

**CONTRACT RESULTING FROM REQUEST FOR PROPOSAL NUMBER 10089946-23-D
Consulting Services for Police Promotional Examinations**

This Contract (Contract) is entered into by and between the City of San Diego, a municipal corporation (City), and the successful proposer to Request for Proposal (RFP) # 10089946-23-D Consulting Services for Police Promotional Examinations (Contractor).

RECITALS

On or about 10/28/2022, City issued an RFP to prospective proposers on services to be provided to the City. The RFP and any addenda and exhibit thereto are collectively referred to as the "RFP." The RFP is attached hereto as Exhibit A.

City has determined that Contractor has the expertise, experience, and personnel necessary to provide the services.

City wishes to retain Contractor to provide police promotional examination services as further described in the Scope of Work, attached hereto as Exhibit B. (Services).

For good and valuable consideration, the sufficiency of which is acknowledged, City and Contractor agree as follows:

**ARTICLE I
CONTRACTOR SERVICES**

1.1 Scope of Work. Contractor shall provide the Services to City as described in Exhibit B which is incorporated herein by reference. Contractor will submit all required forms and information described in Exhibit A to the Purchasing Agent before providing Services.

1.2 General Contract Terms and Provisions. This Contract incorporates by reference the General Contract Terms and Provisions, attached hereto as Exhibit C.

1.3 Contract Administrator. The Personnel Department is the Contract Administrator for this Agreement. Contractor shall provide the Services under the direction of a designated representative of the Department as follows:

Contract Administrator
Salvador Gonzalez, Senior Personnel Analyst
1200 Third Avenue, Suite 300
Personnel Department (619) 236-7734
Salvadorg@sandiego.gov

**ARTICLE II
DURATION OF CONTRACT**

2.1 Term. This Contract shall be for a period of one (1) year beginning on the Effective Date. City may, in its sole discretion, extend this Contract for four (4) additional one (1) year period(s). Unless otherwise terminated, this Contract shall be effective until completion of the Scope of Services. The term of this Contract shall not exceed five (5) years unless approved by the City Council by ordinance.

2.2 Effective Date. This Contract shall be effective on the date it is executed by the last Party to sign the Contract and approved by the City Attorney in accordance with San Diego Charter Section 40.

ARTICLE III COMPENSATION

3.1 Amount of Compensation. City shall pay Contractor for performance of all Services rendered in accordance with this Contract in an amount not to exceed \$500,000.00.

ARTICLE IV WAGE REQUIREMENTS

4.1 Reserved.

ARTICLE V CONTRACT DOCUMENTS

5.1 Contract Documents. The following documents comprise the Contract between the City and Contractor: this Contract and all exhibits thereto, the RFP; the Notice to Proceed; and the City's written acceptance of exceptions or clarifications to the RFP, if any.

5.2 Contract Interpretation. The Contract Documents completely describe the Services to be provided. Contractor will provide any Services that may reasonably be inferred from the Contract Documents or from prevailing custom or trade usage as being required to produce the intended result whether or not specifically called for or identified in the Contract Documents. Words or phrases which have a well-known technical or construction industry or trade meaning and are used to describe Services will be interpreted in accordance with that meaning unless a definition has been provided in the Contract Documents.

5.3 Precedence. In resolving conflicts resulting from errors or discrepancies in any of the Contract Documents, the Parties will use the order of precedence as set forth below. The 1st document has the highest priority. Inconsistent provisions in the Contract Documents that address the same subject, are consistent, and have different degrees of specificity, are not in conflict and the more specific language will control. The order of precedence from highest to lowest is as follows:

- 1st Any properly executed written amendment to the Contract
- 2nd The Contract
- 3rd The RFP and the City's written acceptance of any exceptions or clarifications to the RFP, if any
- 4th Contractor's Pricing

5.4 Counterparts. This Contract may be executed in counterparts which, when taken together, shall constitute a single signed original as though all Parties had executed the same page.

5.5 Public Agencies. Other public agencies, as defined by California Government Code section 6500, may choose to use the terms of this Contract, subject to Contractor's acceptance. The City is not liable or responsible for any obligations related to a subsequent Contract between Contractor and another public agency.

IN WITNESS WHEREOF, this Contract is executed by City and Contractor acting by and through their authorized officers.

CONTRACTOR

CITY OF SAN DIEGO
A Municipal Corporation

Industrial/Organizational Solutions, Inc.

Proposer
1520 Kensington Road
Suite 110
Street Address

Oak Brook
City

888.784.1290
Telephone No.

chad@iosolutions.com
E-Mail

BY:




Print Name:

Claudia C. Abarca
Director, Purchasing & Contracting Department

April 17, 2023
Date Signed

BY:


Signature of Proposer's
Authorized Representative

Chad C. Legel
Print Name

President & CEO
Title

11.30.2022
Date

Approved as to form this 18th day of
April, 20 23.
MARA W. ELLIOTT, City Attorney

BY: 
Deputy City Attorney
Miguel Merrell

EXHIBIT A
PROPOSAL SUBMISSION AND REQUIREMENTS

A. PROPOSAL SUBMISSION

1. Timely Proposal Submittal. Proposals must be submitted as described herein to the Purchasing & Contracting Department (P&C).

1.1 Reserved.

1.2 Paper Proposals. The City will accept paper proposals in lieu of eProposals. Paper proposals must be submitted in a sealed envelope to the Purchasing & Contracting Department (P&C) located at 1200 Third Avenue, Suite 200, San Diego, CA 92101. The Solicitation Number and Closing Date must be referenced in the lower left-hand corner of the outside of the envelope. Faxed proposals will not be accepted.

1.3 Proposal Due Date. Proposals must be submitted prior to the Closing Date indicated on the eBidding System. E-mailed and/or faxed proposals will not be accepted.

1.4 Pre-Proposal Conference. No pre-proposal conference will be held for RFP.

1.4.1 Reserved.

1.5 Questions and Comments. Written questions and comments must be submitted electronically via the eBidding System no later than the date specified on the eBidding System. Only written communications relative to the procurement shall be considered. The City's eBidding System is the only acceptable method for submission of questions. All questions will be answered in writing. The City will distribute questions and answers without identification of the inquirer(s) to all proposers who are on record as having received this RFP, via its eBidding System. No oral communications can be relied upon for this RFP. Addenda will be issued addressing questions or comments that are determined by the City to cause a change to any part of this RFP.

1.6 Contact with City Staff. Unless otherwise authorized herein, proposers who are considering submitting a proposal in response to this RFP, or who submit a proposal in response to this RFP, are prohibited from communicating with City staff about this RFP from the date this RFP is issued until a contract is awarded.

2. Proposal Format and Organization. Unless electronically submitted, all proposals should be securely bound and must include the following completed and executed forms and information presented in the manner indicated below:

Tab A - Submission of Information and Forms.

2.1 Completed and signed Contract Signature Page. If any addenda are issued, the latest Addendum Contract Signature Page is required.

2.2 Exceptions requested by proposer, if any. The proposer must present written factual or legal justification for any exception requested to the Scope of Work, the Contract, or the Exhibits thereto. Any exceptions to the Contract that have not been accepted

by the City in writing are deemed rejected. The City, in its sole discretion, may accept some or all of proposer's exceptions, reject proposer's exceptions, and deem the proposal non-responsive, or award the Contract without proposer's proposed exceptions. The City will not consider exceptions addressed elsewhere in the proposal.

2.3 The Contractor Standards Pledge of Compliance Form.

2.4 Equal Opportunity Contracting forms including the Work Force Report and Contractors Certification of Pending Actions.

2.5 Reserved.

2.6 Reserved.

2.7 Reserved.

2.8 Additional Information as required in Exhibit B.

2.9 Reserved.

Tab B - Executive Summary and Responses to Specifications.

2.10 A title page.

2.11 A table of contents.

2.12 An executive summary, limited to one typewritten page, that provides a high-level description of the proposer's ability to meet the requirements of the RFP and the reasons the proposer believes itself to be best qualified to provide the identified services.

2.13 Proposer's response to the RFP.

Tab C - Cost/Price Proposal (if applicable). Proposers shall submit a cost proposal in the form and format described herein. Failure to provide cost(s) in the form and format requested may result in proposal being declared non-responsive and rejected.

3. Proposal Review. Proposers are responsible for carefully examining the RFP, the Specifications, this Contract, and all documents incorporated into the Contract by reference before submitting a proposal. If selected for award of contract, proposer shall be bound by same unless the City has accepted proposer's exceptions, if any, in writing.

4. Addenda. The City may issue addenda to this RFP as necessary. All addenda are incorporated into the Contract. The proposer is responsible for determining whether addenda were issued prior to a proposal submission. Failure to respond to or properly address addenda may result in rejection of a proposal.

5. Quantities. The estimated quantities provided by the City are not guaranteed. These quantities are listed for informational purposes only. Quantities vary depending on the demands of the City. Any variations from the estimated quantities shall not entitle the proposer to an adjustment in the unit price or any additional compensation.

6. Quality. Unless otherwise required, all goods furnished shall be new and the best of their kind.

6.1 Items Offered. Proposer shall state the applicable trade name, brand, catalog, manufacturer, and/or product number of the required good, if any, in the proposal.

6.2 Brand Names. Any reference to a specific brand name in a solicitation is illustrative only and describes a component best meeting the specific operational, design, performance, maintenance, quality, or reliability standards and requirements of the City. Proposer may offer an equivalent or equal in response to a brand name referenced (Proposed Equivalent). The City may consider the Proposed Equivalent after it is subjected to testing and evaluation which must be completed prior to the award of contract. If the proposer offers an item of a manufacturer or vendor other than that specified, the proposer must identify the maker, brand, quality, manufacturer number, product number, catalog number, or other trade designation. The City has complete discretion in determining if a Proposed Equivalent will satisfy its requirements. It is the proposer's responsibility to provide, at their expense, any product information, test data, or other information or documents the City requests to properly evaluate or demonstrate the acceptability of the Proposed Equivalent, including independent testing, evaluation at qualified test facilities, or destructive testing.

7. Modifications, Withdrawals, or Mistakes. Proposer is responsible for verifying all prices and extensions before submitting a proposal.

7.1 Modification or Withdrawal of Proposal Before Proposal Opening. Prior to the Closing Date, the proposer or proposer's authorized representative may modify or withdraw the proposal by providing written notice of the proposal modification or withdrawal to the City Contact via the eBidding System. E-mail or telephonic withdrawals or modifications are not permissible.

7.2 Proposal Modification or Withdrawal of Proposal After Proposal Opening. Any proposer who seeks to modify or withdraw a proposal because of the proposer's inadvertent computational error affecting the proposal price shall notify the City Contact identified on the eBidding System no later than three working days following the Closing Date. The proposer shall provide worksheets and such other information as may be required by the City to substantiate the claim of inadvertent error. Failure to do so may bar relief and allow the City recourse from the bid surety. The burden is upon the proposer to prove the inadvertent error. If, as a result of a proposal modification, the proposer is no longer the apparent successful proposer, the City will award to the newly established apparent successful proposer. The City's decision is final.

8. Incurred Expenses. The City is not responsible for any expenses incurred by proposers in participating in this solicitation process.

9. Public Records. By submitting a proposal, the proposer acknowledges that any information submitted in response to this RFP is a public record subject to disclosure unless the City determines that a specific exemption in the California Public Records Act (CPRA) applies. If the proposer submits information clearly marked confidential or proprietary, the City may protect such information and treat it with confidentiality to the extent permitted by law. However, it will be the responsibility of the proposer to provide to the City the specific legal grounds on which the City can rely in withholding information requested under the CPRA should the City choose to withhold such information. General references to sections of

the CPRA will not suffice. Rather, the proposer must provide a specific and detailed legal basis, including applicable case law, that clearly establishes the requested information is exempt from the disclosure under the CPRA. If the proposer does not provide a specific and detailed legal basis for requesting the City to withhold proposer's confidential or proprietary information at the time of proposal submittal, City will release the information as required by the CPRA and proposer will hold the City, its elected officials, officers, and employees harmless for release of this information. It will be the proposer's obligation to defend, at proposer's expense, any legal actions or challenges seeking to obtain from the City any information requested under the CPRA withheld by the City at the proposer's request. Furthermore, the proposer shall indemnify and hold harmless the City, its elected officials, officers, and employees from and against any claim or liability, and defend any action brought against the City, resulting from the City's refusal to release information requested under the CPRA which was withheld at proposer's request. Nothing in the Contract resulting from this proposal creates any obligation on the part of the City to notify the proposer or obtain the proposer's approval or consent before releasing information subject to disclosure under the CPRA.

10. Right to Audit. The City Auditor may access proposer's records as described in San Diego Charter section 39.2 to confirm contract compliance.

B. PRICING

1. Fixed Price. All prices shall be firm, fixed, fully burdened, FOB destination, and include any applicable delivery or freight charges, and any other costs required to provide the requirements as specified in this RFP. The lowest total estimated contract price of all the proposals that meet the requirements of this RFP will receive the maximum assigned points to this category as set forth in this RFP. The other price schedules will be scored based on how much higher their total estimated contract prices compare with the lowest:

$$(1 - \frac{\text{contract price} - \text{lowest price}}{\text{lowest price}}) \times \text{maximum points} = \text{points received}$$

For example, if the lowest total estimated contract price of all proposals is \$100, that proposal would receive the maximum allowable points for the price category. If the total estimated contract price of another proposal is \$105 and the maximum allowable points is 60 points, then that proposal would receive $(1 - ((105 - 100) / 100) \times 60 = 57$ points, or 95% of the maximum points. The lowest score a proposal can receive for this category is zero points (the score cannot be a negative number). The City will perform this calculation for each Proposal.

2. Taxes and Fees. Taxes and applicable local, state, and federal regulatory fees should not be included in the price proposal. Applicable taxes and regulatory fees will be added to the net amount invoiced. The City is liable for state, city, and county sales taxes but is exempt from Federal Excise Tax and will furnish exemption certificates upon request. All or any portion of the City sales tax returned to the City will be considered in the evaluation of proposals.

3. Escalation. An escalation factor is not allowed unless called for in this RFP. If escalation is allowed, proposer must notify the City in writing in the event of a decline in

market price(s) below the proposal price. At that time, the City will make an adjustment in the Contract or may elect to re-solicit.

4. Unit Price. Unless the proposer clearly indicates that the price is based on consideration of being awarded the entire lot and that an adjustment to the price was made based on receiving the entire proposal, any difference between the unit price correctly extended and the total price shown for all items shall be offered shall be resolved in favor of the unit price.

C. EVALUATION OF PROPOSALS

1. Award. The City shall evaluate each responsive proposal to determine which proposal offers the City the best value consistent with the evaluation criteria set forth herein. The proposer offering the lowest overall price will not necessarily be awarded a contract.

2. Sustainable Materials. Consistent with Council Policy 100-14, the City encourages use of readily recyclable submittal materials that contain post-consumer recycled content.

3. Evaluation Process.

3.1 Process for Award. A City-designated evaluation committee (Evaluation Committee) will evaluate and score all responsive proposals. The Evaluation Committee may require proposer to provide additional written or oral information to clarify responses. Upon completion of the evaluation process, the Evaluation Committee will recommend to the Purchasing Agent that award be made to the proposer with the highest scoring proposal.

3.2 Reserved.

3.3 Reserved

3.4 Discussions/Negotiations. The City has the right to accept the proposal that serves the best interest of the City, as submitted, without discussion or negotiation. Contractors should, therefore, not rely on having a chance to discuss, negotiate, and adjust their proposals. The City may negotiate the terms of a contract with the winning proposer based on the RFP and the proposer's proposal or award the contract without further negotiation.

3.5 Inspection. The City reserves the right to inspect the proposer's equipment and facilities to determine if the proposer is capable of fulfilling this Contract. Inspection will include, but not limited to, survey of proposer's physical assets and financial capability. Proposer, by signing the proposal agrees to the City's right of access to physical assets and financial records for the sole purpose of determining proposer's capability to perform the Contract. Should the City conduct this inspection, the City reserves the right to disqualify a proposer who does not, in the City's judgment, exhibit the sufficient physical and financial resources to perform this Contract.

3.6 Evaluation Criteria. The following elements represent the evaluation criteria that will be considered during the evaluation process:

MAXIMUM
EVALUATION
POINTS

A. Responsiveness to the RFP.

30

1. Conformance to the specified RFP format.
2. Understanding of the Scope of Work, Core Requirements and Deliverables.
3. Organization, presentation, and thoroughness of content submittal.
4. Clarity and brevity of the response.
5. Ability to provide the requested services.
6. Ability to meet the requested timeframe.
7. Methods utilized to meet the requested services.

B. Staffing Plan.

20

1. Background of the proposer and subcontractors, if utilized.
2. Qualifications and technical competence of staff to be assigned to the project (staff bios, prior projects, roles and responsibilities, etc.).
3. Staffing capability to develop and deliver, in a timely manner, four promotional examinations per the specified Scope of Services.
4. Provisions for participation by the firm's key personnel.

C. Firm's Capability to provide the Services and Expertise and Past Performance.

40

1. Proven experience and technical competence of the firm and any subcontractors.
2. Demonstrated ability to provide the type of services required, considering the complexity of the project, and the strength and commitment of personnel assigned to the project.
3. Past record of performance, including such factors as quality of work, ability to meet deadlines, cooperation, responsiveness, and other pertinent managerial considerations.
4. Demonstrated ability to handle challenges to test items or components of the screening processes and/or appeals or litigation regarding the tests provided.
5. Demonstrated ability to obtain qualified assessors for the structured interview component of the examination process.
6. Demonstrated ability to provide quality feedback to candidates regarding their performance on the examination processes.
7. Specific experience working with government agencies developing Police promotional exams of similar size and scope.
8. Professional references of past performance.

D. Price.

10

SUB TOTAL MAXIMUM EVALUATION POINTS:

100

F. Participation by Small Local Business Enterprise (SLBE) or Emerging Local Business Enterprise (ELBE) Firms*

12

FINAL MAXIMUM EVALUATION POINTS INCLUDING SLBE/ELBE:

112

*The City shall apply a maximum of an additional 12 percentage points to the proposer's final score for SLBE OR ELBE participation. Refer to Equal Opportunity Contracting Form, Section V.

D. ANNOUNCEMENT OF AWARD

1. Award of Contract. The City will inform all proposers of its intent to award a Contract in writing.

2. Obtaining Proposal Results. No solicitation results can be obtained until the City announces the proposal or proposals best meeting the City's requirements. Proposal results may be obtained by: (1) e-mailing a request to the City Contact identified on the eBidding System or (2) visiting the P&C eBidding System to review the proposal results. To ensure an accurate response, requests should reference the Solicitation Number. Proposal results will not be released over the phone.

3. Multiple Awards. City may award more than one contract by awarding separate items or groups of items to various proposers. Awards will be made for items, or combinations of items, which result in the lowest aggregate price and/or best meet the City's requirements. The additional administrative costs associated with awarding more than one Contract will be considered in the determination.

E. PROTESTS. The City's protest procedures are codified in Chapter 2, Article 2, Division 30 of the San Diego Municipal Code (SDMC). These procedures provide unsuccessful proposers with the opportunity to challenge the City's determination on legal and factual grounds. The City will not consider or otherwise act upon an untimely protest.

F. SUBMITTALS REQUIRED UPON NOTICE TO PROCEED. The successful proposer is required to submit the following documents to P&C **within ten (10) business days** from the date on the Notice to Proceed letter:

1. Insurance Documents. Evidence of all required insurance, including all required endorsements, as specified in Article VII of the General Contract Terms and Provisions.

