development process
- Review of the types of exercises that can be included in the assessment center
- An in-depth discussion regarding the nuances of individual exercise types
- Review of the performance dimensions assessed
- Review of the scoring system used for the assessment center
- A discussion concerning assessors and assessor training
- Advice for preparing for assessment centers
- A brief discussion of common mistakes and misconceptions related to assessment centers (these will not cover specific performance expectations)
- A review of the rules governing the assessment center
- Question and answer session

Assessor/Role-player Recruitment

IOS will recruit assessors and role-players per the direction of HR.

Assessor Training

IOS will conduct in-depth assessor- and role-player-training workshops to prepare each assessor and role-player to participate in and score the assessment-center exercises. We will require approximately six to eight hours to train the assessors and role-players. This training is generally conducted the day prior to the administration of the assessment center to candidates. IOS will provide multiple consultants to facilitate training multiple panels at the same time. Following is an outline of the training that is provided:

Role-Players: During this time role-players will be briefed on their characters and the requirements of the roles. Role-players will be allowed ample time to ask questions concerning their roles and to practice their roles with IOS' consultants. Standardization and consistency of

presentation will be reinforced during the training session. The culmination of this training will be a mock assessment center that will combine the assessors and role-players.

Assessors: Prior to the administration of the assessment centers, assessors will receive an in-depth training session that focuses on a thorough description of the target rank and its responsibilities within the department, the assessor's role, the dimensions that are measured for the exercise with which the assessor will be involved, careful note-taking, behavioral observation, scoring, common rating errors, reliability of assessment, providing candidate feedback comments and specific assessor duties. Ideally, a representative of the department can be present to answer any specific questions that may arise. This training will also allow ample time for assessor questions and for practice with mock candidates. This training session will end with a mock assessment center that involves the role-players.

Assessment Administration

IOS oversees the administration of the assessment center process. We send sufficient personnel to conduct all essential functions of orienting candidates, moving candidates throughout the assessment process, answering candidate questions, etc. We may request minor administrative support from the agency to assist in candidate sign-in or to monitor candidates.

Prior to mapping out a final assessment administration plan, IOS will meet with agency personnel to discuss administration options. There are several competing interests in any assessment center administration process including: assessment length, the type of exercises utilized, test security and other related factors. Depending on how your agency views these competing interests, a decision must be made regarding how to implement your assessment center administration. IOS has implemented assessments using each of the methods described below on numerous occasions and is intimately familiar with the nuisances of each method. There are typically two contrasting methods—a sequestering method and a traditional model.

Traditional Model of Assessment Administration

In order to have the most robust and convenient testing process, it is usually ideal to use one assessor panel to rate each exercise (every candidate is seen by the same assessors per exercise). That said, this requires multiple days of administration, requires the use of signed confidentiality agreements and involves an element of “trust” in regard to your candidate population. This typifies the “traditional” model of assessment administration. Since we can typically process a maximum of 16-18 candidates per day in a given rating panel, the number of days is then determined by the number of candidates divided by this number (i.e., 15 or 18).

For example, assuming that there are 48 candidates scheduled to participate in an assessment center, with three exercises and three assessors per rating panel. This example would require three rating panels (nine total assessors if using three per panel) and three (3) days of assessment administration and an additional day for training.

While this system allows for many advantages (i.e., fewer assessors required, less staffing burden on the agency, greater standardization of rating panels, etc.), the one major concern is that this system allows for a potential breach of security should a candidate from day one inform other candidates in subsequent days of the content of the assessment. Certainly, this

concern can be preempted by requiring candidate confidentiality agreements, but these are not a perfect protection. Therefore, we seek to inform agencies of the strengths and weakness of various models and select the system that best meets the needs and concerns of the agency. An alternate option is the use of a sequestered assessment model.

Sequestered Assessment Administration Model(s)

In a sequestered assessment, all candidates compete in a given exercise in a single day. A sequestering approach may utilize an a.m. arrival group and a p.m. arrival group. All candidates are sequestered in the process for 4-6 hours to ensure there are no security leaks. There are numerous variations on this approach. In the most typical version of this approach, all candidates are processed through all exercises in a single day. This approach becomes challenging with a large number of candidates but is entirely workable. For example, if there are 48 candidates scheduled for an assessment and two live exercises (with a third written exercise), a city would require six (6) rating panels to run the assessment and a large number of rooms. All exercises could be administered in a single day and the two live exercises could be evaluated on the first day. The written exercise could then be evaluated on a second day. If a third live exercise was introduced instead of a written exercise, nine (9) rating panels would be required in this example, assuming that 16 candidates could be processed by a panel in a single day.