2. Taxpayer Identification Number. Internal Revenue Service (IRS) regulations require the City to have the correct name, address, and Taxpayer Identification Number (TIN) or Social Security Number (SSN) on file for businesses or persons who provide goods or services to the City. This information is necessary to complete Form 1099 at the end of each tax year. To comply with IRS regulations, the City requires each Contractor to provide a Form W-9 prior to the award of a Contract.

3. Business Tax Certificate. Unless the City Treasurer determines a business is exempt, all businesses that contract with the City must have a current business tax certificate.

4. Reserved.

5. Reserved.

6. COVID-19 Certification Form.

The City may find the proposer to be non-responsive and award the Contract to the next highest scoring responsible and responsive proposer if the apparent successful proposer fails to timely provide the required information or documents.

EXHIBIT B SCOPE OF WORK

A. BACKGROUND

The City of San Diego Personnel Department is responsible for managing the City's examination processes. This Request for Proposal (RFP) is being issued to solicit competition and to make an award to a qualified Proposer who can best provide the promotional examination processes specified for the following four classifications: Police Officer III, Police Detective, Police Sergeant and Police Lieutenant.

The City of San Diego, as a result of a Settlement Agreement with the San Diego Police Officers Association (SDPOA) is required to develop and implement promotional exam processes for Police Detective, Police Sergeant and Police Lieutenant according to specific requirements (see attached Settlement Agreement and Side Letter Agreement). Police Officer III does not fall under this Settlement Agreement. All candidates for Police Officer III, Police Detective, Police Sergeant and Police Lieutenant will be current San Diego Police Department officers.

The San Diego Police Department (SDPD) was established in May 1889. The SDPD provides patrol, traffic, investigative, record, laboratory, and support services. The police department personnel position descriptions for the four classifications specified are as follows:

Police Officer III:

Police Officers III, under general supervision, act in a lead capacity performing the more difficult, sensitive, and specialized law enforcement, patrol, and crime prevention functions. Examples of duties performed include but are not limited to: responding to serious and complex field problems such as missing juveniles and elders, potential riot situations, and community disturbances/protests; ensuring the safety of officers at critical incidents by taking a leadership role; providing technical expertise and experience at major crime scenes including crime scene preservation, evidence collection, witness and suspect interrogations, and preparing preliminary investigation reports; serving as a resource and training aide to other officers by providing guidance on identifying and proposing solutions to crime trends, suspect behaviors, and preliminary investigative techniques; participating as the representative of San Diego Police Department administration at regional and large special events as a subject expert on criminal behavior, crimes in progress, disaster incidents, missing persons, security and evacuation planning; writing after action reports at the conclusion of emergency incidents; providing technical expertise to patrol officers in crime analysis, including identification of patterns of criminal behavior, crime analysis, and other methods of identifying suspects during preliminary investigations; utilizing data processing information systems to support law enforcement and crime prevention efforts; and performing other work as assigned.

Police Detective:

Police Detectives, under general supervision, perform the more difficult, sensitive, and specialized law enforcement, patrol, and crime prevention functions. Examples of duties performed include but are not limited to: conducting in-depth criminal investigations including follow-up interviews and interrogations of

witnesses, victims and suspects; preparing detailed investigative reports and preparing cases for submittal for prosecution; performing extraditions; providing expert testimony and presenting evidence in court proceedings; operating in an undercover capacity in a variety of areas; utilizing various information systems to conduct investigations; preparing search and arrest warrants; performing uniform patrol functions, as necessary; handling multiple cases, ensuring deadlines are met; managing confidential informants; and performing other work as assigned.

Police Sergeant:

Police Sergeants, under general supervision, supervise an assigned squad of law enforcement officers and related personnel in crime prevention and law enforcement. Examples of duties performed include but are not limited to: coordinating community/police partnerships and other community relations programs including neighborhood watches and citizen patrols; overseeing recruitment and the use of volunteers including VIP (Volunteers in Policing) and RSVP (Retired Volunteer Police); supervising non-sworn personnel; attending community meetings and making presentations to community groups; training and advising police officers in the performance of their duties; assisting in the apprehension and arrest of law violators; reviewing reports of subordinates and preparing reports for higher ranking officers; responding to emergency calls; questioning suspects, interviewing witnesses and making court appearances; and performing other work as assigned.

Police Lieutenant:

Police Lieutenants, under direction, command or assist in the command of a departmental unit or a unit shift. Examples of duties include but are not limited to: directing, assigning, training, and supervising the work of police officers; taking charge of specialized sections in the department; reviewing criminal investigation progress reports and coordinating the activities of investigation details; consulting with courts and other agencies regarding criminal complaints and bail; formulating and administering a program of training for police personnel; evaluating the work performance of subordinates; directing and supervising the activities of the juvenile unit; answering inquiries from the public; completing assigned special surveys and investigations and preparing comprehensive reports; and performing other work as assigned.

The objective of this Request for Proposal (RFP) is to make an award to a Proposer that delivers the best value to the City, in accordance with this RFP, considering the technical and price evaluation factors as specified in this RFP. The City is interested in developing a relationship with a Proposer who is customer oriented, knowledgeable, and experienced with public safety promotional examination processes.

B. SPECIFICATIONS

The term of contract for the RFP is one (1) year from notice to proceed with four (4) additional one-year option periods. If options to renew are exercised, we expect to administer a total of three (3) processes for each classification under this contract. The eligible lists that will be generated after each process for each classification will

be in effect for two (2) years. For which, we expect to administer the examination processes every two years at around the same timeframe.

1. The Proposer shall be responsible for conducting a job analysis for each of the four specified job classifications (Police Officer III, Police Detective, Police Sergeant, Police Lieutenant). The proposer will coordinate the collection and analysis of information and materials relevant to the current work environment. The Personnel Department will request that San Diego Police Department (SDPD) nominate subject matter experts (SME's) to participate in the job analysis. The San Diego Police Officers Association (SDPOA) will have the option to nominate job analysis participants, who if selected will perform the same role as SDPD SME's. All participants will be selected by the San Diego Police Department and the Personnel Department based on the Proposers requirements. The job analysis results will determine the important tasks and the most important knowledge areas, skills, abilities (KSAs) and behaviors necessary at time of promotion. Based on the results of the job analysis the current Tasks and KSA's lists can be revised or replaced.
2. The Proposer shall be required to develop and administer an examination process that contains a content-valid, promotional written test and a structured oral interview for Police Officer III, a content-valid, promotional written test and structured oral interview for Police Detective, a content-valid, promotional written test and structured oral interview for Police Sergeant, and a content-valid promotional written test and structured oral interview process for Police Lieutenant. These examination processes (written test and structured oral interview) shall be customized specifically for the City and shall not contain any "off-the-shelf" exercises or written test materials. Proposer shall work with Police Department subject matter experts and the Personnel Department utilizing City of San Diego internal documents (e.g., San Diego Police Department Policy and Procedure Manual, San Diego Police Department Training Bulletins, San Diego Police Department Orders, San Diego Police Department Investigative Procedures, San Diego Police Department Inspections Guide, San Diego Police Department Discipline Manual) and any other specified relevant job related material (e.g., Public Safety Officers Procedural Bill of Rights Act, specified textbooks regarding leadership, supervision, effective communication) for the development and review of all examination material. Input from the Police Officers Association (SDPOA) will be obtained by the Personnel Department and will be submitted to the Proposer for consideration. The Proposer shall conduct the validation, development, and administration of a promotional written test and structured oral interview process for approximately 18 Police Officer III candidates; a promotional written test and structured oral interview process for approximately 188 Police Detective candidates; a written test and structured oral interview process for approximately 266 Police Sergeant candidates; and a written test and structured oral interview process for approximately 66 Police Lieutenant candidates.

Note: Since some individuals may apply for Police Officer III, Police Detective, and Police Sergeant, the written test and structured oral interview processes for these examinations must be unique and not contain any of the same items. Although the applicant population for Police Sergeant and Police Lieutenant

are unique, the written examinations for these classifications are held at different times. Therefore, any overlap in test items should be limited and only occur when necessary to cover important job knowledge areas.

3. The Proposer, per the Side Letter Agreement, shall develop a screening process for each classification that contains the following components and associated test weights:

Police Officer III:

A written test weighted 50% of the total exam score and a structured oral interview weighted 50% of the total exam score.

Police Detective:

A written test weighted 45% of the total exam score and a structured oral interview weighted 55% of the total exam score.

Police Sergeant:

A written test weighted 35% of the total exam score and a structured oral interview weighted 65% of the total exam score.

Police Lieutenant:

A written test weighted 25% of the total exam score and a structured oral interview weighted 75% of the total exam score.

NOTE: Based on the results of the job analysis conducted for these four classifications, the examination weights may be modified, with the approval of the City.

4. The Proposer shall be responsible for candidate orientation sessions regarding the screening processes utilized for all four examinations (written test and structured oral interview), which may include, but is not limited to, general information provided in writing. Typically, one candidate orientation session is conducted which covers the examination processes for all four classifications.

NOTE: The candidate orientation sessions can be conducted in person or in pre-recorded video/audio and audio files. A written version of the orientation is required for City records.

5. The Proposer shall be responsible for designing, proofing, printing, and shipping content-valid, multiple-choice formatted written tests for Police Officer III, Police Detective, Police Sergeant and Police Lieutenant. All written test items shall be referenced to the specific source from which they were drawn.

5.1 All four written tests must have a five (5) day review period after the exams are administered for potential challenges. Challenges to the test items will be scanned and emailed to the Proposer each day. The Proposer shall review all individual written test items challenged by candidates and shall prepare a written response and recommended resolution to each challenged item. The Personnel Department and San Diego Police Department subject matter

experts shall review the recommended resolutions and determine what scoring modifications, if any, will be made. Any changes to the test keys will be announced to the SDPOA and exam candidates by the Personnel Department. In addition to the overall written test score, the Proposer must provide subtest results by candidate for the Personnel Department to provide feedback to individual candidates. Based on the test results, the Proposer will recommend appropriate pass points. Candidates who pass the written test will proceed to the structured oral interviews.

5.2 The initial written tests for each classification is expected to be administered as follows: Police Officer III on a Friday in mid-August 2024, for Police Detective on a Saturday in early August 2024 and for Police Sergeant and Police Lieutenant on the same Saturday at different times in late July 2024. Three separate test dates are required, as some candidates will participate in more than one written test. Police Lieutenant and Police Sergeant should be administered on the same Saturday, Police Detective should be administered on a different Saturday and Police Officer III can be administered during the week due to a small candidate population. The City of San Diego will be responsible for obtaining an appropriate test site. If requested, Personnel Department staff can administer the written tests for the Proposer or assist with candidate check-in and monitoring of the exams.

6. The Proposer shall be responsible for designing and administering a structured oral interview process for Police Officer III, Police Detective, Police Sergeant and Police Lieutenant which assesses the extent to which candidates possess the required KSAs. The Proposer shall also be responsible for developing a written admonishment of confidentiality, in addition to any orientation or preparation materials required at candidate check-in. During the development of the structured oral interview, the SDPOA will have the opportunity to provide input regarding the general content of the interview. Proposer shall work with Police Department subject matter experts during the development and review of examination materials. The structured oral interview must also include an evaluation of a San Diego Police Department verified structured candidate information sheet which summarizes the candidate's rank history, work experience and formal commendations. Input regarding any changes or potential additional content areas for the candidate information sheet will be obtained from the SDPOA by the Personnel Department.

6.1 The use of any process other than a structured oral interview or the use of another process combined with an interview will require notification to the SDPOA by the Personnel Department and their input must be obtained. The structured oral interview processes for Police Officer III and Police Detective must run concurrently; the structured oral interview processes for Police Sergeant and Police Lieutenant must run concurrently. The initial structured oral interview processes for Police Officer III and Police Detective is expected to be administered in late September or early October 2024; the initial structured oral interview processes for Police Sergeant and Police Lieutenant is expected to be administered in the middle of September 2024. The City of San Diego will be responsible for obtaining any required meeting space, hotel

rooms for assessors, and rooms for the structured oral interview process. If requested, Personnel Department staff can assist with candidate check-in.

7. The Proposer shall be responsible for the selection, assignment, and training of outside assessors, and development of materials for interview assessor training. Assessor training must be conducted on-site. The Proposer shall also be responsible for development and coordination of individual candidate and assessor schedules in conjunction with Personnel Department staff. Qualified assessors must be obtained from agencies of a similar size and scope located outside of San Diego County and no member of the San Diego Police Department, regardless of rank, can be utilized. Interview panels should consist of three (3) assessors per panel. Approval by the Personnel Department is required if the Proposer, based on extenuating circumstances, requests the use of a two (2) member assessor panel. Due to the number of candidates, multiple panels are typically utilized. When multiple panels are utilized, the interview must be structured in a manner that allows each candidate to be evaluated by every panel (i.e., each panel would assess all of the candidates on a specific portion of the interview dimensions to be assessed). For example, candidates participating for promotion to Police Sergeant or Police Lieutenant will be seen by four interview panels and candidates participating for promotion to Police Detective or Police Officer III will be seen by three interview panels. For all exams, each panel evaluates a specific portion of the interview dimension. When scheduling, using a four-panel interview for this example, four candidates would be scheduled at the same time. Candidate one will first go to panel A, candidate two will go to panel B, candidate three will go to panel C, and candidate four will go to panel D. When they have completed this portion of their interviews, they will go to a monitored room until called for the next segment of their interview. Then when called, candidate one will go to panel B, candidate two will go to panel C, candidate three will go to panel D, and candidate four will go to panel A. This process will continue until all four candidates have been interviewed by all four panels.
8. The Proposer shall be responsible for providing and shipping all training and interview materials required by assessors and candidates (e.g., pens, writing tablets, highlighters, timers).
9. The Proposer shall be responsible for the development of rating and scoring data sheets and computations, sufficient to develop an eligibility list, and individual candidate results. Results/scores shall be computed to the fourth decimal place or comport to Personnel Department reporting requirements.

9.1 For Police Detective, Police Sergeant and Police Lieutenant a service credit point system worth up to 5 points will be added to the candidate's final weighed standardized exam score by the City of San Diego Personnel Department. Service credit points cannot be weighed and must be added to the candidate's final total score. For each examination component, written test and structured oral interview, the Proposer will score and weigh the scores for the passing candidates. The final weighed scores for the passing candidates must be

standardized to a range of 70% to 95%, to allow for the addition of service credit points.

9.2 Police Officer III has a small candidate pool and does not have a service credit point system. Each examination component, written test, and structured oral interview will be scored and the scores for passing candidates will be normalized by the City of San Diego Personnel Department.

9.3 For Police Officer III, Police Detective, Police Sergeant and Police Lieutenant, all scoring, data analysis, and final results shall be completed no later than two weeks following the completion of the structured oral interview.

10. The Proposer shall develop a documentation process sufficient for written feedback information regarding interview performance for each candidate and to satisfy documentation requirements by the City. The data shall include numerical information of individual candidate performance as well as a customized narrative feedback section which supports the numerical performance data.
11. The Proposer shall provide, at no additional charge for time, up to 40 hours of post-examination consultation and/or testimony in defense of each examination process, in the event of protests, challenges, grievances, or litigation resulting from the examination process.
 - 11.1 The Proposer shall be responsible for all post/examination consultation and/or testimony-related expenses which includes but is not limited to the following: travel expenses, car rental, taxi, parking, lodging, per diem, and post-examination materials.
12. The Proposer's work shall be reviewed by San Diego Police Department subject matter experts and approved by the Personnel Department. All test papers, rating sheets, and materials relative to the development and administration of the examination must be retained for a period of five years. Upon request, documents must be turned over to the City of San Diego Personnel Department.
13. The Proposer shall provide a concise overview of the proposed process for this project. Describe how the City's requirements shall be accomplished, including details on how the City's requests shall be processed and delivered.
14. The Proposer shall provide shipping and delivery policies for examination materials, including test booklets and candidate interview performance written feedback reports, to ensure confidential and secure delivery.
15. The Proposer shall provide a fixed price bid for all four processes (Police Officer III, Police Detective, Police Sergeant and Police Lieutenant) that includes consultant services and all related expenses (e.g., transportation, lodging, parking, per diem, all test supplies, shipping).

16. The Proposer shall provide invoicing procedures. Invoices need to list the year of the process (i.e. 2022 promotion process) and list the services rendered from the day after the previous invoice date, if any, to the current invoice date.
17. The Proposer, where applicable, shall include a description of any activities that will require involvement of City locations, testing venue(s), staff, or equipment.
18. The City of San Diego reserves the right to add additional services throughout the term of this contract providing they are within the scope of work.

C. QUALIFICATIONS AND EXPERIENCE

To enable the City to evaluate the responsibility, experience, skill, qualifications, and business standing of the Proposer, the following information must be included with the technical proposal:

1. Proposer shall provide a company/corporate organizational chart and staffing profile.
2. Proposer shall provide resumes for Proposer staff and any Subcontractor staff (if applicable) and years of tenure for key personnel including but not limited to the account representative(s) who will be assigned and dedicated to the City's account and individuals proposed for each position listed in Section C. Additionally, describe the strengths of key personnel to the City's requirements. Indicate role and responsibilities of prime contract and all Subcontractors if applicable.
3. Proposer shall provide the names and contact information of the key personnel assigned and dedicated to the City's account, specifically the account representative(s) who is(are) responsible for communications with the City.

D. REFERENCE

Proposers are required to provide the names of three (3) references to demonstrate successful performance for work of similar size and scope as specified in this contract during the past seven (7) years. References shall be provided in the Contractor Standards Pledge of Compliance form.

Proposers must also demonstrate that they are properly equipped to perform the work as specified in this contract. Previous experience in furnishing the services as specific in this RFP will be an important consideration.

The City shall rely on references as part of the evaluation process. The City reserves the right to take any or all of the following actions: to reject a proposal based on an unsatisfactory reference, to contact any person or persons associated with the reference, to request additional references, to contact organizations known to have used in the past or currently using the services supplied by the Proposer or the

Proposer's Subcontractors, and to contact independent consulting firms for additional information about the Proposer or the Proposer's Subcontractors.

E. POST AWARD KICK-OFF MEETING

Proposer receiving award under this solicitation may be required to attend a post award kick-off meeting within ten (10) calendar days after award of contract to be scheduled by the Technical Representative or designee.

The Technical Representative or designee shall communicate the date, time, location, and agenda for this meeting to proposer.

F. TECHNICAL REPRESENTATIVE

The Technical Representative for this Contract is identified in the notice of award and is responsible for overseeing and monitoring this Contract.

G. PRICING

Proposer's pricing shall be submitted as a flat rate for performance of all specifications in this RFP. The City shall evaluate pricing for this RFP solely based upon proposer's submitted flat rate, as specified in the below table.

Proposers must submit their proposal for pricing on the following Price Schedule. Using the Price Schedule will help ensure consistency in the price evaluation process.

The Price Schedule shall be completed in full and shall be incorporated herein. Any deviations from the Price Schedule may be considered non-responsive and unacceptable.

Proposers must provide attachment worksheets (Worksheets), which include a breakdown of hourly-based rate(s), estimate of labor hours and dollar amount to complete the specifications in this RFP, and any other rationale used in determining their pricing. Blanks on the pricing pages will be interpreted as zero (0), and no price will be allowed.

Hourly rate shall be inclusive of all fees and costs of operations to provide the contract services, including but not limited to photocopying, support services, travel (at the GSA rate), lodging and any other expenses incurred in the course of representing the City.

Any variations in the labor hours necessary to complete the work during the Contract period shall not entitle the proposer to any adjustment in compensation.

Section 1: Police Promotional Examination Process

Item No.	Estimated Quantity	U/M	Description	Price Per Candidate	Extension (total for estimated quantity)
1	18	EA	Police Officer III Promotional Examination Process	\$	\$ 30,055
2	188	EA	Police Detective Promotional Examination Process	\$	\$55,955
3	266	EA	Police Sergeant Promotional Examination Process	\$	\$ 64,665
4	66	EA	Police Lieutenant Promotional Examination Process	\$	\$48,795
*Because the vast majority of cost is fixed, regardless of candidate numbers, we have provided the total cost.				Total	\$199,470

Section 2: Additional Pricing Information Required

The number of applicants specified for each Promotional Examination Process is an estimated quantity, the actual quantity may vary. Proposer shall provide pricing as indicated in the table below. This pricing will NOT be included in the evaluation for award of this contract.

Please list Gross Costs (all inclusive – Cost, Taxes, Fees, etc.)	
Police Officer III Promotional Examination Process	Unit Price
7 to 12	\$ 4294
13 to 18	\$ 2312
19 to 24	\$ 1582

Please list Gross Costs (all inclusive – Cost, Taxes, Fees, etc.)	
Police Detective Promotional Examination Process	Unit Price
167 to 177	\$ 335
178 to 188	\$ 314
189 to 199	\$ 296

*Provided for reference only

Please list Gross Costs (all inclusive – Cost, Taxes, Fees, etc.)

Police Sergeant Promotional Examination Process	Unit Price
225 to 245	\$287
246 to 266	\$263
267 to 286	\$242

*Provided for reference only

Please list Gross Costs (all inclusive - Cost, Taxes, Fees, etc.)	
Police Lieutenant Promotional Examination Process	Unit Price
45 to 55	\$1084
56 to 66	\$871
67 to 77	\$728

Section 3: Optional Consulting Services

1. Provide, at the discretion of the City, optional consulting services related to the scope of work in accordance with this RFP.
 - 1.1 Additional consulting services may be required on an as-needed basis throughout the term of the contract.
2. Proposers shall provide, as an attachment to Price Schedule, pricing for optional consulting services within the scope of work as outlined in this RFP and as detailed in Proposer's response.

Proposer response to Optional Consulting Services will not be considered in the evaluation for award.

EXHIBIT C



THE CITY OF SAN DIEGO
GENERAL CONTRACT TERMS AND PROVISIONS
APPLICABLE TO GOODS, SERVICES, AND CONSULTANT CONTRACTS

ARTICLE I
SCOPE AND TERM OF CONTRACT

1.1 Scope of Contract. The scope of contract between the City and a provider of goods and/or services (Contractor) is described in the Contract Documents. The Contract Documents are comprised of the Request for Proposal, Invitation to Bid, or other solicitation document (Solicitation); the successful bid or proposal; the letter awarding the contract to Contractor; the City's written acceptance of exceptions or clarifications to the Solicitation, if any; and these General Contract Terms and Provisions.

1.2 Effective Date. A contract between the City and Contractor (Contract) is effective on the last date that the contract is signed by the parties and approved by the City Attorney in accordance with Charter section 40. Unless otherwise terminated, this Contract is effective until it is completed or as otherwise agreed upon in writing by the parties, whichever is the earliest. A Contract term cannot exceed five (5) years unless approved by the City Council by ordinance.

1.3 Contract Extension. The City may, in its sole discretion, unilaterally exercise an option to extend the Contract as described in the Contract Documents. In addition, the City may, in its sole discretion, unilaterally extend the Contract on a month-to-month basis following contract expiration if authorized under Charter section 99 and the Contract Documents. Contractor shall not increase its pricing in excess of the percentage increase described in the Contract.

ARTICLE II

CONTRACT ADMINISTRATOR

2.1 Contract Administrator. The Purchasing Agent or designee is the Contract Administrator for purposes of this Contract, and has the responsibilities described in this Contract, in the San Diego Charter, and in Chapter 2, Article 2, Divisions 5, 30, and 32.

2.1.1 Contractor Performance Evaluations. The Contract Administrator will evaluate Contractor's performance as often as the Contract Administrator deems necessary throughout the term of the contract. This evaluation will be based on criteria including the quality of goods or services, the timeliness of performance, and adherence to applicable laws, including prevailing wage and living wage. City will provide Contractors who receive an unsatisfactory rating with a copy of the evaluation and an opportunity to respond. City may consider final evaluations, including Contractor's response, in evaluating future proposals and bids for contract award.

2.2 Notices. Unless otherwise specified, in all cases where written notice is required under this Contract, service shall be deemed sufficient if the notice is personally delivered or deposited in the United States mail, with first class postage paid, attention to the Purchasing Agent. Proper notice is effective on the date of personal delivery or five (5) days after deposit in a United States postal mailbox unless provided otherwise in the Contract. Notices to the City shall be sent to:

Purchasing Agent
City of San Diego, Purchasing and Contracting Division
1200 3rd Avenue, Suite 200
San Diego, CA 92101-4195

ARTICLE III COMPENSATION

3.1 Manner of Payment. Contractor will be paid monthly, in arrears, for goods and/or services provided in accordance with the terms and provisions specified in the Contract.

3.2 Invoices.

3.2.1 Invoice Detail. Contractor's invoice must be on Contractor's stationary with Contractor's name, address, and remittance address if different. Contractor's invoice must have a date, an invoice number, a purchase order number, a description of the goods or services provided, and an amount due.

3.2.2 Service Contracts. Contractor must submit invoices for services to City by the 10th of the month following the month in which Contractor provided services. Invoices must include the address of the location where services were performed and the dates in which services were provided.

3.2.3 Goods Contracts. Contractor must submit invoices for goods to City within seven days of the shipment. Invoices must describe the goods provided.

3.2.4 Parts Contracts. Contractor must submit invoices for parts to City within seven calendar (7) days of the date the parts are shipped. Invoices must include the manufacturer of the part, manufacturer's published list price, percentage discount applied in accordance with Pricing Page(s), the net price to City, and an item description, quantity, and extension.

3.2.5 Extraordinary Work. City will not pay Contractor for extraordinary work unless Contractor receives prior written authorization from the Contract Administrator. Failure to do so will result in payment being withheld for services. If approved, Contractor will include an invoice that describes the work performed and the location where the work was performed, and a copy of the Contract Administrator's written authorization.

3.2.6 Reporting Requirements. Contractor must submit the following reports using the City's web-based contract compliance portal. Incomplete and/or delinquent reports may cause payment delays, non-payment of invoice, or both. For questions, please view the City's online tutorials on how to utilize the City's web-based contract compliance portal.

3.2.6.1 Monthly Employment Utilization Reports. Contractor and Contractor's subcontractors and suppliers must submit Monthly Employment Utilization Reports by the fifth (5th) day of the subsequent month.

3.2.6.2 Monthly Invoicing and Payments. Contractor and Contractor's subcontractors and suppliers must submit Monthly Invoicing and Payment Reports by the fifth (5th) day of the subsequent month.

3.3 Annual Appropriation of Funds. Contractor acknowledges that the Contract term may extend over multiple City fiscal years, and that work and compensation under this Contract is contingent on the City Council appropriating funding for and authorizing such work and compensation for those fiscal years. This Contract may be terminated at the end of the fiscal year for which sufficient funding is not appropriated and authorized. City is not obligated to pay Contractor for any amounts not duly appropriated and authorized by City Council.

3.4 Price Adjustments. Based on Contractor's written request and justification, the City may approve an increase in unit prices on Contractor's pricing pages consistent with the amount requested in the justification in an amount not to exceed the increase in the Consumer Price Index, San Diego Area, for All Urban Customers (CPI-U) as published by the Bureau of Labor Statistics, or 5.0%, whichever is less, during the preceding one year term. If the CPI-U is a negative number, then the unit prices shall not be adjusted for that option year (the unit prices will not be decreased). A negative CPI-U shall be counted against any subsequent increases in the CPI-U when calculating the unit prices for later option years. Contractor must provide such written request and justification no less than sixty days before the date in which City may exercise the option to renew the contract, or sixty days before the anniversary date of the Contract. Justification in support of the written request must include a description of the basis for the adjustment, the proposed effective date and reasons for said date, and the amount of the adjustment requested with documentation to support the requested change (e.g. CPI-U or 5.0%, whichever is less). City's approval of this request must be in writing.

ARTICLE IV SUSPENSION AND TERMINATION

4.1 City's Right to Suspend for Convenience. City may suspend all or any portion of Contractor's performance under this Contract at its sole option and for its convenience for a reasonable period of time not to exceed six (6) months. City must first give ten (10) days' written notice to Contractor of such suspension. City will pay to Contractor a sum equivalent to the reasonable value of the goods and/or services satisfactorily provided up to the date of suspension. City may rescind the suspension prior to or at six (6) months by providing Contractor with written notice of the rescission, at which time Contractor would be required to resume performance in compliance with the terms and provisions of this Contract. Contractor will be entitled to an extension of time to complete performance under the Contract equal to the length of the suspension unless otherwise agreed to in writing by the Parties.

4.2 City's Right to Terminate for Convenience. City may, at its sole option and for its convenience, terminate all or any portion of this Contract by giving thirty (30) days' written notice of such termination to Contractor. The termination of the Contract shall be effective upon receipt of the notice by Contractor. After termination of all or any portion of the Contract, Contractor shall: (1) immediately discontinue all affected performance (unless the notice directs otherwise); and (2) complete any and all additional work necessary for the orderly filing of

documents and closing of Contractor's affected performance under the Contract. After filing of documents and completion of performance, Contractor shall deliver to City all data, drawings, specifications, reports, estimates, summaries, and such other information and materials created or received by Contractor in performing this Contract, whether completed or in process. By accepting payment for completion, filing, and delivering documents as called for in this section, Contractor discharges City of all of City's payment obligations and liabilities under this Contract with regard to the affected performance.

4.3 City's Right to Terminate for Default. Contractor's failure to satisfactorily perform any obligation required by this Contract constitutes a default. Examples of default include a determination by City that Contractor has: (1) failed to deliver goods and/or perform the services of the required quality or within the time specified; (2) failed to perform any of the obligations of this Contract; and (3) failed to make sufficient progress in performance which may jeopardize full performance.

4.3.1 If Contractor fails to satisfactorily cure a default within ten (10) calendar days of receiving written notice from City specifying the nature of the default, City may immediately cancel and/or terminate this Contract, and terminate each and every right of Contractor, and any person claiming any rights by or through Contractor under this Contract.

4.3.2 If City terminates this Contract, in whole or in part, City may procure, upon such terms and in such manner as the Purchasing Agent may deem appropriate, equivalent goods or services and Contractor shall be liable to City for any excess costs. Contractor shall also continue performance to the extent not terminated.

4.4 Termination for Bankruptcy or Assignment for the Benefit of Creditors. If Contractor files a voluntary petition in bankruptcy, is adjudicated bankrupt, or makes a general assignment for the benefit of creditors, the City may at its option and without further notice to, or demand upon Contractor, terminate this Contract, and terminate each and every right of Contractor, and any person claiming rights by and through Contractor under this Contract.

4.5 Contractor's Right to Payment Following Contract Termination.

4.5.1 Termination for Convenience. If the termination is for the convenience of City an equitable adjustment in the Contract price shall be made. No amount shall be allowed for anticipated profit on unperformed services, and no amount shall be paid for an as needed contract beyond the Contract termination date.

4.5.2 Termination for Default. If, after City gives notice of termination for failure to fulfill Contract obligations to Contractor, it is determined that Contractor had not so failed, the termination shall be deemed to have been effected for the convenience of City. In such event, adjustment in the Contract price shall be made as provided in Section 4.3.2. City's rights and remedies are in addition to any other rights and remedies provided by law or under this Contract.

4.6 Remedies Cumulative. City's remedies are cumulative and are not intended to be exclusive of any other remedies or means of redress to which City may be lawfully entitled in case of any breach or threatened breach of any provision of this Contract.

ARTICLE V ADDITIONAL CONTRACTOR OBLIGATIONS

5.1 Inspection and Acceptance. The City will inspect and accept goods provided under this Contract at the shipment destination unless specified otherwise. Inspection will be made and acceptance will be determined by the City department shown in the shipping address of the Purchase Order or other duly authorized representative of City.

5.2 Responsibility for Lost or Damaged Shipments. Contractor bears the risk of loss or damage to goods prior to the time of their receipt and acceptance by City. City has no obligation to accept damaged shipments and reserves the right to return damaged goods, at Contractor's sole expense, even if the damage was not apparent or discovered until after receipt.

5.3 Responsibility for Damages. Contractor is responsible for all damage that occurs as a result of Contractor's fault or negligence or that of its' employees, agents, or representatives in connection with the performance of this Contract. Contractor shall immediately report any such damage to people and/or property to the Contract Administrator.

5.4 Delivery. Delivery shall be made on the delivery day specified in the Contract Documents. The City, in its sole discretion, may extend the time for delivery. The City may order, in writing, the suspension, delay or interruption of delivery of goods and/or services.

5.5 Delay. Unless otherwise specified herein, time is of the essence for each and every provision of the Contract. Contractor must immediately notify City in writing if there is, or it is anticipated that there will be, a delay in performance. The written notice must explain the cause for the delay and provide a reasonable estimate of the length of the delay. City may terminate this Contract as provided herein if City, in its sole discretion, determines the delay is material.

5.5.1 If a delay in performance is caused by any unforeseen event(s) beyond the control of the parties, City may allow Contractor to a reasonable extension of time to complete performance, but Contractor will not be entitled to damages or additional compensation. Any such extension of time must be approved in writing by City. The following conditions may constitute such a delay: war; changes in law or government regulation; labor disputes; strikes; fires, floods, adverse weather or other similar condition of the elements necessitating cessation of the performance; inability to obtain materials, equipment or labor; or other specific reasons agreed to between City and Contractor. This provision does not apply to a delay caused by Contractor's acts or omissions. Contractor is not entitled to an extension of time to perform if a delay is caused by Contractor's inability to obtain materials, equipment, or labor unless City has received, in a timely manner, documentary proof satisfactory to City of Contractor's inability to obtain materials, equipment, or labor, in which case City's approval must be in writing.

5.6 Restrictions and Regulations Requiring Contract Modification. Contractor shall immediately notify City in writing of any regulations or restrictions that may or will require Contractor to alter the material, quality, workmanship, or performance of the goods and/or services to be provided. City reserves the right to accept any such alteration, including any resulting reasonable price adjustments, or to cancel the Contract at no expense to the City.

5.7 Warranties. All goods and/or services provided under the Contract must be warranted by Contractor or manufacturer for at least twelve (12) months after acceptance by City, except automotive equipment. Automotive equipment must be warranted for a minimum of 12,000 miles or 12 months, whichever occurs first, unless otherwise stated in the Contract. Contractor is responsible to City for all warranty service, parts, and labor. Contractor is required to ensure that warranty work is performed at a facility acceptable to City and that services, parts, and labor are available and provided to meet City's schedules and deadlines. Contractor may establish a warranty service contract with an agency satisfactory to City instead of performing the warranty service itself. If Contractor is not an authorized service center and causes any damage to equipment being serviced, which results in the existing warranty being voided, Contractor will be liable for all costs of repairs to the equipment, or the costs of replacing the equipment with new equipment that meets City's operational needs.

5.8 Industry Standards. Contractor shall provide goods and/or services acceptable to City in strict conformance with the Contract. Contractor shall also provide goods and/or services in accordance with the standards customarily adhered to by an experienced and competent provider of the goods and/or services called for under this Contract using the degree of care and skill ordinarily exercised by reputable providers of such goods and/or services. Where approval by City, the Mayor, or other representative of City is required, it is understood to be general approval only and does not relieve Contractor of responsibility for complying with all applicable laws, codes, policies, regulations, and good business practices.

5.9 Records Retention and Examination. Contractor shall retain, protect, and maintain in an accessible location all records and documents, including paper, electronic, and computer records, relating to this Contract for five (5) years after receipt of final payment by City under this Contract. Contractor shall make all such records and documents available for inspection, copying, or other reproduction, and auditing by authorized representatives of City, including the Purchasing Agent or designee. Contractor shall make available all requested data and records at reasonable locations within City or County of San Diego at any time during normal business hours, and as often as City deems necessary. If records are not made available within the City or County of San Diego, Contractor shall pay City's travel costs to the location where the records are maintained and shall pay for all related travel expenses. Failure to make requested records available for inspection, copying, or other reproduction, or auditing by the date requested may result in termination of the Contract. Contractor must include this provision in all subcontracts made in connection with this Contract.

5.9.1 Contractor shall maintain records of all subcontracts entered into with all firms, all project invoices received from Subcontractors and Suppliers, all purchases of materials and services from Suppliers, and all joint venture participation. Records shall show name, telephone number including area code, and business address of each Subcontractor and Supplier, and joint venture partner, and the total amount actually paid to each firm. Project relevant records, regardless of tier, may be periodically reviewed by the City.

5.10 Quality Assurance Meetings. Upon City's request, Contractor shall schedule one or more quality assurance meetings with City's Contract Administrator to discuss Contractor's performance. If requested, Contractor shall schedule the first quality assurance meeting no later than eight (8) weeks from the date of commencement of work under the Contract. At the quality assurance meeting(s), City's Contract Administrator will provide Contractor with feedback, will note any deficiencies in Contract performance, and provide Contractor with an opportunity to address and correct such deficiencies. The total number of quality assurance meetings that may be required by City will depend upon Contractor's performance.

5.11 Duty to Cooperate with Auditor. The City Auditor may, in his sole discretion, at no cost to the City, and for purposes of performing his responsibilities under Charter section 39.2, review Contractor's records to confirm contract compliance. Contractor shall make reasonable efforts to cooperate with Auditor's requests.

5.12 Safety Data Sheets. If specified by City in the solicitation or otherwise required by this Contract, Contractor must send with each shipment one (1) copy of the Safety Data Sheet (SDS) for each item shipped. Failure to comply with this procedure will be cause for immediate termination of the Contract for violation of safety procedures.

5.13 Project Personnel. Except as formally approved by the City, the key personnel identified in Contractor's bid or proposal shall be the individuals who will actually complete the work. Changes in staffing must be reported in writing and approved by the City.

5.13.1 Criminal Background Certification. Contractor certifies that all employees working on this Contract have had a criminal background check and that said employees are clear of any sexual and drug related convictions. Contractor further certifies that all employees hired by Contractor or a subcontractor shall be free from any felony convictions.

5.13.2 Photo Identification Badge. Contractor shall provide a company photo identification badge to any individual assigned by Contractor or subcontractor to perform services or deliver goods on City premises. Such badge must be worn at all times while on City premises. City reserves the right to require Contractor to pay fingerprinting fees for personnel assigned to work in sensitive areas. All employees shall turn in their photo identification badges to Contractor upon completion of services and prior to final payment of invoice.

5.14 Standards of Conduct. Contractor is responsible for maintaining standards of employee competence, conduct, courtesy, appearance, honesty, and integrity satisfactory to the City.

5.14.1 Supervision. Contractor shall provide adequate and competent supervision at all times during the Contract term. Contractor shall be readily available to meet with the City. Contractor shall provide the telephone numbers where its representative(s) can be reached.

5.14.2 City Premises. Contractor's employees and agents shall comply with all City rules and regulations while on City premises.

5.14.3 Removal of Employees. City may request Contractor immediately remove from assignment to the City any employee found unfit to perform duties at the City. Contractor shall comply with all such requests.

5.15 Licenses and Permits. Contractor shall, without additional expense to the City, be responsible for obtaining any necessary licenses, permits, certifications, accreditations, fees and approvals for complying with any federal, state, county, municipal, and other laws, codes, and regulations applicable to Contract performance. This includes, but is not limited to, any laws or regulations requiring the use of licensed contractors to perform parts of the work.