Another variation on this approach is to require multiple days of participation by candidates. IOS has utilized this process with the Houston Police Department, the Atlanta Police Department, Washington D.C. Fire & EMS and the Buffalo Police Department. In this approach, candidate sequestering is again utilized, though candidates are required to attend the assessment across two or three days. This method can cut down on the number of rating panels needed as all candidates do not need to be processed in a given exercise in a single day.

The City of Houston employed this model with a 50-candidate lieutenant assessment center in 2010. IOS required participation by candidates across three consecutive days. A sequestering process was used within each day to ensure absolute test security. Candidates were “held” within the assessment for 3-6 hours each day. This process was accomplished in three days, while a fourth day was reserved for training. The disadvantage of this approach is that it is not as convenient for those competing in this process. The advantage of this approach is that a sequestered process can be utilized with only three rating panels.

A third variation employs the use of videotaping. While other vendors use this method as a primary assessment administration method, we have utilized this method on occasion to address a concern or solve a logistical issue involving the administration (or when required by contract). An advantage to this model is that the videotaping methodology allows the administrator to process more candidates in a day (upwards of 25 per room vs. 15-18) and allows for fewer rating panels to evaluate the exercise. With this method, the administration can be conducted as a sequestered process, with the ratings occurring over a longer period of time. A disadvantage to this model is that candidates far prefer interaction with live assessors than giving a presentation to a video-camera and they are less likely to rate the process as highly job-related.

In some instances, we have combined a videotaping approach with a multiple-day sequestering approach to gain further efficiencies.

In summary, IOS and our staff are experts in assessment center implementation. We will evaluate your situation and your preferences and recommend an appropriate approach. We have a great deal of experience with each approach and can work effectively with all methods.

IOS will produce all exercise materials needed for the administration of the assessment center and will develop an administration schedule that allows for the efficient processing of all eligible candidates through the assessment center in the most secure manner possible. IOS will work with the department to ensure that the administration schedule is effective based on personnel staffing and manpower concerns and any specific concerns that the department may have about test security.

While IOS will oversee the administration of the assessment center, candidates will actually be rated by assessors from outside agencies that hold a rank at or above the level of this target process. One of IOS primary jobs is to monitor assessor performance and to ensure standardized and reliable ratings are being obtained.

Candidate Feedback

IOS will be responsible for providing candidates with a written feedback report. This report will provide information about the candidates' performance on each assessment center exercise, each dimension and on the assessment overall. The report will also highlight assessor observations. Finally, the report will provide information about candidate strengths and developmental needs.

During the assessment center, assessors will be required to document the candidates' primary strengths and developmental needs for each assessment exercise. During assessor training, assessors will be instructed as to what information to include as feedback. Assessors will also be encouraged to highlight points for each assessment exercise that increased the candidates' performance for that scenario or decreased the candidates' performance. All comments will be screened to ensure that assessors are identifying behaviors that will be understandable to the candidate. This screening will also ensure that there are no inappropriate comments included in the candidates' feedback reports. Candidates will also be offered normative information so that they can compare their performance with that of the rest of their peer group. This information will assist the candidates in understanding the scale and how other candidates performed as a group.

Candidate feedback reports will be provided to the HR Deputy Director within a mutually agreeable timeframe. Results will be provided in a pre-approved format.

Technical Reporting

IOS will compile a technical report to document the development, validation and administration of the promotional processes for each of the target ranks. The report will be consistent with legal and professional guides including the Uniform Guidelines on Employee Selection Procedures. The report will cover the following topics:

- Job analysis method and results
- Written exam development method, cut-score selection and job analysis linkage
- Assessment center development method and job analysis linkage
- Exam and assessment center administration and results
- Adverse impact statistics
- Process review and recommendations

This report will be provided within a mutually agreeable timeframe after the assessment center scoring is complete.