5.16 Contractor and Subcontractor Registration Requirements. Prior to the award of the Contract or Task Order, Contractor and Contractor's subcontractors and suppliers must register with the City's web-based vendor registration and bid management system. The City may not award the Contract until registration of all subcontractors and suppliers is complete. In the event this requirement is not met within the time frame specified by the City, the City reserves the right to rescind the Contract award and to make the award to the next responsive and responsible proposer of bidder.

ARTICLE VI INTELLECTUAL PROPERTY RIGHTS

6.1 Rights in Data. If, in connection with the services performed under this Contract, Contractor or its employees, agents, or subcontractors, create artwork, audio recordings, blueprints, designs, diagrams, documentation, photographs, plans, reports, software, source code, specifications, surveys, system designs, video recordings, or any other original works of authorship, whether written or readable by machine (Deliverable Materials), all rights of Contractor or its subcontractors in the Deliverable Materials, including, but not limited to publication, and registration of copyrights, and trademarks in the Deliverable Materials, are the sole property of City. Contractor, including its employees, agents, and subcontractors, may not use any Deliverable Material for purposes unrelated to Contractor's work on behalf of the City without prior written consent of City. Contractor may not publish or reproduce any Deliverable Materials, for purposes unrelated to Contractor's work on behalf of the City, without the prior written consent of the City.

6.2 Intellectual Property Rights Assignment. For no additional compensation, Contractor hereby assigns to City all of Contractor's rights, title, and interest in and to the content of the Deliverable Materials created by Contractor or its employees, agents, or subcontractors, including copyrights, in connection with the services performed under this Contract. Contractor

shall promptly execute and deliver, and shall cause its employees, agents, and subcontractors to promptly execute and deliver, upon request by the City or any of its successors or assigns at any time and without further compensation of any kind, any power of attorney, assignment, application for copyright, patent, trademark or other intellectual property right protection, or other papers or instruments which may be necessary or desirable to fully secure, perfect or otherwise protect to or for the City, its successors and assigns, all right, title and interest in and to the content of the Deliverable Materials. Contractor also shall cooperate and assist in the prosecution of any action or opposition proceeding involving such intellectual property rights and any adjudication of those rights.

6.3 Contractor Works. Contractor Works means tangible and intangible information and material that: (a) had already been conceived, invented, created, developed or acquired by Contractor prior to the effective date of this Contract; or (b) were conceived, invented, created, or developed by Contractor after the effective date of this Contract, but only to the extent such information and material do not constitute part or all of the Deliverable Materials called for in this Contract. All Contractor Works, and all modifications or derivatives of such Contractor Works, including all intellectual property rights in or pertaining to the same, shall be owned solely and exclusively by Contractor.

6.4 Subcontracting. In the event that Contractor utilizes a subcontractor(s) for any portion of the work that comprises the whole or part of the specified Deliverable Materials to the City, the agreement between Contractor and the subcontractor shall include a statement that identifies the Deliverable Materials as a “works for hire” as described in the United States Copyright Act of 1976, as amended, and that all intellectual property rights in the Deliverable Materials, whether arising in copyright, trademark, service mark or other forms of intellectual property rights, belong to and shall vest solely with the City. Further, the agreement between Contractor and its subcontractor shall require that the subcontractor, if necessary, shall grant, transfer, sell and assign, free of charge, exclusively to City, all titles, rights and interests in and to the Deliverable Materials, including all copyrights, trademarks and other intellectual property rights. City shall have the right to review any such agreement for compliance with this provision.

6.5 Intellectual Property Warranty and Indemnification. Contractor represents and warrants that any materials or deliverables, including all Deliverable Materials, provided under this Contract are either original, or not encumbered, and do not infringe upon the copyright, trademark, patent or other intellectual property rights of any third party, or are in the public domain. If Deliverable Materials provided hereunder become the subject of a claim, suit or allegation of copyright, trademark or patent infringement, City shall have the right, in its sole discretion, to require Contractor to produce, at Contractor’s own expense, new non-infringing materials, deliverables or works as a means of remedying any claim of infringement in addition to any other remedy available to the City under law or equity. Contractor further agrees to indemnify, defend, and hold harmless the City, its officers, employees and agents from and against any and all claims, actions, costs, judgments or damages, of any type, alleging or threatening that any Deliverable Materials, supplies, equipment, services or works provided under this contract infringe the copyright, trademark, patent or other intellectual property or proprietary rights of any third party (Third Party Claim of Infringement). If a Third Party Claim

of Infringement is threatened or made before Contractor receives payment under this Contract, City shall be entitled, upon written notice to Contractor, to withhold some or all of such payment.

6.6 Software Licensing. Contractor represents and warrants that the software, if any, as delivered to City, does not contain any program code, virus, worm, trap door, back door, time or clock that would erase data or programming or otherwise cause the software to become inoperable, inaccessible, or incapable of being used in accordance with its user manuals, either automatically, upon the occurrence of licensor-selected conditions or manually on command. Contractor further represents and warrants that all third party software, delivered to City or used by Contractor in the performance of the Contract, is fully licensed by the appropriate licensor.

6.7 Publication. Contractor may not publish or reproduce any Deliverable Materials, for purposes unrelated to Contractor's work on behalf of the City without prior written consent from the City.

6.8 Royalties, Licenses, and Patents. Unless otherwise specified, Contractor shall pay all royalties, license, and patent fees associated with the goods that are the subject of this solicitation. Contractor warrants that the goods, materials, supplies, and equipment to be supplied do not infringe upon any patent, trademark, or copyright, and further agrees to defend any and all suits, actions and claims for infringement that are brought against the City, and to defend, indemnify and hold harmless the City, its elected officials, officers, and employees from all liability, loss and damages, whether general, exemplary or punitive, suffered as a result of any actual or claimed infringement asserted against the City, Contractor, or those furnishing goods, materials, supplies, or equipment to Contractor under the Contract.

ARTICLE VII INDEMNIFICATION AND INSURANCE

7.1 Indemnification. To the fullest extent permitted by law, Contractor shall defend (with legal counsel reasonably acceptable to City), indemnify, protect, and hold harmless City and its elected officials, officers, employees, agents, and representatives (Indemnified Parties) from and against any and all claims, losses, costs, damages, injuries (including, without limitation, injury to or death of an employee of Contractor or its subcontractors), expense, and liability of every kind, nature and description (including, without limitation, incidental and consequential damages, court costs, and litigation expenses and fees of expert consultants or expert witnesses incurred in connection therewith and costs of investigation) that arise out of, pertain to, or relate to, directly or indirectly, in whole or in part, any goods provided or performance of services under this Contract by Contractor, any subcontractor, anyone directly or indirectly employed by either of them, or anyone that either of them control. Contractor's duty to defend, indemnify, protect and hold harmless shall not include any claims or liabilities arising from the sole negligence or willful misconduct of the Indemnified Parties.

7.2 Insurance. Contractor shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or

in connection with the performance of the work hereunder and the results of that work by Contractor, his agents, representatives, employees or subcontractors.

Contractor shall provide, at a minimum, the following:

7.2.1 Commercial General Liability. Insurance Services Office Form CG 00 01 covering CGL on an “occurrence” basis, including products and completed operations, property damage, bodily injury, and personal and advertising injury with limits no less than \$1,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 or 25 04) or the general aggregate limit shall be twice the required occurrence limit.

7.2.2 Commercial Automobile Liability. Insurance Services Office Form Number CA 0001 covering Code 1 (any auto) or, if Contractor has no owned autos, Code 8 (hired) and 9 (non-owned), with limit no less than \$1,000,000 per accident for bodily injury and property damage.

7.2.3 Workers' Compensation. Insurance as required by the State of California, with Statutory Limits, and Employer’s Liability Insurance with limit of no less than \$1,000,000 per accident for bodily injury or disease.

7.2.4 Professional Liability (Errors and Omissions). For consultant contracts, insurance appropriate to Consultant’s profession, with limit no less than \$1,000,000 per occurrence or claim, \$2,000,000 aggregate.

If Contractor maintains broader coverage and/or higher limits than the minimums shown above, City requires and shall be entitled to the broader coverage and/or the higher limits maintained by Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to City.

7.2.5 Other Insurance Provisions. The insurance policies are to contain, or be endorsed to contain, the following provisions:

7.2.5.1 Additional Insured Status. The City, its officers, officials, employees, and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of Contractor including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to Contractor’s insurance (at least as broad as ISO Form CG 20 10 11 85 or if not available, through the addition of both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 if a later edition is used).

7.2.5.2 Primary Coverage. For any claims related to this contract, Contractor's insurance coverage shall be primary coverage at least as broad as ISO CG 20 01 04 13 as respects the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by City, its officers, officials, employees, or volunteers shall be excess of Contractor's insurance and shall not contribute with it.

7.2.5.3 Notice of Cancellation. Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to City.

7.2.5.4 Waiver of Subrogation. Contractor hereby grants to City a waiver of any right to subrogation which the Workers' Compensation insurer of said Contractor may acquire against City by virtue of the payment of any loss under such insurance. Contractor agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.

7.2.5.5 Claims Made Policies (applicable only to professional liability). The Retroactive Date must be shown, and must be before the date of the contract or the beginning of contract work. Insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of the contract of work. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, Contractor must purchase "extended reporting" coverage for a minimum of five (5) years after completion of work.

7.3 Self Insured Retentions. Self-insured retentions must be declared to and approved by City. City may require Contractor to purchase coverage with a lower retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. The policy language shall provide, or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or City.

7.4 Acceptability of Insurers. Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A-VI, unless otherwise acceptable to City.

City will accept insurance provided by non-admitted, "surplus lines" carriers only if the carrier is authorized to do business in the State of California and is included on the List of Approved Surplus Lines Insurers (LASLI list). All policies of insurance carried by non-admitted carriers are subject to all of the requirements for policies of insurance provided by admitted carriers described herein.

7.5 Verification of Coverage. Contractor shall furnish City with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by City before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive Contractor's obligation to provide them. City reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

7.6 Special Risks or Circumstances. City reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

7.7 Additional Insurance. Contractor may obtain additional insurance not required by this Contract.

7.8 Excess Insurance. All policies providing excess coverage to City shall follow the form of the primary policy or policies including but not limited to all endorsements.

7.9 Subcontractors. Contractor shall require and verify that all subcontractors maintain insurance meeting all the requirements stated herein, and Contractor shall ensure that City is an additional insured on insurance required from subcontractors. For CGL coverage, subcontractors shall provide coverage with a format at least as broad as the CG 20 38 04 13 endorsement.

ARTICLE VIII BONDS

8.1 Payment and Performance Bond. Prior to the execution of this Contract, City may require Contractor to post a payment and performance bond (Bond). The Bond shall guarantee Contractor's faithful performance of this Contract and assure payment to contractors, subcontractors, and to persons furnishing goods and/or services under this Contract.

8.1.1 Bond Amount. The Bond shall be in a sum equal to twenty-five percent (25%) of the Contract amount, unless otherwise stated in the Specifications. City may file a claim against the Bond if Contractor fails or refuses to fulfill the terms and provisions of the Contract.

8.1.2 Bond Term. The Bond shall remain in full force and effect at least until complete performance of this Contract and payment of all claims for materials and labor, at which time it will convert to a ten percent (10%) warranty bond, which shall remain in place until the end of the warranty periods set forth in this Contract. The Bond shall be renewed annually, at least sixty (60) days in advance of its expiration, and Contractor shall provide timely proof of annual renewal to City.

8.1.3 Bond Surety. The Bond must be furnished by a company authorized by the State of California Department of Insurance to transact surety business in the State of California and which has a current A.M. Best rating of at least "A-, VIII."

8.1.4 Non-Renewal or Cancellation. The Bond must provide that City and Contractor shall be provided with sixty (60) days' advance written notice in the event of non-renewal, cancellation, or material change to its terms. In the event of non-renewal, cancellation, or material change to the Bond terms, Contractor shall provide City with evidence of the new source of surety within twenty-one (21) calendar days after the date of the notice of non-renewal, cancellation, or material change. Failure to maintain the Bond, as required herein, in full force

and effect as required under this Contract, will be a material breach of the Contract subject to termination of the Contract.

8.2 Alternate Security. City may, at its sole discretion, accept alternate security in the form of an endorsed certificate of deposit, a money order, a certified check drawn on a solvent bank, or other security acceptable to the Purchasing Agent in an amount equal to the required Bond.

ARTICLE IX CITY-MANDATED CLAUSES AND REQUIREMENTS

9.1 Contractor Certification of Compliance. By signing this Contract, Contractor certifies that Contractor is aware of, and will comply with, these City-mandated clauses throughout the duration of the Contract.

9.1.1 Drug-Free Workplace Certification. Contractor shall comply with City's Drug-Free Workplace requirements set forth in Council Policy 100-17, which is incorporated into the Contract by this reference.

9.1.2 Contractor Certification for Americans with Disabilities Act (ADA) and State Access Laws and Regulations: Contractor shall comply with all accessibility requirements under the ADA and under Title 24 of the California Code of Regulations (Title 24). When a conflict exists between the ADA and Title 24, Contractor shall comply with the most restrictive requirement (i.e., that which provides the most access). Contractor also shall comply with the City's ADA Compliance/City Contractors requirements as set forth in Council Policy 100-04, which is incorporated into this Contract by reference. Contractor warrants and certifies compliance with all federal and state access laws and regulations and further certifies that any subcontract agreement for this contract contains language which indicates the subcontractor's agreement to abide by the provisions of the City's Council Policy and any applicable access laws and regulations.

9.1.3 Non-Discrimination Requirements.

9.1.3.1 Compliance with City's Equal Opportunity Contracting Program (EOCP). Contractor shall comply with City's EOCP Requirements. Contractor shall not discriminate against any employee or applicant for employment on any basis prohibited by law. Contractor shall provide equal opportunity in all employment practices. Prime Contractors shall ensure that their subcontractors comply with this program. Nothing in this Section shall be interpreted to hold a Prime Contractor liable for any discriminatory practice of its subcontractors.

9.1.3.2 Non-Discrimination Ordinance. Contractor shall not discriminate on the basis of race, gender, gender expression, gender identity, religion, national origin, ethnicity, sexual orientation, age, or disability in the solicitation, selection, hiring or treatment of subcontractors, vendors or suppliers. Contractor shall provide equal opportunity for subcontractors to participate in subcontracting opportunities. Contractor understands and agrees that violation of this clause shall be considered a material breach of the Contract and may result

in Contract termination, debarment, or other sanctions. Contractor shall ensure that this language is included in contracts between Contractor and any subcontractors, vendors and suppliers.

9.1.3.3 Compliance Investigations. Upon City's request, Contractor agrees to provide to City, within sixty calendar days, a truthful and complete list of the names of all subcontractors, vendors, and suppliers that Contractor has used in the past five years on any of its contracts that were undertaken within San Diego County, including the total dollar amount paid by Contractor for each subcontract or supply contract. Contractor further agrees to fully cooperate in any investigation conducted by City pursuant to City's Nondiscrimination in Contracting Ordinance. Contractor understands and agrees that violation of this clause shall be considered a material breach of the Contract and may result in Contract termination, debarment, and other sanctions.

9.1.4 Equal Benefits Ordinance Certification. Unless an exception applies, Contractor shall comply with the Equal Benefits Ordinance (EBO) codified in the San Diego Municipal Code (SDMC). Failure to maintain equal benefits is a material breach of the Contract.

9.1.5 Contractor Standards. Contractor shall comply with Contractor Standards provisions codified in the SDMC. Contractor understands and agrees that violation of Contractor Standards may be considered a material breach of the Contract and may result in Contract termination, debarment, and other sanctions.

9.1.6 Noise Abatement. Contractor shall operate, conduct, or construct without violating the City's Noise Abatement Ordinance codified in the SDMC.

9.1.7 Storm Water Pollution Prevention Program. Contractor shall comply with the City's Storm Water Management and Discharge Control provisions codified in Division 3 of Chapter 4 of the SDMC, as may be amended, and any and all applicable Best Management Practice guidelines and pollution elimination requirements in performing or delivering services at City owned, leased, or managed property, or in performance of services and activities on behalf of City regardless of location.

Contractor shall comply with the City's Jurisdictional Urban Runoff Management Plan encompassing Citywide programs and activities designed to prevent and reduce storm water pollution within City boundaries as adopted by the City Council on January 22, 2008, via Resolution No. 303351, as may be amended.

Contractor shall comply with each City facility or work site's Storm Water Pollution Prevention Plan, as applicable, and institute all controls needed while completing the services to minimize any negative impact to the storm water collection system and environment.

9.1.8 Service Worker Retention Ordinance. If applicable, Contractor shall comply with the Service Worker Retention Ordinance (SWRO) codified in the SDMC.

9.1.9 Product Endorsement. Contractor shall comply with Council Policy 000-41 which requires that other than listing the City as a client and other limited endorsements, any advertisements, social media, promotions or other marketing referring to the City as a user of a product or service will require prior written approval of the Mayor or designee. Use of the City Seal or City logos is prohibited.

9.1.10 Business Tax Certificate. Unless the City Treasurer determines in writing that a contractor is exempt from the payment of business tax, any contractor doing business with the City of San Diego is required to obtain a Business Tax Certificate (BTC) and to provide a copy of its BTC to the City before a Contract is executed.

9.1.11 Equal Pay Ordinance. Unless an exception applies, Contractor shall comply with the Equal Pay Ordinance codified in San Diego Municipal Code sections 22.4801 through 22.4809. Contractor shall certify in writing that it will comply with the requirements of the EPO.

9.1.11.1 Contractor and Subcontract Requirement. The Equal Pay Ordinance applies to any subcontractor who performs work on behalf of a Contractor to the same extent as it would apply to that Contractor. Any Contractor subject to the Equal Pay Ordinance shall require all of its subcontractors to certify compliance with the Equal Pay Ordinance in its written subcontracts.

ARTICLE X CONFLICT OF INTEREST AND VIOLATIONS OF LAW

10.1 Conflict of Interest Laws. Contractor is subject to all federal, state and local conflict of interest laws, regulations, and policies applicable to public contracts and procurement practices including, but not limited to, California Government Code sections 1090, *et. seq.* and 81000, *et. seq.*, and the Ethics Ordinance, codified in the SDMC. City may determine that Contractor must complete one or more statements of economic interest disclosing relevant financial interests. Upon City's request, Contractor shall submit the necessary documents to City.

10.2 Contractor's Responsibility for Employees and Agents. Contractor is required to establish and make known to its employees and agents appropriate safeguards to prohibit employees from using their positions for a purpose that is, or that gives the appearance of being, motivated by the desire for private gain for themselves or others, particularly those with whom they have family, business or other relationships.

10.3 Contractor's Financial or Organizational Interests. In connection with any task, Contractor shall not recommend or specify any product, supplier, or contractor with whom Contractor has a direct or indirect financial or organizational interest or relationship that would violate conflict of interest laws, regulations, or policies.

10.4 Certification of Non-Collusion. Contractor certifies that: (1) Contractor's bid or proposal was not made in the interest of or on behalf of any person, firm, or corporation not identified; (2) Contractor did not directly or indirectly induce or solicit any other bidder or proposer to put in a sham bid or proposal; (3) Contractor did not directly or indirectly induce or

solicit any other person, firm or corporation to refrain from bidding; and (4) Contractor did not seek by collusion to secure any advantage over the other bidders or proposers.

10.5 Hiring City Employees. This Contract shall be unilaterally and immediately terminated by City if Contractor employs an individual who within the twelve (12) months immediately preceding such employment did in his/her capacity as a City officer or employee participate in negotiations with or otherwise have an influence on the selection of Contractor.

ARTICLE XI DISPUTE RESOLUTION

11.1 Mediation. If a dispute arises out of or relates to this Contract and cannot be settled through normal contract negotiations, Contractor and City shall use mandatory non-binding mediation before having recourse in a court of law.

11.2 Selection of Mediator. A single mediator that is acceptable to both parties shall be used to mediate the dispute. The mediator will be knowledgeable in the subject matter of this Contract, if possible.

11.3 Expenses. The expenses of witnesses for either side shall be paid by the party producing such witnesses. All other expenses of the mediation, including required traveling and other expenses of the mediator, and the cost of any proofs or expert advice produced at the direct request of the mediator, shall be borne equally by the parties, unless they agree otherwise.

11.4 Conduct of Mediation Sessions. Mediation hearings will be conducted in an informal manner and discovery will not be allowed. The discussions, statements, writings and admissions will be confidential to the proceedings (pursuant to California Evidence Code sections 1115 through 1128) and will not be used for any other purpose unless otherwise agreed by the parties in writing. The parties may agree to exchange any information they deem necessary. Both parties shall have a representative attend the mediation who is authorized to settle the dispute, though City's recommendation of settlement may be subject to the approval of the Mayor and City Council. Either party may have attorneys, witnesses or experts present.

11.5 Mediation Results. Any agreements resulting from mediation shall be memorialized in writing. The results of the mediation shall not be final or binding unless otherwise agreed to in writing by the parties. Mediators shall not be subject to any subpoena or liability, and their actions shall not be subject to discovery.

ARTICLE XII MANDATORY ASSISTANCE

12.1 Mandatory Assistance. If a third party dispute or litigation, or both, arises out of, or relates in any way to the services provided to the City under a Contract, Contractor, its agents, officers, and employees agree to assist in resolving the dispute or litigation upon City's request. Contractor's assistance includes, but is not limited to, providing professional consultations,

attending mediations, arbitrations, depositions, trials or any event related to the dispute resolution and/or litigation.

12.2 Compensation for Mandatory Assistance. City will compensate Contractor for fees incurred for providing Mandatory Assistance. If, however, the fees incurred for the Mandatory Assistance are determined, through resolution of the third party dispute or litigation, or both, to be attributable in whole, or in part, to the acts or omissions of Contractor, its agents, officers, and employees, Contractor shall reimburse City for all fees paid to Contractor, its agents, officers, and employees for Mandatory Assistance.

12.3 Attorneys' Fees Related to Mandatory Assistance. In providing City with dispute or litigation assistance, Contractor or its agents, officers, and employees may incur expenses and/or costs. Contractor agrees that any attorney fees it may incur as a result of assistance provided under Section 12.2 are not reimbursable.

ARTICLE XIII MISCELLANEOUS

13.1 Headings. All headings are for convenience only and shall not affect the interpretation of this Contract.

13.2 Non-Assignment. Contractor may not assign the obligations under this Contract, whether by express assignment or by sale of the company, nor any monies due or to become due under this Contract, without City's prior written approval. Any assignment in violation of this paragraph shall constitute a default and is grounds for termination of this Contract at the City's sole discretion. In no event shall any putative assignment create a contractual relationship between City and any putative assignee.

13.3 Independent Contractors. Contractor and any subcontractors employed by Contractor are independent contractors and not agents of City. Any provisions of this Contract that may appear to give City any right to direct Contractor concerning the details of performing or providing the goods and/or services, or to exercise any control over performance of the Contract, shall mean only that Contractor shall follow the direction of City concerning the end results of the performance.

13.4 Subcontractors. All persons assigned to perform any work related to this Contract, including any subcontractors, are deemed to be employees of Contractor, and Contractor shall be directly responsible for their work.

13.5 Covenants and Conditions. All provisions of this Contract expressed as either covenants or conditions on the part of City or Contractor shall be deemed to be both covenants and conditions.

13.6 Compliance with Controlling Law. Contractor shall comply with all applicable local, state, and federal laws, regulations, and policies. Contractor's act or omission in violation of applicable local, state, and federal laws, regulations, and policies is grounds for contract

termination. In addition to all other remedies or damages allowed by law, Contractor is liable to City for all damages, including costs for substitute performance, sustained as a result of the violation. In addition, Contractor may be subject to suspension, debarment, or both.

13.7 Governing Law. The Contract shall be deemed to be made under, construed in accordance with, and governed by the laws of the State of California without regard to the conflicts or choice of law provisions thereof.

13.8 Venue. The venue for any suit concerning solicitations or the Contract, the interpretation of application of any of its terms and conditions, or any related disputes shall be in the County of San Diego, State of California.

13.9 Successors in Interest. This Contract and all rights and obligations created by this Contract shall be in force and effect whether or not any parties to the Contract have been succeeded by another entity, and all rights and obligations created by this Contract shall be vested and binding on any party's successor in interest.

13.10 No Waiver. No failure of either City or Contractor to insist upon the strict performance by the other of any covenant, term or condition of this Contract, nor any failure to exercise any right or remedy consequent upon a breach of any covenant, term, or condition of this Contract, shall constitute a waiver of any such breach of such covenant, term or condition. No waiver of any breach shall affect or alter this Contract, and each and every covenant, condition, and term hereof shall continue in full force and effect without respect to any existing or subsequent breach.

13.11 Severability. The unenforceability, invalidity, or illegality of any provision of this Contract shall not render any other provision of this Contract unenforceable, invalid, or illegal.

13.12 Drafting Ambiguities. The parties acknowledge that they have the right to be advised by legal counsel with respect to the negotiations, terms and conditions of this Contract, and the decision of whether to seek advice of legal counsel with respect to this Contract is the sole responsibility of each party. This Contract shall not be construed in favor of or against either party by reason of the extent to which each party participated in the drafting of the Contract.

13.13 Amendments. Neither this Contract nor any provision hereof may be changed, modified, amended or waived except by a written agreement executed by duly authorized representatives of City and Contractor. Any alleged oral amendments have no force or effect. The Purchasing Agent must sign all Contract amendments.

13.14 Conflicts Between Terms. If this Contract conflicts with an applicable local, state, or federal law, regulation, or court order, applicable local, state, or federal law, regulation, or court order shall control. Varying degrees of stringency among the main body of this Contract, the exhibits or attachments, and laws, regulations, or orders are not deemed conflicts, and the most stringent requirement shall control. Each party shall notify the other immediately upon the identification of any apparent conflict or inconsistency concerning this Contract.

13.15 Survival of Obligations. All representations, indemnifications, warranties, and guarantees made in, required by, or given in accordance with this Contract, as well as all continuing obligations indicated in this Contract, shall survive, completion and acceptance of performance and termination, expiration or completion of the Contract.

13.16 Confidentiality of Services. All services performed by Contractor, and any sub-contractor(s) if applicable, including but not limited to all drafts, data, information, correspondence, proposals, reports of any nature, estimates compiled or composed by Contractor, are for the sole use of City, its agents, and employees. Neither the documents nor their contents shall be released by Contractor or any subcontractor to any third party without the prior written consent of City. This provision does not apply to information that: (1) was publicly known, or otherwise known to Contractor, at the time it was disclosed to Contractor by City; (2) subsequently becomes publicly known through no act or omission of Contractor; or (3) otherwise becomes known to Contractor other than through disclosure by City.

13.17 Insolvency. If Contractor enters into proceedings relating to bankruptcy, whether voluntary or involuntary, Contractor agrees to furnish, by certified mail or electronic commerce method authorized by the Contract, written notification of the bankruptcy to the Purchasing Agent and the Contract Administrator responsible for administering the Contract. This notification shall be furnished within five (5) days of the initiation of the proceedings relating to bankruptcy filing. This notification shall include the date on which the bankruptcy petition was filed, the identity of the court in which the bankruptcy petition was filed, and a listing of City contract numbers and contracting offices for all City contracts against which final payment has not been made. This obligation remains in effect until final payment is made under this Contract.

13.18 No Third Party Beneficiaries. Except as may be specifically set forth in this Contract, none of the provisions of this Contract are intended to benefit any third party not specifically referenced herein. No party other than City and Contractor shall have the right to enforce any of the provisions of this Contract.

13.19 Actions of City in its Governmental Capacity. Nothing in this Contract shall be interpreted as limiting the rights and obligations of City in its governmental or regulatory capacity.

City of San Diego
CONTRACTOR STANDARDS
Pledge of Compliance

The City of San Diego has adopted a Contractor Standards Ordinance (CSO) codified in section 22.3004 of the San Diego Municipal Code (SDMC). The City of San Diego uses the criteria set forth in the CSO to determine whether a contractor (bidder or proposer) has the capacity to fully perform the contract requirements and the business integrity to justify the award of public funds. This completed Pledge of Compliance signed under penalty of perjury must be submitted with each bid and proposal. If an informal solicitation process is used, the bidder must submit this completed Pledge of Compliance to the City prior to execution of the contract. All responses must be typewritten or printed in ink. If an explanation is requested or additional space is required, Contractors must provide responses on Attachment A to the Pledge of Compliance and sign each page. Failure to submit a signed and completed Pledge of Compliance may render a bid or proposal non-responsive. In the case of an informal solicitation or cooperative procurement, the contract will not be awarded unless a signed and completed Pledge of Compliance is submitted. A submitted Pledge of Compliance is a public record and information contained within will be available for public review except to the extent that such information is exempt from disclosure pursuant to applicable law.

By signing and submitting this form, the contractor is certifying, to the best of their knowledge, that the contractor and any of its Principals have not within a five (5) year period – preceding this offer, been convicted of or had a civil judgement rendered against them for commission of a fraud or a criminal offense in connection with obtaining, attempting to obtain or performing a public (Federal, State or local) contract or subcontract.

"Principal" means an officer, director, owner, partner or a person having primary management or supervisory responsibilities within the firm. The Contractor shall provide immediate written notice to the Procurement Contracting Officer handling the solicitation, at any time prior to award should they learn that this Representations and Certifications was inaccurate or incomplete.

This form contains 10 pages, additional information may be submitted as part of *Attachment A*.

A. BID/PROPOSAL/SOLICITATION TITLE:

Police Promotional Examinations

B. BIDDER/PROPOSER INFORMATION:

Industrial/Organizational Solutions, Inc.		IOS; I/O Solutions, Inc.	+
Legal Name		DBA	
1520 Kensington Road, Suite 110	Oak Brook	IL	60523
Street Address	City	State	Zip
Chad C. Legel	(888) 784-1290	(708) 410-1558	
Contact Person, Title	Phone	Fax	

Provide the name, identity, and precise nature of the interest* of all persons who are directly or indirectly involved** in this proposed transaction (SDMC § 21.0103). Use additional pages if necessary.

* The precise nature of the interest includes:

- the percentage ownership interest in a party to the transaction,
- the percentage ownership interest in any firm, corporation, or partnership that will receive funds from the transaction,
- the value of any financial interest in the transaction,
- any contingent interest in the transaction and the value of such interest should the contingency be satisfied, and
- any philanthropic, scientific, artistic, or property interest in the transaction.

** Directly or indirectly involved means pursuing the transaction by:

- communicating or negotiating with City officers or employees,
- submitting or preparing applications, bids, proposals or other documents for purposes of contracting with the City, or
- directing or supervising the actions of persons engaged in the above activity.

Chad C. Legel	President & CEO
Name	Title/Position
Glen Elyn, IL	
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Brian J. O'Sullivan	Secretary & Vice President of Consulting Services
Name	Title/Position
Naperville, IL	
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Mark W. Tawney	Treasurer & Vice President of Testing Services
Name	Title/Position
Oak Park, IL	
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

N/A	
Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

N/A	
Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

N/A	
Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

N/A	
Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	
N/A	
Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	
N/A	
Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

C. OWNERSHIP AND NAME CHANGES:

1. In the past five (5) years, has your firm changed its name?
 Yes No

If **Yes**, use Attachment A to list all prior legal and DBA names, addresses, and dates each firm name was used. Explain the specific reasons for each name change.

2. Is your firm a non-profit?
 Yes No

If **Yes**, attach proof of status to this submission.

3. In the past five (5) years, has a firm owner, partner, or officer operated a similar business?
 Yes No

If **Yes**, use Attachment A to list names and addresses of all businesses and the person who operated the business. Include information about a similar business only if an owner, partner, or officer of your firm holds or has held a similar position in another firm.

D. BUSINESS ORGANIZATION/STRUCTURE:

Indicate the organizational structure of your firm. Fill in only one section on this page. Use Attachment A if more space is required.

Corporation Date incorporated: 03/28/1990 State of incorporation: Illinois

List corporation's current officers: President: Chad C. Legel
Vice Pres: Brian J. O'Sullivan & Mark W. Tawney
Secretary: Brian J. O'Sullivan
Treasurer: Mark W. Tawney

Type of corporation: C Subchapter S

Is the corporation authorized to do business in California: **Yes** **No**

If **Yes**, after what date: 06/20/2013

Is your firm a publicly traded corporation? Yes No

If Yes, how and where is the stock traded? _____

If Yes, list the name, title and address of those who own ten percent (10 %) or more of the corporation's stocks:

N/A

Do the President, Vice President, Secretary and/or Treasurer of your corporation have a third party interest or other financial interests in a business/enterprise that performs similar work, services or provides similar goods? Yes No

If Yes, please use Attachment A to disclose.

Please list the following:	Authorized	Issued	Outstanding
a. Number of voting shares:	_____	_____	_____
b. Number of nonvoting shares:	_____	_____	_____
c. Number of shareholders:	_____	_____	_____
d. Value per share of common stock:		Par	\$ _____
		Book	\$ _____
		Market	\$ _____

Limited Liability Company Date formed: _____ State of formation: _____

List the name, title and address of members who own ten percent (10%) or more of the company:

N/A

Partnership Date formed: _____ State of formation: _____

List names of all firm partners:

N/A

Sole Proprietorship Date started: _____

List all firms you have been an owner, partner or officer with during the past five (5) years. Do not include ownership of stock in a publicly traded company:

N/A

Joint Venture Date formed: _____

List each firm in the joint venture and its percentage of ownership:

N/A

Note: To be responsive, each member of a Joint Venture or Partnership must complete a separate *Contractor Standards form*.

E. FINANCIAL RESOURCES AND RESPONSIBILITY:

1. Is your firm preparing to be sold, in the process of being sold, or in negotiations to be sold?

Yes No

If **Yes**, use Attachment A to explain the circumstances, including the buyer's name and principal contact information.

2. In the past five (5) years, has your firm been denied bonding?

Yes No

If **Yes**, use Attachment A to explain specific circumstances; include bonding company name.

3. In the past five (5) years, has a bonding company made any payments to satisfy claims made against a bond issued on your firm's behalf or a firm where you were the principal?

Yes No

If **Yes**, use Attachment A to explain specific circumstances.

4. In the past five (5) years, has any insurance carrier, for any form of insurance, refused to renew the insurance policy for your firm?

Yes No

If **Yes**, use Attachment A to explain specific circumstances.

5. Within the last five years, has your firm filed a voluntary petition in bankruptcy, been adjudicated bankrupt, or made a general assignment for the benefit of creditors?

Yes No

If **Yes**, use Attachment A to explain specific circumstances.

6. Are there any claims, liens or judgements that are outstanding against your firm?

Yes No

If **Yes**, please use Attachment A to provide detailed information on the action.

7. Please provide the name of your principal financial institution for financial reference. By submitting a response to this Solicitation Contractor authorizes a release of credit information for verification of financial responsibility.

Name of Bank: CIBC Bank USA / The Private Bank

Point of Contact: Sohila Parsi - Managing Director

Address: 1110 Jorie Boulevard, Oak Brook, IL 60523

Phone Number: (630) 516-0900

8. By submitting a response to a City solicitation, Contractor certifies that he or she has sufficient operating capital and/or financial reserves to properly fund the requirements identified in the solicitation. At City's request, Contractor will promptly provide to City

a copy of Contractor's most recent balance sheet and/or other necessary financial statements to substantiate financial ability to perform.

9. In order to do business in the City of San Diego, a current Business Tax Certificate is required. Business Tax Certificates are issued by the City Treasurer's Office. If you do not have one at the time of submission, one must be obtained prior to award.

Business Tax Certificate No.: B2009003538 Year Issued: 2022

F. PERFORMANCE HISTORY:

1. In the past five (5) years, has your firm been found civilly liable, either in a court of law or pursuant to the terms of a settlement agreement, for defaulting or breaching a contract with a government agency?

Yes No

If **Yes**, use Attachment A to explain specific circumstances.

2. In the past five (5) years, has a public entity terminated your firm's contract for cause prior to contract completion?

Yes No

If **Yes**, use Attachment A to explain specific circumstances and provide principal contact information.

3. In the past five (5) years, has your firm entered into any settlement agreement for any lawsuit that alleged contract default, breach of contract, or fraud with or against a public entity?

Yes No

If **Yes**, use Attachment A to explain specific circumstances.

4. Is your firm currently involved in any lawsuit with a government agency in which it is alleged that your firm has defaulted on a contract, breached a contract, or committed fraud?

Yes No

If **Yes**, use Attachment A to explain specific circumstances.

5. In the past five (5) years, has your firm, or any firm with which any of your firm's owners, partners, or officers is or was associated, been debarred, disqualified, removed, or otherwise prevented from bidding on or completing any government or public agency contract for any reason?

Yes No

If **Yes**, use Attachment A to explain specific circumstances.

6. In the past five (5) years, has your firm received a notice to cure or a notice of default on a contract with any public agency?

Yes No

If **Yes**, use Attachment A to explain specific circumstances and how the matter resolved.

7. Performance References:

Please provide a minimum of three (3) references familiar with work performed by your firm which was of a similar size and nature to the subject solicitation within the last five (5) years.

Please note that any references required as part of your bid/proposal submittal are in addition to those references required as part of this form.

Company Name: City of San Antonio, TX Police Department

Contact Name and Phone Number: Sarah Bilger, PHR, Senior HR Analyst - 210.207.8719

Contact Email: Sarah.Bilger@sanantonio.gov

Address: 111 Soledad, Suite 100, San Antonio, TX 78205

Contract Date: November 2021 - September 2022 (most recent for all ranks)

Contract Amount: \$ 78,695.00 (most recent Lieutenant process)

Requirements of Contract: Development of Police Detective, Sergeant, Lieutenant and Captain Written Examinations, and Development and Administration of Police Lieutenant and Captain Assessment Centers

Company Name: City of San Francisco, CA

Contact Name and Phone Number: Dave Johnson, Public Safety Examination Manager - 415.557.4871

Contact Email: dave.johnson@sfgov.org

Address: One South Van Ness Ave - 4th Floor, San Francisco, CA 94103

Contract Date: February 2020 - December 2020 (most recent)

Contract Amount: \$ 59,965.00

Requirements of Contract: Development and Administration of Police Captain Assessment Center

Company Name: City of Indianapolis, IN

Contact Name and Phone Number: Bruce Henry, IPMA- SCP, IMPD HR Manager - 317.327.2596

Contact Email: Bruce.Henry@indy.gov

Address: 200 E. Washington Street - Ste. 1541, Indianapolis, IN 46204

Contract Date: February 2020 - February 2021 (most recent for all ranks)

Contract Amount: \$ 70,745.00 (most recent Sergeant process)

Requirements of Contract: Development and Administration of Police Sergeant, Lieutenant and Captain Written Examinations and Assessment Centers

G. COMPLIANCE:

1. In the past five (5) years, has your firm or any firm owner, partner, officer, executive, or manager been criminally penalized or found civilly liable, either in a court of law or pursuant to the terms of a settlement agreement, for violating any federal, state, or local law in performance of a contract, including but not limited to, laws regarding health and safety, labor and employment, permitting, and licensing laws?