USERRA Candidates

For any candidates returning from military deployment, IOS will:

- reassemble the written exam booklet
- provide written examination results
- administer the assessment center exercises
- provide training to assessor training
- provide candidate final feedback report

Time Allocation

Fire Driver:

<i>Project Step</i>	<i>Consultant Hrs.</i>	<i>Consulting Assoc. Hrs.</i>	<i>Tech. Wrtr. Hrs</i>	<i>Admin. Hrs.</i>
Job Analysis	13	24	0	4
Incumbent interviews/observations.	8	8		
Job analysis questionnaire development and admin.	3	8		4
Analysis and technical reporting.	2	8		
Written Job Knowledge Examination	12	8	60	0
Work with SMEs to develop an examination plan that is linked to the job analysis, and select appropriate knowledge sources.	2			
Draft 150 multiple choice questions based on exam plan.	2	5	52	
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	5		8	
Score exam and provide summary report.	3	3		

Fire Lieutenant:

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.
Job Analysis	13	24	0	4
Incumbent interviews/observations.	8	8		
Job analysis questionnaire development and admin.	3	8		4
Analysis and technical reporting.	2	8		
Written Job Knowledge Examination	12	8	60	0
Work with SMEs to develop an examination plan that is linked to the job analysis, and select appropriate knowledge sources.	2			
Draft 150 multiple choice questions based on exam plan.	2	5	52	
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	5		8	
Score exam and provide summary report.	3	3		

Fire Captain:

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.
Job Analysis	13	24	0	4
Incumbent interviews/observations.	8	8		
Job analysis questionnaire development and admin.	3	8		4
Analysis and technical reporting.	2	8		
Written Job Knowledge Examination	12	8	60	0
Work with SMEs to develop an examination plan that is linked to the job analysis, and select appropriate knowledge sources.	2			
Draft 150 multiple choice questions based on exam plan.	2	5	52	
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	5		8	
Score exam and provide summary report.	3	3		
Assessment Center Development	75	57	0	5
Design three assessment center exercises based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	32			
Review exercises with SMEs to refine exercise details and ensure accuracy of criteria.	3	1		
Develop efficient assessment schedule and coordinate needs for assessment site; recruit assessors and role-players as necessary.	3	8		
Administer the assessment center (estimated 40 candidates: 4 days, 2 staff)	32	32		
Compile assessment scores and conduct quality controls.	3	4		3
Develop candidate feedback reports.	2	12		2
Candidate Orientation Presentation	5	0	0	0
Prepare and deliver a candidate preparation/orientation presentation.	5			
Technical Report	3	6	2	0
Draft report to document test development, validation and results.	3	6	2	

Fire Battalion Chief:

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.
Job Analysis	13	24	0	4
Incumbent interviews/observations.	8	8		
Job analysis questionnaire development and admin.	3	8		4
Analysis and technical reporting.	2	8		
Written Job Knowledge Examination	12	8	60	0
Work with SMEs to develop an examination plan that is linked to the job analysis, and select appropriate knowledge sources.	2			
Draft 150 multiple choice questions based on exam plan.	2	5	52	
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	5		8	
Score exam and provide summary report.	3	3		
Assessment Center Development	56	31	0	3
Design three assessment center exercises based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	32			
Review exercises with SMEs to refine exercise details and ensure accuracy of criteria.	3	1		
Develop efficient assessment schedule and coordinate needs for assessment site; recruit assessors and role-players as necessary.	3	8		
Administer the assessment center (estimated 10 candidates: 2 days, 2 staff)	16	16		
Compile assessment scores and conduct quality controls.	1	2		2
Develop candidate feedback reports.	1	4		1
Candidate Orientation Presentation	5	0	0	0
Prepare and deliver a candidate preparation/orientation presentation.	5			
Technical Report	3	6	2	0
Draft report to document test development, validation and results.	3	6	2	

Police Sergeant:

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.
Job Analysis	13	24	0	4
Incumbent interviews/observations.	8	8		
Job analysis questionnaire development and admin.	3	8		4
Analysis and technical reporting.	2	8		
Written Job Knowledge Examination	12	8	60	0
Work with SMEs to develop an examination plan that is linked to the job analysis, and select appropriate knowledge sources.	2			
Draft 150 multiple choice questions based on exam plan.	2	5	52	
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	5		8	
Score exam and provide summary report.	3	3		
Assessment Center Development	83	68	0	5
Design three assessment center exercises based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	32			
Review exercises with SMEs to refine exercise details and ensure accuracy of criteria.	3	1		
Develop efficient assessment schedule and coordinate needs for assessment site; recruit assessors and role-players as necessary.	3	8		
Administer the assessment center (estimated 50 candidates: 5 days, 2 staff)	40	40		
Compile assessment scores and conduct quality controls.	3	5		3
Develop candidate feedback reports.	2	14		2
Candidate Orientation Presentation	5	0	0	0
Prepare and deliver a candidate preparation/orientation presentation.	5			
Technical Report	3	6	2	0
Draft report to document test development, validation and results.	3	6	2	