Yes No

If Yes, use Attachment A to explain specific circumstances surrounding each instance. Include the name of the entity involved, the specific infraction(s) or violation(s), dates of instances, and outcome with current status.

2. In the past five (5) years, has your firm been determined to be non-responsible by a public entity?

Yes No

If **Yes**, use Attachment A to explain specific circumstances of each instance. Include the name of the entity involved, the specific infraction, dates, and outcome.

H. BUSINESS INTEGRITY:

1. In the past five (5) years, has your firm been convicted of or found liable in a civil suit for making a false claim or material misrepresentation to a private or public entity?
 Yes **No**

If **Yes**, use Attachment A to explain specific circumstances of each instance. Include the entity involved, specific violation(s), dates, outcome and current status.

2. In the past five (5) years, has your firm or any of its executives, management personnel, or owners been convicted of a crime, including misdemeanors, or been found liable in a civil suit involving the bidding, awarding, or performance of a government contract?
 Yes **No**

If **Yes**, use Attachment A to explain specific circumstances of each instance; include the entity involved, specific infraction(s), dates, outcome and current status.

3. In the past five (5) years, has your firm or any of its executives, management personnel, or owners been convicted of a federal, state, or local crime of fraud, theft, or any other act of dishonesty?
 Yes **No**

If **Yes**, use Attachment A to explain specific circumstances of each instance; include the entity involved, specific infraction(s), dates, outcome and current status.

4. Do any of the Principals of your firm have relatives that are either currently employed by the City or were employed by the City in the past five (5) years?
 Yes **No**

If **Yes**, please disclose the names of those relatives in Attachment A.

I. BUSINESS REPRESENTATION:

1. Are you a local business with a physical address within the County of San Diego?
 Yes **No**

2. Are you a certified Small and Local Business Enterprise certified by the City of San Diego?
 Yes **No**

Certification # N/A

3. Are you certified as any of the following:
a. Disabled Veteran Business Enterprise Certification # N/A
b. Woman or Minority Owned Business Enterprise Certification # N/A
c. Disadvantaged Business Enterprise Certification # N/A

J. WAGE COMPLIANCE:

In the past five (5) years, has your firm been required to pay back wages or penalties for failure to comply with the federal, state or local **prevailing, minimum, or living wage laws**? **Yes** **No** If **Yes**, use Attachment A to explain the specific circumstances of each instance. Include the entity involved, the specific infraction(s), dates, outcome, and current status.

By signing this Pledge of Compliance, your firm is certifying to the City that you will comply with the requirements of the Equal Pay Ordinance set forth in SDMC sections 22.4801 through 22.4809.

K. STATEMENT OF SUBCONTRACTORS & SUPPLIERS:

Please provide the names and information for all subcontractors and suppliers used in the performance of the proposed contract, and what portion of work will be assigned to each subcontractor. Subcontractors may not be substituted without the written consent of the City. Use Attachment A if additional pages are necessary. If no subcontractors or suppliers will be used, please write "Not Applicable."

Company Name: N/A

Address: _____

Contact Name: _____ Phone: _____ Email: _____

Contractor License No.: _____ DIR Registration No.: _____

Sub-Contract Dollar Amount: \$ _____ (per year) \$ _____ (total contract term)

Scope of work subcontractor will perform: _____

Identify whether company is a subcontractor or supplier: _____

Certification type (check all that apply): DBE DVBE ELBE MBE SLBE WBE Not Certified

Contractor must provide valid proof of certification with the response to the bid or proposal to receive participation credit.

Company Name: N/A

Address: _____

Contact Name: _____ Phone: _____ Email: _____

Contractor License No.: _____ DIR Registration No.: _____

Sub-Contract Dollar Amount: \$ _____ (per year) \$ _____ (total contract term)

Scope of work subcontractor will perform: _____

Identify whether company is a subcontractor or supplier: _____

Certification type (check all that apply): DBE DVBE ELBE MBE SLBE WBE Not Certified

Contractor must provide valid proof of certification with the response to the bid or proposal to receive participation credit.

L. STATEMENT OF AVAILABLE EQUIPMENT:

A full inventoried list of all necessary equipment to complete the work specified may be a requirement of the bid/proposal submission.

By signing and submitting this form, the Contractor certifies that all required equipment included in this bid or proposal will be made available one week (7 days) before work shall commence. In instances where the required equipment is not owned by the Contractor, Contractor shall explain how the equipment will be made available before the commencement of work. The City of San

Diego reserves the right to reject any response, in its opinion, if the Contractor has not demonstrated he or she will be properly equipped to perform the work in an efficient, effective matter for the duration of the contract period.

M. TYPE OF SUBMISSION: This document is submitted as:

- Initial submission of *Contractor Standards Pledge of Compliance*
- Initial submission of *Contractor Standards Pledge of Compliance* as part of a Cooperative agreement
- Initial submission of *Contractor Standards Pledge of Compliance* as part of a Sole Source agreement
- Update of prior *Contractor Standards Pledge of Compliance* dated _____.

Complete all questions and sign below.

Under penalty of perjury under the laws of the State of California, I certify that I have read and understand the questions contained in this Pledge of Compliance, that I am responsible for completeness and accuracy of the responses contained herein, and that all information provided is true, full and complete to the best of my knowledge and belief. I agree to provide written notice to the Purchasing Agent within five (5) business days if, at any time, I learn that any portion of this Pledge of Compliance is inaccurate. Failure to timely provide the Purchasing Agent with written notice is grounds for Contract termination.

I, on behalf of the firm, further certify that I and my firm will comply with the following provisions of SDMC section 22.3004:

- (a) I and my firm will comply with all applicable local, State and Federal laws, including health and safety, labor and employment, and licensing laws that affect the employees, worksite or performance of the contract.
- (b) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of receiving notice that a government agency has begun an investigation of me or my firm that may result in a finding that I or my firm is or was not in compliance with laws stated in paragraph (a).
- (c) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of a finding by a government agency or court of competent jurisdiction of a violation by the Contractor of laws stated in paragraph (a).
- (d) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of becoming aware of an investigation or finding by a government agency or court of competent jurisdiction of a violation by a subcontractor of laws stated in paragraph (a).
- (e) I and my firm will cooperate fully with the City during any investigation and to respond to a request for information within ten (10) working days.

Failure to sign and submit this form with the bid/proposal shall make the bid/proposal non-responsive. In the case of an informal solicitation, the contract will not be awarded unless a signed and completed *Pledge of Compliance* is submitted.

Chad C. Legel, President & CEO		11.30.2022
Name and Title	Signature	Date

**City of San Diego
CONTRACTOR STANDARDS
Attachment "A"**

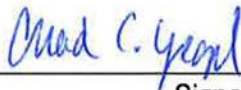
Provide additional information in space below. Use additional Attachment "A" pages as needed. Each page must be signed. Print in ink or type responses and indicate question being answered.

Company Name: City of San Diego, CA Fire Department
Contact Name and Phone Number: Chris Alvarado, Program Coordinator - 619.988.0211
Contact Email: CAlvarado@sandiego.gov
Address: 1200 Third Avenue, Ste. 300 (Civic Center Plaza), San Diego, CA 92101
Contract Date: December 2021 - May 2022 (most recent)
Contract Amount: \$45,860.00
Requirements of Contract: Development and Administration of Fire Captain Written Examination and Assessment Center

I have read the matters and statements made in this Contractor Standards Pledge of Compliance and attachments thereto and I know the same to be true of my own knowledge, except as to those matters stated upon information or belief and as to such matters, I believe the same to be true. I certify under penalty of perjury that the foregoing is true and correct.

Chad C. Legel, President & CEO

Print Name, Title



Signature

11.30.2022

Date

EQUAL OPPORTUNITY CONTRACTING PROGRAM (EOCP)

GOODS AND SERVICES CONTRACTOR REQUIREMENTS

I. City's Equal Opportunity Contracting Commitment.

The City of San Diego (City) promotes equal employment and subcontracting opportunities. The City is committed to ensuring that taxpayer dollars spent on public contracts are not paid to businesses that practice discrimination in employment or subcontracting. The City encourages all companies seeking to do business with the City to share this commitment. Contractors are encouraged to take positive steps to diversify and expand their subcontractor and supplier solicitation base and to offer opportunities to all eligible business firms.

Contractors must submit the required EOCP documentation indicated below with their proposals. Contractors who fail to provide the required EOCP documentation are considered non-responsive.

II. Definitions.

Commercially Useful Function: a Small Local Business Enterprise or Emerging Local Business Enterprise (SLBE/ELBE) performs a commercially useful function when it is responsible for execution of the work and is carrying out its responsibilities by actually performing, managing, and supervising the work involved. To perform a commercially useful function, the SLBE/ELBE shall also be responsible, with respect to materials and supplies used on the contract, for negotiating price, determining quantity and quality, ordering the material, and installing (where applicable) and paying for the material itself.

To determine whether an SLBE/ELBE is performing a commercially useful function, an evaluation will be performed of the amount of work subcontracted, normal industry practices, whether the amount the SLBE/ELBE firm is to be paid under the contract is commensurate with the work it is actually performing and the SLBE/ELBE credit claimed for its performance of the work, and other relevant factors. Specifically, an SLBE/ELBE does not perform a commercially useful function if its role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of meaningful and useful SLBE/ELBE participation, when in similar transactions in which SLBE/ELBE firms do not participate, there is no such role performed.

Disadvantaged Business Enterprise (DBE): a certified business that is (1) at least fifty-one (51%) owned by socially and economically Disadvantaged Individuals, or, in the case of a publicly owned business at least fifty-one percent (51%) of the stock is owned by one or more socially and economically Disadvantaged Individuals; and (2) whose daily business operations are managed and directed by one or more socially and economically disadvantaged owners. Disadvantaged Individuals include Black Americans, Hispanic Americans, Asian Americans, and other minorities, or individual found to be disadvantaged by the Small Business Administration pursuant to Section 8 of the Small Business Reauthorization Act.

Disabled Veteran Business Enterprise (DVBE): a certified business that is (1) at least fifty-one percent (51%) owned by one or more Disabled Veterans; and (2) business operations must be managed and controlled by one or more Disabled Veterans. A Disabled Veteran is a veteran of the U.S. military, naval, or air service who resides in California and has a service-connected disability of at least 10% or more. The firm shall be certified by the State of California's Department of General Services, Office of Small and Minority Business.

Emerging Business Enterprise (EBE): a business whose gross annual receipts do not exceed the amount set by the City Manager, and which meets all other criteria set forth in the regulations implementing the City's Small and Local Business Preference Program. The City Manager shall review the threshold amount for EBEs on an annual basis, and adjust as necessary to reflect changes in the marketplace.

Emerging Local Business Enterprise (ELBE): a Local Business Enterprise that is also an Emerging Business Enterprise.

Local Business Enterprise (LBE): a business that has both a principal place of business and a significant employment presence in the County of San Diego, and that has been in operation for twelve (12) consecutive months.

Minority Business Enterprise (MBE): a certified business that is (1) at least fifty-one percent (51%) owned by one or more minority individuals, or, in the case of a publicly owned business at least fifty-one percent (51%) of the stock is owned by one or more minority individuals; and (2) whose daily business operations are managed and directed by one or more minority owners. Minorities include the groups with the following ethnic origins: African, Asian Pacific, Asian Subcontinent, Hispanic, Native Alaskan, Native American, and Native Hawaiian.

Other Business Enterprise (OBE): any business which does not otherwise qualify as Minority, Woman, Disadvantaged, or Disabled Veteran Business Enterprise.

Principal Place of Business: a location wherein a business maintains a physical office and through which it obtains no less than fifty percent (50%) of gross annual receipts.

Significant Employee Presence: no less than twenty-five percent (25%) of a business's total number of employees.

Small Business Enterprise (SBE): a business whose gross annual receipts do not exceed the amount set by the City Manager, and that meets all other criteria set forth in regulations implementing the City's Small and Local Business Preference Program. The City Manager shall review the threshold amount for SBEs on an annual basis, and adjust as necessary to reflect changes in the marketplace. A business certified as a DVBE by the State of California, and that has provided proof of such certification to the City manager, shall be deemed to be an SBE.

Small Local Business Enterprise (SLBE): a Local Business Enterprise that is also a Small Business Enterprise.

Women Business Enterprise (WBE): a certified business that is (1) at least fifty-one percent (51 %) owned by a woman or women, or, in the case of a publicly owned business at least fifty-one percent (51%) of the stock is owned by one or more women; and (2) whose daily business operations are managed and directed by one or more women owners.

III. Disclosure of Discrimination Complaints.

As part of its proposal, Contractor shall provide to the City a list of all instances within the past ten (10) years where a complaint was filed or pending against Contractor in a legal or administrative proceeding alleging that Contractor discriminated against its employees, subcontractors, vendors, or suppliers, and a description of the status or resolution of that complaint, including any remedial action taken. (Attachment AA).

IV. Work Force Report and Equal Opportunity Outreach Plan.

- A. Work Force Report. Contractors shall submit with their proposal a Work Force Report (WFR) for approval by the City. (Attachment BB). If the City determines that there are under representations when compared to County Labor Force Availability data, then the Contractor will also be required to submit an Equal Employment Opportunity Plan (EEOP) to the City for approval. Questions regarding the WFR should be directed to the Equal Opportunity Contracting Department.
- B. Duty to Comply with Equal Opportunity Outreach Plan. A Contractor for whom an EEOP has been approved by the City shall use best efforts to comply with that EEOP.

V. Small and Local Business Program Requirements.

The City has adopted a Small and Local Business Enterprise program for goods, services, and consultant contracts. The SLBE requirements are set forth in Council Policy 100-10. For contracts in which the Purchasing Agent is required to advertise for sealed proposals in the City's official newspaper or consultant contracts valued over \$50,000, the City shall:

- A. Apply a maximum of an additional 12% of the total possible evaluation points to the Contractor's final score for SLBE or ELBE participation. Additional points will be awarded as follows:
 - a. If the Contractor achieves 20% participation, apply 5% of the total possible evaluation points to the Contractor's score; or
 - b. If the Contractor achieves 25% participation, apply 10% of the total possible evaluation points to the Contractor's score; or
 - c. If the prime contractor is a SLBE or an ELBE, apply 12% of the total possible evaluation points to the Contractor's score.

VI. Maintaining Participation Levels.

- A. Additional points are based on the Contractor's level of participation proposed prior to the award of the goods, services, or consultant contract. Contractors are required to achieve and maintain the SLBE or ELBE participation levels throughout the duration of the goods, services, or consultant contract.
- B. If the City modifies the original specifications, the Contractor shall make reasonable efforts to maintain the SLBE or ELBE participation for which the additional points were awarded. The City must approve in writing a reduction in SLBE or ELBE participation levels.
- C. Contractor shall notify and obtain written approval from the City in advance of any reduction in subcontract scope, termination, or substitution for a designated SLBE or ELBE subcontractor.
- D. Contractor's failure to maintain SLBE or ELBE participation levels as specified in the goods, services, or consultant contract shall constitute a default and grounds for debarment under Chapter 2, Article 2, Division 8, of the San Diego Municipal Code.
- E. The remedies available to the City under Council Policy 100-10 are cumulative to all other rights and remedies available to the City.

VII. Certifications.

The City accepts certifications of MBE, WBE, DBE, or DVBE from the following certifying agencies:

- A. Current certification by the State of California Department of Transportation (CALTRANS) as DBE.
- B. Current MBE or WBE certification from the California Public Utilities Commission.
- C. DVBE certification is received from the State of California's Department of General Services, Office of Small and Minority Business.
- D. Current certification by the City of Los Angeles as DBE, WBE, or MBE.

Subcontractors' valid proof of certification status e.g., copy of MBE, WBE, DBE, or DVBE certification must be submitted with the proposal or contract documents. MBE, WBE, DBE, or DVBE certifications are listed for informational purposes only.

VIII. List of Attachments.

- AA. Contractors Certification of Pending Actions
- BB. Work Force Report

AA. CONTRACTORS CERTIFICATION OF PENDING ACTIONS

As part of this Contract, the Contractor must provide to the City a list of all instances within the past 10 years where a complaint was filed or pending against the Contractor in a legal or administrative proceeding alleging that Contractor discriminated against its employees, subcontractors, vendors or suppliers, and a description of the status or resolution of that complaint, including any remedial action taken.

CHECK ONE BOX ONLY.


- The undersigned certifies that within the past 10 years the Contractor has NOT been the subject of a complaint or pending action in a legal administrative proceeding alleging that Contractor discriminated against its employees, subcontractors, vendors or suppliers.

- The undersigned certifies that within the past 10 years the Contractor has been the subject of a complaint or pending action in a legal administrative proceeding alleging that Contractor discriminated against its employees, subcontractors, vendors or suppliers. A description of the status or resolution of that complaint, including any remedial action taken and the applicable dates is as follows:

DATE OF CLAIM	LOCATION	DESCRIPTION OF CLAIM	LITIGATION (Y/N)	STATUS	RESOLUTION/ REMEDIAL ACTION TAKEN

Contractor Name: Industrial/Organizational Solutions, Inc.

Certified By Chad C. Legel Name Title President & CEO

 Signature Date 11.30.2022

EQUAL OPPORTUNITY CONTRACTING (EOC)

1200 Third Avenue, Suite 200 • San Diego, CA 92101

Phone: (619) 236-6000 • Fax: (619) 236-5904

BB. WORK FORCE REPORT

The objective of the *Equal Employment Opportunity Outreach Program*, San Diego Municipal Code Sections 22.3501 through 22.3517, is to ensure that contractors doing business with the City, or receiving funds from the City, do not engage in unlawful discriminatory employment practices prohibited by State and Federal law. Such employment practices include, but are not limited to unlawful discrimination in the following: employment, promotion or upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rate of pay or other forms of compensation, and selection for training, including apprenticeship. Contractors are required to provide a completed *Work Force Report (WFR)*.

**NO OTHER FORMS WILL BE ACCEPTED
CONTRACTOR IDENTIFICATION**

Type of Contractor: Construction Vendor/Supplier Financial Institution Lessee/Lessor
 Consultant Grant Recipient Insurance Company Other

Name of Company: Industrial/Organizational Solutions, Inc.

ADA/DBA: IOS; I/O Solutions, Inc.

Address (Corporate Headquarters, where applicable): 1520 Kensington Road, Suite 110

City: Oak Brook County: DuPage State: IL Zip: 60523

Telephone Number: 888.784.1290 Fax Number: 708.410.1558

Name of Company CEO: Chad C. Legel

Address(es), phone and fax number(s) of company facilities located in San Diego County (if different from above):

Address: _____

City: _____ County: _____ State: _____ Zip: _____

Telephone Number: _____ Fax Number: _____ Email: _____

Type of Business: _____ Type of License: _____

The Company has appointed: Satheesh Ignatius

As its Equal Employment Opportunity Officer (EEOO). The EEOO has been given authority to establish, disseminate and enforce equal employment and affirmative action policies of this company. The EEOO may be contacted at:

Address: 1520 Kensington Road, Suite 110, Oak Brook, IL 60523

Telephone Number: 888.784.1290 Fax Number: 708.410.1558 Email: satheesh@iosolutions.com

- One San Diego County (or Most Local County) Work Force - Mandatory
 Branch Work Force *
 Managing Office Work Force

Check the box above that applies to this WFR.

*Submit a separate Work Force Report for all participating branches. Combine WFRs if more than one branch per county.

I, the undersigned representative of Industrial/Organizational Solutions, Inc.

(Firm Name)

DuPage, Illinois hereby certify that information provided

(County)

(State)

herein is true and correct. This document was executed on this 30th day of November, 2022

Chad C. Legel

(Authorized Signature)

Chad C. Legel

(Print Authorized Signature Name)

WORK FORCE REPORT – Page 2

NAME OF FIRM: Industrial/Organizational Solutions, Inc. DATE: 11.30.2022

OFFICE(S) or BRANCH(ES): _____ COUNTY: DuPage

INSTRUCTIONS: For each occupational category, indicate number of males and females in every ethnic group. Total columns in row provided. Sum of all totals should be equal to your total work force. Include all those employed by your company on either a full or part-time basis. The following groups are to be included in ethnic categories listed in columns below:

- (1) Black or African-American
- (2) Hispanic or Latino
- (3) Asian
- (4) American Indian or Alaska Native
- (5) Native Hawaiian or Pacific Islander
- (6) White
- (7) Other race/ethnicity; not falling into other groups

Definitions of the race and ethnicity categories can be found on Page 4

ADMINISTRATION OCCUPATIONAL CATEGORY	(1) Black or African American		(2) Hispanic or Latino		(3) Asian		(4) American Indian/ Nat. Alaskan		(5) Pacific Islander		(6) White		(7) Other Race/ Ethnicity	
	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)
Management & Financial					1						7	4		
Professional			1		1						10	17		
A&E, Science, Computer														
Technical														
Sales												2		
Administrative Support				1	1	2					2	15		
Services														
Crafts														
Operative Workers														
Transportation														
Laborers*														

*Construction laborers and other field employees are not to be included on this page

Totals Each Column			1	1	3	2					19	38		
--------------------	--	--	---	---	---	---	--	--	--	--	----	----	--	--

Grand Total All Employees 64.00

Indicate by Gender and Ethnicity the Number of Above Employees Who Are Disabled:

Disabled														
----------	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Non-Profit Organizations Only:

Board of Directors														
Volunteers														
Artists														

WORK FORCE REPORT – Page 3

NAME OF FIRM: Industrial/Organizational Solutions, Inc.

DATE: 11.30.2022

OFFICE(S) or BRANCH(ES): _____

COUNTY: DuPage

INSTRUCTIONS: For each occupational category, indicate number of males and females in every ethnic group. Total columns in row provided. Sum of all totals should be equal to your total work force. Include all those employed by your company on either a full or part-time basis. The following groups are to be included in ethnic categories listed in columns below:

- | | |
|--------------------------------------|---|
| (1) Black or African-American | (5) Native Hawaiian or Pacific Islander |
| (2) Hispanic or Latino | (6) White |
| (3) Asian | (7) Other race/ethnicity; not falling into other groups |
| (4) American Indian or Alaska Native | |

Definitions of the race and ethnicity categories can be found on Page 4

TRADE OCCUPATIONAL CATEGORY	(1) Black or African American		(2) Hispanic or Latino		(3) Asian		(4) American Indian/ Nat. Alaskan		(5) Pacific Islander		(6) White		(7) Other Race/ Ethnicity	
	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)
Brick, Block or Stone Masons														
Carpenters														
Carpet, Floor & Tile Installers Finishers														
Cement Masons, Concrete Finishers														
Construction Laborers														
Drywall Installers, Ceiling Tile Inst														
Electricians														
Elevator Installers														
First-Line Supervisors/Managers														
Glaziers														
Helpers; Construction Trade														
Millwrights														
Misc. Const. Equipment Operators														
Painters, Const. & Maintenance														
Pipelayers, Plumbers, Pipe & Steam Fitters														
Plasterers & Stucco Masons														
Roofers														
Security Guards & Surveillance Officers														
Sheet Metal Workers														
Structural Metal Fabricators & Fitters														
Welding, Soldering & Brazing Workers														
Workers, Extractive Crafts, Miners														

Totals Each Column															
--------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Grand Total All Employees 0

Indicate By Gender and Ethnicity the Number of Above Employees Who Are Disabled:

Disabled															
----------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Work Force Report

HISTORY

The Work Force Report (WFR) is the document that allows the City of San Diego to analyze the work forces of all firms wishing to do business with the City. We are able to compare the firm's work force data to County Labor Force Availability (CLFA) data derived from the United States Census. CLFA data is a compilation of lists of occupations and includes the percentage of each ethnicity we track (American Indian or Alaska Native, Asian, Black or African-American, Native Hawaiian or Pacific Islander, White, and Other) for each occupation. Currently, our CLFA data is taken from the 2010 Census. In order to compare one firm to another, it is important that the data we receive from the consultant firm is accurate and organized in the manner that allows for this fair comparison.

WORK FORCE & BRANCH WORK FORCE REPORTS

When submitting a WFR, especially if the WFR is for a specific project or activity, we would like to have information about the firm's work force that is actually participating in the project or activity. That is, if the project is in San Diego and the work force is from San Diego, we want a San Diego County Work Force Report¹. By the same token, if the project is in San Diego, but the work force is from another county, such as Orange or Riverside County, we want a Work Force Report from that county². If participation in a San Diego project is by work forces from San Diego County and, for example, from Los Angeles County and from Sacramento County, we ask for separate Work Force Reports representing your firm from each of the three counties.

MANAGING OFFICE WORK FORCE

Equal Opportunity Contracting may occasionally ask for a Managing Office Work Force (MOWF) Report. This may occur in an instance where the firm involved is a large national or international firm but the San Diego or other local work force is very small. In this case, we may ask for both a local and a MOWF Report^{1,3}. In another case, when work is done only by the Managing Office, only the MOWF Report may be necessary.³

TYPES OF WORK FORCE REPORTS:

Please note, throughout the preceding text of this page, the superscript numbers one ¹, two ² & three ³. These numbers coincide with the types of work force report required in the example. See below:

- ¹ One San Diego County (or Most Local County) Work Force – Mandatory in most cases
- ² Branch Work Force *
- ³ Managing Office Work Force

**Submit a separate Work Force Report for all participating branches. Combine WFRs if more than one branch per county.*

RACE/ETHNICITY CATEGORIES

American Indian or Alaska Native – A person having origins in any of the peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment.

Asian – A person having origins in any of the peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black or African American – A person having origins in any of the Black racial groups of Africa.

Native Hawaiian or Pacific Islander – A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

White – A person having origins in any of the peoples of Europe, the Middle East, or North Africa.

Hispanic or Latino – A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin.

Exhibit A: Work Force Report Job Categories – Administration

Refer to this table when completing your firm's Work Force Report form(s).

Management & Financial

Advertising, Marketing, Promotions, Public Relations, and Sales Managers
Business Operations Specialists
Financial Specialists
Operations Specialties Managers
Other Management Occupations
Top Executives

Professional

Art and Design Workers
Counselors, Social Workers, and Other Community and Social Service Specialists
Entertainers and Performers, Sports and Related Workers
Health Diagnosing and Treating Practitioners
Lawyers, Judges, and Related Workers
Librarians, Curators, and Archivists
Life Scientists
Media and Communication Workers
Other Teachers and Instructors
Postsecondary Teachers
Primary, Secondary, and Special Education School Teachers
Religious Workers
Social Scientists and Related Workers

Architecture & Engineering, Science, Computer

Architects, Surveyors, and Cartographers
Computer Specialists
Engineers
Mathematical Science Occupations
Physical Scientists

Technical

Drafters, Engineering, and Mapping Technicians
Health Technologists and Technicians
Life, Physical, and Social Science Technicians
Media and Communication Equipment Workers

Sales

Other Sales and Related Workers
Retail Sales Workers
Sales Representatives, Services
Sales Representatives, Wholesale and Manufacturing
Supervisors, Sales Workers

Administrative Support

Financial Clerks
Information and Record Clerks
Legal Support Workers

Material Recording, Scheduling, Dispatching, and Distributing Workers
Other Education, Training, and Library Occupations
Other Office and Administrative Support Workers
Secretaries and Administrative Assistants
Supervisors, Office and Administrative Support Workers

Services

Building Cleaning and Pest Control Workers
Cooks and Food Preparation Workers
Entertainment Attendants and Related Workers
Fire Fighting and Prevention Workers
First-Line Supervisors/Managers, Protective Service Workers
Food and Beverage Serving Workers
Funeral Service Workers
Law Enforcement Workers
Nursing, Psychiatric, and Home Health Aides
Occupational and Physical Therapist Assistants and Aides
Other Food Preparation and Serving Related Workers
Other Healthcare Support Occupations
Other Personal Care and Service Workers
Other Protective Service Workers
Personal Appearance Workers
Supervisors, Food Preparation and Serving Workers
Supervisors, Personal Care and Service Workers
Transportation, Tourism, and Lodging Attendants

Crafts

Construction Trades Workers
Electrical and Electronic Equipment Mechanics, Installers, and Repairers
Extraction Workers
Material Moving Workers
Other Construction and Related Workers
Other Installation, Maintenance, and Repair Occupations
Plant and System Operators
Supervisors of Installation, Maintenance, and Repair Workers
Supervisors, Construction and Extraction Workers
Vehicle and Mobile Equipment Mechanics,

Installers, and Repairers
Woodworkers

Operative Workers

Assemblers and Fabricators
Communications Equipment Operators
Food Processing Workers
Metal Workers and Plastic Workers
Motor Vehicle Operators
Other Production Occupations
Printing Workers
Supervisors, Production Workers
Textile, Apparel, and Furnishings Workers

Transportation

Air Transportation Workers
Other Transportation Workers
Rail Transportation Workers
Supervisors, Transportation and Material
Moving Workers
Water Transportation Workers

Laborers

Agricultural Workers
Animal Care and Service Workers
Fishing and Hunting Workers
Forest, Conservation, and Logging Workers
Grounds Maintenance Workers
Helpers, Construction Trades
Supervisors, Building and Grounds Cleaning
and Maintenance Workers
Supervisors, Farming, Fishing, and Forestry
Workers

Exhibit B: Work Force Report Job Categories–Trade

Brick, Block or Stone Masons
Brickmasons and Blockmasons
Stonemasons

Carpenters

Carpet, floor and Tile Installers and Finishers
Carpet Installers
Floor Layers, except Carpet, Wood and Hard
Tiles
Floor Sanders and Finishers
Tile and Marble Setters

Cement Masons, Concrete Finishers
Cement Masons and Concrete Finishers
Terrazzo Workers and Finishers

Construction Laborers

Drywall Installers, Ceiling Tile Inst
Drywall and Ceiling Tile Installers
Tapers

Electricians

Elevator Installers and Repairers

First-Line Supervisors/Managers
First-line Supervisors/Managers of
Construction Trades and Extraction Workers

Glaziers

Helpers, Construction Trade
Brickmasons, Blockmasons, and Tile and
Marble Setters
Carpenters
Electricians
Painters, Paperhangers, Plasterers and Stucco
Pipelayers, Plumbers, Pipefitters and
Steamfitters
Roofers
All other Construction Trades

Millwrights

Heating, Air Conditioning and Refrigeration
Mechanics and Installers
Mechanical Door Repairers

Control and Valve Installers and Repairers

Other Installation, Maintenance and Repair
Occupations

Misc. Const. Equipment Operators

Paving, Surfacing and Tamping Equipment
Operators

Pile-Driver Operators

Operating Engineers and Other Construction
Equipment Operators

Painters, Const. Maintenance

Painters, Construction and Maintenance
Paperhangers

Pipelayers and Plumbers

Pipelayers

Plumbers, Pipefitters and Steamfitters

Plasterers and Stucco Masons**Roofers****Security Guards & Surveillance Officers****Sheet Metal Workers****Structural Iron and Steel Workers****Welding, Soldering and Brazing Workers**

Welders, Cutter, Solderers and Brazers

Welding, Soldering and Brazing Machine
Setter, Operators and Tenders

Workers, Extractive Crafts, Miners



Tab B – Executive Summary and Responses to Specifications



INDUSTRIAL/ORGANIZATIONAL SOLUTIONS
PUBLIC SAFETY SELECTION EXPERTS

RFP Title: Proposal to Provide Police Promotional Examinations

RFP Number: I0089946-23-D

Date of Opening: December 2, 2022

Industrial/Organizational Solutions, Inc. (IOS) is pleased to have the opportunity to present this proposal to the City of San Diego, California. IOS has worked with the City to develop police promotional processes over multiple contracts since 2007. IOS has maintained an excellent relationship with the City and PD and has consistently produced error-free work. We greatly appreciate the opportunity to work with the San Diego Police Department and look forward to the opportunity to continue this relationship. This proposal will describe IOS's plan to provide police promotional examinations. We would welcome the opportunity to discuss our proposal with you or to clarify any points about which you may have questions.

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, 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

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 titled “Scope of Services” to be confidential and trade secret information and should not be disclosed to any external party.

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Executive Summary

The City of San Diego desires to contract with a capable consulting firm to conduct job analyses for the police promotional ranks (Police Officer III, Detective, Sergeant and Lieutenant) and to develop promotional written examinations and structured oral interview processes. IOS has provided these services to the City since 2007 and has also worked with the San Diego Fire Department to provide similar services. We believe that we have developed a very successful working relationship with the City and hope to have the opportunity to work with you again in this upcoming cycle.

IOS provides similar promotional testing services for Chicago Fire and Police, San Antonio Police, Austin Police, Jacksonville Police, San Francisco Fire and Police, Nashville Police, Cleveland Fire and Police, Las Vegas Fire, Milwaukee Fire, Atlanta Police, Raleigh Police, Minneapolis Police, Tulsa Fire and Police, Cincinnati Fire and Police, and many more. We develop and deploy custom promotional testing processes for approximately 25 of the largest 50 cities in the US.

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.

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's consulting team is highly competent. We employ over 30 individuals with Masters and/or Ph.D.s in Industrial/Organizational Psychology. Our principals have over 35 years of combined experience specializing in public safety selection. 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.

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.

Brian O’Sullivan, Ph.D. (ABD) will be the lead consultant on this project. Contact information for those that will communicate with the City is as follows:

IOS Representative (responsible for contracting issues):
 Chad Legel, President & CEO
 1520 Kensington Road, Suite 110, Oak Brook, IL 60523
 Phone: 888.784.1290
 Fax: 708.410.1558
 Cell: 708.937.8300
chad@iosolutions.com

IOS Lead Consultant (responsible for day-to-day project management):
 Brian O’Sullivan, Vice President of Consulting Services
 1520 Kensington Road, Suite 110, Oak Brook, IL 60523
 Phone: 888.784.1290
 Fax: 708.410.1558
brian@iosolutions.com

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
Courtney Wierzbicki, Ph.D. Director, Consulting Services	Industrial/Organizational Psychologist	Consultant
Drew Weedfall, Ph.D. Manager, Consulting Services	Industrial/Organizational Psychologist	Consultant
Samantha Gleaves, M.A. Manager, Consulting Services	Industrial/Organizational Psychologist	Consultant
Amy Eitapence, M.A. Manager, Regional Recruitment & Selection	Industrial/Organizational Psychologist	Consultant
Maxwell Porter, M.S. Manager, Testing Services	Industrial/Organizational Psychologist	Consultant
Tami Hatzis Manager, Content Development	Personnel Selection Specialist	Content Specialist
David M. Finch, Ph.D. Principal Consultant	Industrial/Organizational Psychologist	Consultant
John Ford, Ph.D. Principal Consultant	Industrial/Organizational Psychologist	Consultant
Linda Reynaud, M.A. Senior Consultant	Industrial/Organizational Psychologist	Consultant
Madison Saylor, Ph.D. Senior Consultant	Industrial/Organizational Psychologist	Consultant
Rob Shepard, M.A. Senior Consultant	Industrial/Organizational Psychologist	Consultant
Andrew Laginess, Ph.D. Consultant	Industrial/Organizational Psychologist	Consultant
Clare Simcox, Ph.D. Consultant	Industrial/Organizational Psychologist	Consultant
Haley Jochim, M.A. Consultant	Industrial/Organizational Psychologist	Consultant
Jacob Wolfarth, M.S. Consultant	Industrial/Organizational Psychologist	Consultant
Jason Saville, Ph.D. Candidate Consultant	Industrial/Organizational Psychologist	Consultant

Maureen Jones, M.A. Consultant	Industrial/Organizational Psychologist	Consultant
Stoney Bowles, M.S. Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Allison Johnston, M.A. Associate Consultant	Personnel Selection Specialist	Consultant
Alyssa Alejandre, M.A. Associate Consultant	Personnel Selection Specialist	Consultant
Barbara Soens, M.S. Associate Consultant	Personnel Selection Specialist	Consultant
Cody Atkinson, M.S. Associate Consultant	Personnel Selection Specialist	Consultant
Grace Vestuto Associate Consultant	Personnel Selection Specialist	Consultant
Harry Vuong, M.A. Associate Consultant	Personnel Selection Specialist	Consultant
Jenny Marciniac Associate Consultant	Personnel Selection Specialist	Consultant
Josh DuBois, M.A. Associate Consultant	Personnel Selection Specialist	Consultant
Lawrence Nisivaco, M.A., M.B.A. Associate Consultant	Personnel Selection Specialist	Consultant
Luke Fernandez Associate Consultant	Personnel Selection Specialist	Consultant
Monika Kossakowska, M.A. Associate Consultant	Personnel Selection Specialist	Consulting Assistant
Nathan Klimek, M.A., M.B.A. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Oscar Sylvester-Garcia, M.B.A. Associate Consultant	Industrial/Organizational Psychologist	Consultant
Casey Carroll Consulting Coordinator	Personnel Selection Specialist	Consulting Coordinator