Police Lieutenant:

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.
Job Analysis	13	24	0	4
Incumbent interviews/observations.	8	8		
Job analysis questionnaire development and admin.	3	8		4
Analysis and technical reporting.	2	8		
Written Job Knowledge Examination	12	8	60	0
Work with SMEs to develop an examination plan that is linked to the job analysis, and select appropriate knowledge sources.	2			
Draft 150 multiple choice questions based on exam plan.	2	5	52	
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	5		8	
Score exam and provide summary report.	3	3		
Assessment Center Development	64	43	0	4
Design three assessment center exercises based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	32			
Review exercises with SMEs to refine exercise details and ensure accuracy of criteria.	3	1		
Develop efficient assessment schedule and coordinate needs for assessment site; recruit assessors and role-players as necessary.	3	8		
Administer the assessment center (estimated 25 candidates: 3 days, 2 staff)	24	24		
Compile assessment scores and conduct quality controls.	1	2		2
Develop candidate feedback reports.	1	8		2
Candidate Orientation Presentation	5	0	0	0
Prepare and deliver a candidate preparation/orientation presentation.	5			
Technical Report	3	6	2	0
Draft report to document test development, validation and results.	3	6	2	

Management Summary

IOS' project management system is simple and effective. Our corporation employs a large team of Industrial/Organizational Psychologists who serve as project managers/ consultants. From this team, a single individual is identified to manage the day-to-day responsibilities associated with a given project/client. While there is one point of contact in order to simplify the communication process between client and consultant, there is also a team of individuals available to support the project and multiple consultants who are familiar with the project status. Following is an overview of the tenets of our project management system:

1. **Sole Point-of-Contact:** A single, primary consultant/project director is designated to head a project. This ensures a consistent source of information for the client and simple, effective lines of communication. This individual will be available by email, office phone and cell phone on a regular basis. A secondary contact person will also be designated should the agency have an urgent need to contact someone at IOS to discuss the project.
2. **Team Support:** While a single person is managing the project, that person is supported by a large team of consultants, technical writers, project assistants, job analysts, and administrative staff to ensure that the necessary manpower is always available to accomplish the job at hand. The project manager will leverage this assistance to accomplish the proposed project plan according to the stated schedule. The project director is responsible for quality control measures and for transfer of all project deliverables. IOS maintains one of the largest professional staffs in the public safety selection consulting industry, allowing us to meet your agencies needs with a great deal of flexibility and responsiveness.
3. **Team Leader Oversight:** The project director is supervised by the Team Leader, who ensures that all timelines are met and all project works meets our high standards. The Team Leader regularly meets with project director to discuss project progress and strategies. We constantly analyze and evaluate our methodologies in a 'group think' setting to ensure an efficient, effective and state-of-the-art solution.
4. **Planning and Scheduling System:** The project director will be the main client contact and will conduct weekly planning and coordination meetings with the entire project time to ensure that work is efficiently allocated and project managers/coordinators and technical writing staff are on schedule and producing work that follows our methodology and meets our high standards.

Appendix A



Disclosures:

No selectmen or other officer, employee or person who is payable in whole or in part from the City currently has any direct or indirect personal interest in IOS.

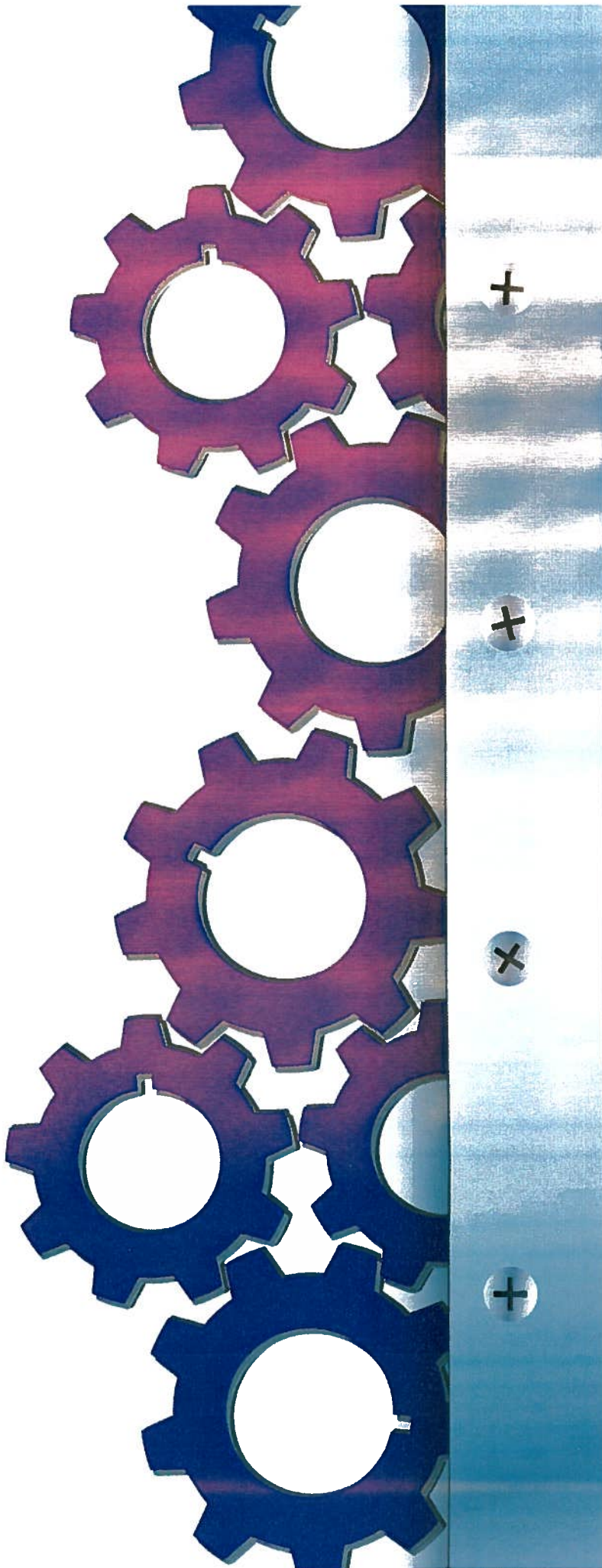
IOS, nor any of our employees, have been named as a defendant in any litigation brought as a results of any contract operations for operations and maintenance.

IOS have never been terminated, fired or replaced on a project other than though contracts that have been terminated due to completion.

While we have served as experts, we have never been successfully challenged in litigation.



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			Numeric		
Rank	Item/Description	Quantity Required	Proposal Amount	Total Cost	
Driver	Job Analysis and Written Exam	1	\$ 14,205.00	\$ 14,205.00	
Lieutenant	Job Analysis and Written Exam	1	\$ 14,205.00	\$ 14,205.00	
Captain	Job Analysis and Written Exam	1	\$ 11,365.00	\$ 11,365.00	
Captain	Assessment Center	1	\$ 19,250.00	\$ 19,250.00	
Captain	Submit Technical Reports	1	\$ 1,145.00	\$ 1,145.00	

Captain	Travel	1	\$ 7,155.00	\$ 7,155.00
Battalion Chief	Travel	1	\$ 6,055.00	\$ 6,055.00
Battalion Chief	Job Analysis and Written Exam	1	\$ 11,365.00	\$ 11,365.00
Battalion Chief	Assessment Center	1	\$ 13,715.00	\$ 13,715.00
Battalion Chief	Submit Technical Reports	1	\$ 1,145.00	\$ 1,145.00

AFR USERRA	Process	1	\$ 5,950.00	\$ 5,950.00
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Sergeant	Job Analysis and Written Exam	1	\$ 11,365.00	\$ 11,365.00
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Sergeant	Assessment Center	1	\$ 21,555.00	\$ 21,555.00
Sergeant	Submit Technical Reports	1	\$ 1,145.00	\$ 1,145.00
Sergeant	Travel	1	\$ 7,250.00	\$ 7,250.00
Lieutenant	Job Analysis and Written Exam	1	\$ 11,365.00	\$ 11,365.00
Lieutenant	Assessment Center	1	\$ 16,130.00	\$ 16,130.00
Lieutenant	Submit Technical Reports	1	\$ 1,145.00	\$ 1,145.00
Lieutenant	Travel	1	\$ 6,445.00	\$ 6,445.00

APD USERRA	Process	1	\$ 5,950.00	\$ 5,950.00
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