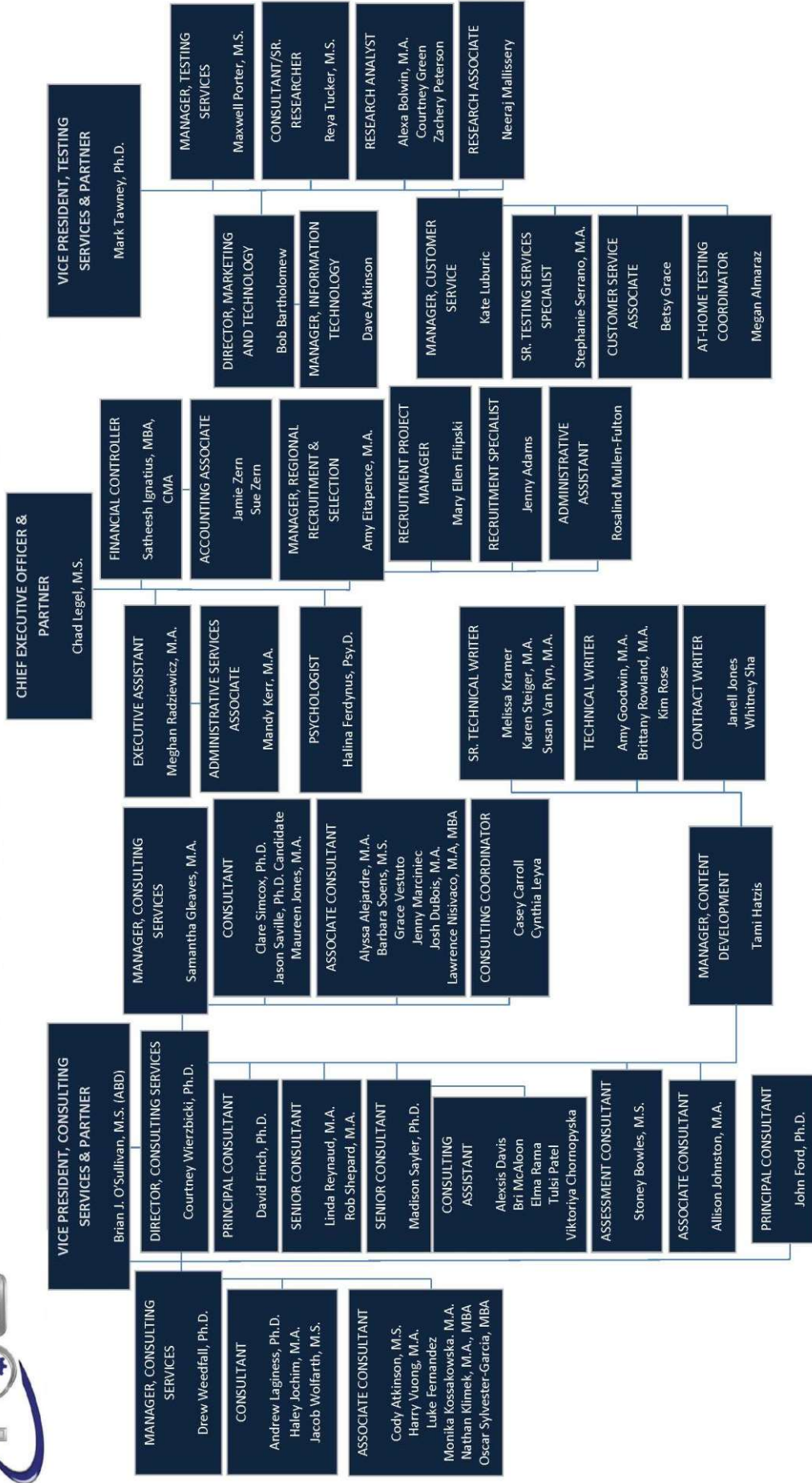
Cynthia Leyva Consulting Coordinator	Personnel Selection Specialist	Consulting Coordinator
Alexis Davis Consulting Assistant	Personnel Selection Specialist	Consulting Assistant
Bri McAloon Consulting Assistant	Personnel Selection Specialist	Consulting Assistant
Elma Rama Consulting Assistant	Personnel Selection Specialist	Consulting Assistant
Tulsi Patel Consulting Assistant	Personnel Selection Specialist	Consulting Assistant
Viktoriya Chornopyska Consulting Assistant	Personnel Selection Specialist	Consulting Assistant
Reya Tucker, M.S. Consultant/Sr. Researcher	Personnel Selection Specialist	Research Analyst
Alexa Bolwin, M.A. Research Analyst	Industrial/Organizational Psychologist	Research Analyst
Courtney Green Research Analyst	Industrial/Organizational Psychologist	Research Analyst
Zachery Peterson Research Analyst	Industrial/Organizational Psychologist	Research Analyst
Neeraj Mallisery Research Associate	Personnel Selection Specialist	Consulting Assistant
Karen Steiger, M.A. Senior Technical Writer	M.A. in English/Writing; over 20 years' experience writing and editing public safety exams.	Senior Technical Writer

**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





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 | Industrial/Organizational Solutions, Inc.
President & Chief Executive Officer <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 | Selection Works, LLC
President and CEO, Co-Founder <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 Industrial/Organizational Solutions, Inc.
Director of Consulting

- 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
New Orleans, LA Police Department	Development of job analysis. Development and administration of the assessment center for the rank of Lieutenant.	2022
Minneapolis, MN Police Department	Development of the written examination for the rank of Lieutenant. Development of the assessment center for the rank of Lieutenant.	2022
Minneapolis, MN Police Department	Development of the written examination for the rank of Sergeant. Development of the assessment center for the rank of Sergeant.	2022
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2022
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2022
Chicago, IL Fire Department EMS	Development of written examination for the rank of Ambulance Commander.	2022
Chicago, IL Fire Department EMS	Development of written examination for the rank of Paramedic Field Chief.	2022
Buffalo, NY Police Department	Development and administration of the written examination for the rank of Detective Sergeant. Development and administration of assessment center for the rank of Detective Sergeant.	2022
Buffalo, NY Police Department	Development and administration of the written examination for the rank of Inspector. Development and administration of assessment center for the rank of Inspector.	2021

Chicago, IL Police Department	Development of job analysis. Development of the written examination for the rank of Lieutenant. Development of assessment centers for the rank of Lieutenant.	2021-22
Charlotte Mecklenburg Police Department	Development and administration of the assessment center for the rank of Captain.	2021
Buffalo, NY Police Department	Development and administration of the written examination for the rank of Lieutenant. Development and administration of assessment center for the rank of Lieutenant.	2021
Buffalo, NY Police Department	Development and administration of the written examination for the rank of Detective. Development and administration of assessment center for the rank of Detective.	2021
New Orleans, LA Police Department	Development of job analysis. Development and administration of the assessment center for the rank of Captain.	2021
Charlotte Mecklenburg Police Department	Development and administration of written examinations and assessment centers for the rank of Sergeant.	2021
Charlotte Mecklenburg Police Department	Development and administration of assessment center for the rank of Lieutenant.	2021
Austin Police Department	Administration of the assessment center for the rank of Sergeant	2020
Houston Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Sergeant.	2020
Houston Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Lieutenant.	2020
Houston Police Department	Job analysis, written examination, and assessment center development, validation, administration, and scoring for the rank of Commander.	2020
Minneapolis, MN Police Department	Development and administration of the written examination for the rank of Sergeant. Development and administration of the assessment center for the rank of Sergeant.	2020
Indianapolis Metropolitan Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2020
Indianapolis Metropolitan Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2020
Indianapolis Metropolitan Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Captain.	2020
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2020

Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2020
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Police Officer III.	2020
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Detective.	2020
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant.	2020
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.	2020
Buffalo, NY Police Department	Development and administration of written examinations and assessment centers for the rank of Detective.	2019
Buffalo, NY Police Department	Development and administration of written examinations and assessment centers for the ranks of Detective Sergeant.	2019
Buffalo, NY Police Department	Development and administration of written examinations and assessment centers for the ranks of Lieutenant.	2019
Buffalo, NY Police Department	Development and administration of written examinations and assessment centers for the rank of Captain.	2019
Chicago Fire Department	Job analysis and development of written examination and assessment center for the rank of Battalion Chief.	2019
Milwaukee Fire Department	Development and administration of written examinations and assessment centers for the rank of Lieutenant.	2019
Milwaukee Fire Department	Development and administration of written examinations and assessment centers for the rank of Captain.	2019
Minneapolis Police Department	Development of assessment center for the rank of Lieutenant.	2019
Austin Police Department	Development and administration of assessment centers for the rank of Sergeant.	2019
Austin Police Department	Development and administration of assessment centers for the rank of Lieutenant.	2019
Austin Police Department	Development and administration of assessment centers for the rank of Commander.	2019
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
Pittsburgh, PA Bureau of Police	Written examination, and assessment center development, validation, administration, and scoring for the rank of Sergeant.	2018
Minneapolis, MN Police Department	Written examination and assessment center development, validation, and administration 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 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 of Lieutenant.	2018
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 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 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 Department	Written examination and assessment center development, validation, and administration for the rank of Sergeant.	2014
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, validations, 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 Board)	Written examination and assessment center development, validation, administration and scoring for the ranks of Sergeant and Master Sergeant.	2010
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 Department	Promotional written examination and assessment center 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.	2005-2006
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

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 Department	Aided in the validation and customization work of an entry-level selection tool to hire entry-level firefighters for the city of Chicago.	2014-2015

	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 Assessment - Firefighter (SBSA-FF)	Entry-level situational judgment test (SJT) for fire services.	2011-2012

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.



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

Background Statement:

Dr. Wierzbicki (formerly Nelson) is a consultant and manager 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

Summa Cum Laude

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Society of Human Resource Management (SHRM)

Professional Experience:

2021 to Present

Industrial/Organizational Solutions, Inc.

Director, Consulting Services

- Oversees a team of approximately ten consulting staff, including two team managers
- Performs all functions of a consultant

2016 to 2021

Industrial/Organizational Solutions, Inc.

Manager

- Performed all functions of a consultant, in addition to:

- Led 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.
 - Supervised 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.
 - Managed 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
Austin, TX	Developed a written examination for the rank of Police Corporal - Detective.	2022
San Antonio, TX	Developed a written examination for the rank of Police Sergeant	2022
Tulsa, OK	Conducted job analysis for the ranks of Police Sergeant and Lieutenant	2021
Milwaukee, WI	Developed a written examination and assessment center for the rank of Fire Captain.	2021
Tulsa, OK	Developed a written examination for the rank of Fire Lieutenant.	2021
Tulsa, OK	Developed a written examination and assessment center for the rank of Fire District Chief.	2021
Tulsa, OK	Developed a written examination and assessment center for the rank of Fire Captain.	2021
Rockford, IL	Conducted candidate screening, developed and administered assessment center for the rank of Fire Chief	2021
Rockford, IL	Conducted candidate screening, developed and administered assessment center for the rank of Police Chief	2021
Saint Paul, MN	Developed a written exam and assessment center for Fire Captain	2021
Davenport, IA	Developed an assessment center for the rank of Fire Captain	2021
San Antonio, TX	Developed a written examination for the rank of Police Detective	2021
Austin, TX	Developed a written examination and assessment center for the rank of Police Commander	2021
Austin, TX	Developed a written examination and assessment center for the rank of Police Lieutenant	2021
San Antonio, TX	Developed a written examination for the rank of Police Sergeant	2021
Forsyth County, GA	Developed a written examination and assessment center for the rank of Fire Lieutenant.	2021
Forsyth County, GA	Developed a written examination and practical assessment for the rank of Fire Apparatus Operator.	2021

Tulsa, OK	Developed a written examination and assessment center for the rank of Police Lieutenant.	2021
Saint Paul, MN	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2021
Forsyth County, GA	Developed an assessment center for the rank of Fire Captain	2020
San Antonio, TX	Developed a written examination and assessment center for the rank of Police Lieutenant	2020
San Antonio, TX	Developed a written examination for the rank of Police Detective Investigator	2020
Tulsa, OK	Developed a written examination and assessment center for the rank of Fire District Chief.	2020
St. Paul, MN	Developed an assessment center for the rank of Police Commander	2020
Tulsa, OK	Developed a written examination and assessment center for the rank of Police Lieutenant.	2020
Forsyth County, GA	Developed a written examination and assessment center for the rank of Fire Lieutenant.	2020
Forsyth County, GA	Developed a written examination and practical assessment for the rank of Fire Apparatus Operator.	2020
Tulsa, OK	Developed and administered an assessment center for the rank of Fire Deputy Chief	2020
San Antonio, TX	Developed a written examination for the rank of Police Sergeant.	2020
Tulsa, OK	Developed and administered an assessment center for the rank of Police Major.	2019
Tulsa, OK	Developed and administered an assessment center for the rank of Police Captain.	2019
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Corporal.	2019
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2019
Tulsa, OK	Developed a written examination for the rank of Fire Equipment Operator.	2019
Saint Paul, MN	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2019
Forsyth County, GA	Developed and administered written examination and assessment center for the rank of Battalion Chief.	2019
Forsyth County, GA	Developed and administered written examination and practical assessment for the rank of Fire Apparatus Operator.	2019

Guilford County Sheriff's Office	Conducted job analysis for the ranks of Detention Sergeant, Detention Lieutenant, Sworn Sergeant, and Sworn Lieutenant. Developed written examinations for the ranks of Sworn Sergeant and Detention Sergeant. Developed assessment centers for the ranks of Detention Sergeant and Detention Lieutenant	2018
San Antonio, TX	Developed a written examination for the rank of Police Sergeant and Captain.	2018
Pinellas County Sheriff's Office, FL	Developed written examination for the ranks of Sergeant (Law Enforcement Office and Department of Corrections)	2018
Mississippi Highway Safety Patrol	Conducted job analysis for the ranks of Master Sergeant, Lieutenant, and Major. Developed and administered structured oral interviews for the ranks of Master Sergeant, Lieutenant, and Major	2018
Arlington, TX	Developed a written examination for the rank of Deputy Fire Marshal.	2018
Arlington, TX	Developed a written examination for the rank of Fire Prevention Specialist.	2018
Dallas, TX	Developed and administered assessment center for the rank of Police Sergeant.	2018
Forsyth County, GA	Developed and administered written examination and assessment center for the rank of Lieutenant.	2018
Forsyth County, GA	Developed and administered written examination and practical assessment for the rank of Fire Apparatus Operator.	2018
Arlington, TX	Developed a written examination for the ranks of Lieutenant and Captain.	2018
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Captain.	2018
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Corporal.	2018
Austin, TX	Developed a written examination for the rank of Police Lieutenant.	2018
Austin, TX	Developed a written examination for the rank of Police Commander.	2018
Austin, TX	Developed a written examination for the rank of Police Sergeant.	2018
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 Office 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
Saint Paul, MN	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2017
Saint Paul, MN	Developed and administered assessment center for the rank of Police 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 Detective/Investigator.	2016
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
Saint 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, FL	Developed and administered written examination and assessment center for the rank of Sergeant LEO (Law Enforcement Officer).	2014
Pinellas County Sheriff's Office, FL	Developed and administered written examination and assessment center for the rank of Sergeant DCB (Detention & Corrections Bureau).	2014
Pinellas County Sheriff's Office, FL	Developed and administered assessment center for the rank of Lieutenant LEO (Law Enforcement Officer).	2014
Pinellas County Sheriff's Office, FL	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

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.** (2016). 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.



Andrew Weedfall, Ph.D.
Managing Consultant

Background Statement:

Dr. Weedfall is a consultant at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. Dr. Weedfall has experience with job analysis, the development, validation, and administration of job knowledge examinations and assessment centers, and project management.

Education:

North Carolina State University – Raleigh, NC

Doctor of Philosophy: Industrial/Organizational Psychology (2019)

Dissertation: Individual Differences in Perceptions of Cyber Incivility: Mitigating the Negative Effects of Incivility with Job Crafting

North Carolina State University – Raleigh, NC

Master of Science: Industrial/Organizational Psychology (2016)

West Virginia University – Morgantown, WV

Bachelor of Arts, Psychology (2013)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2021 – pres. Industrial/Organizational Solutions, Inc.

Managing Consultant

- Performs all functions of an assessment consultant
- Supervises and leads a team of consulting staff. Oversees and monitors employees' work to ensure the effective completion of tasks. Ensures that team members are applying best practices of the industry. Actively mentors, coaches, and trains team members. Conducts annual performance appraisals.
- Assists with the training, hiring, and onboarding of new consulting team members.

2019 – 2021 Industrial/Organizational Solutions, Inc.

Assessment Consultant

- Consults with public safety agencies to develop, validate, administer, and defend promotional testing and assessment systems
- Conducts job analysis (interviews and observations) to identify the essential knowledge, skills, abilities, and other characteristics necessary for performance
- Provides best-practice training to public safety agencies, human resources, and civil service personnel
- Develops technical reports for processes by documenting all aspects of the process and validation evidence to support assessments

2014 - 2018

The Friday Institute for Educational Innovation
Graduate Research Assistant

- Planned, conducted, and delivered reports of, statistical tests and quantitative data analysis
- Leveraged data analysis expertise to provide recommendations to clients regarding the best approach to assess and evaluate their programs.
- Designed reports to meet client needs by presenting data and results through non-technical language and effective visuals to inform the future directions of their programs.
- Used psychometrics expertise to advise on and conduct a scale validation study and co-authored a published manuscript
- Independently managed and met goals and expectations for concurrent projects.

Summary of Selection Projects:

Client	Project Description	Timeframe
Virginia Beach Police Department - Virginia Beach, VA	Developed and administered the assessment center for the ranks of lieutenant and captain	2022
Anaheim Police Department - Anaheim, CA	Conducted job analysis and developed and administered the written exam and assessment center for the rank of sergeant	2021
Grand Rapids Police Department - Grand Rapids, MI	Conducted job analysis and developed and administered the written exam and assessment center for the ranks of sergeant, lieutenant, and captain (JA and AC only)	2021
Kyle Police Department - Kyle, TX	Developed and administered the assessment center for the ranks of sergeant and lieutenant	2021
Bridgeport Police Department - Bridgeport, CT	Conducted job analysis, developed the written exam, and developed and administered the assessment center for the rank of lieutenant	2021
Bridgeport Fire Department - Bridgeport, CT	Developed written examination and developed and administered the assessment center for the rank of Fire Inspector	2021

Charlotte Fire Department - Charlotte, NC	Developed written examination for the rank of Engineer	2021
North Carolina State Highway Patrol - State of North Carolina	Developed and administered the written examination and assessment center for the ranks of sergeant, first sergeant, and lieutenant	2021
Charlotte Fire Department - Charlotte, NC	Developed and administered the written examination and assessment center for the ranks of captain, battalion chief, and division chief (AC only)	2021
Kalamazoo Department of Public Safety - Kalamazoo, MI	Developed written examination for the rank of detective	2021
Virginia Beach Police Department - Virginia Beach, VA	Developed written examination and developed the administered the assessment center for the rank of sergeant	2021
Virginia Beach Police Department - Virginia Beach, VA	Developed written examination for the rank of Police Officer II	2021
Virginia Beach Police Department - Virginia Beach, VA	Developed and administered the assessment center for the ranks of lieutenant and captain	2021
Kalamazoo Department of Public Safety - Kalamazoo, MI	Developed written examination for the rank of sergeant	2020
Lexington Police Department - Lexington-Fayette Urban County, KY	Developed and administered the written exam and assessment center for the ranks of sergeant and lieutenant	2020
Kyle Police Department - Kyle, TX	Conducted job analysis, developed and administered the assessment center for the ranks of sergeant and lieutenant	2020
Jacksonville Sheriff's Office - Jacksonville, FL	Assisted with the development of the written exam for the ranks of police sergeant, police lieutenant, and corrections sergeant. Developed and administered the assessment center for the rank of police sergeant.	2020
Sidney Fire Department - Sidney, OH	Developed the structured oral interview and developed and administered the assessment center for the fire chief position	2020
Baltimore Fire Department - Baltimore, MD	Administered the assessment center for the rank of battalion chief	2020
Bridgeport Police Department - Bridgeport, CT	Developed the written exam, and developed and administered the assessment center for the rank of detective	2020
Bridgeport Fire Department - Bridgeport, CT	Conducted job analysis, developed the written exam, and developed and administered the assessment center for the rank of lieutenant	2020
Rockford Police Department - Rockford, IL	Developed and administered the assessment center for the rank of lieutenant	2020
North Carolina State Highway Patrol - State of North Carolina	Assisted with the administration of the written exam, and development and administration of the assessment center for the ranks of sergeant, first sergeant, and lieutenant	2020
Orland Fire Protection District - Orland Park, IL	Developed and administered a written exam and assessment center for the rank of battalion chief	2020
Pittsburgh Police Department - Pittsburgh, PA	Assisted with administration of the assessment center for the rank of sergeant	2020
Cincinnati Fire Department - Cincinnati, OH	Assisted with administration of the assessment center for the rank of lieutenant	2020

DC Fire EMS - Washington DC	Conducted job analysis interviews and observations for the ranks of sergeant, lieutenant, and captain	2020
Grand Rapids Police Department - Grand Rapids, MI	Assisted with development and administration of the assessment center for the ranks of Sergeant, Lieutenant, and Captain	2019-2020
Kalamazoo Department of Public Safety - Kalamazoo, MI	Developed written examination for the rank of Detective	2019-2020
Pasadena Police Department - Pasadena, TX	Developed written examinations for the rank of Sergeant and Lieutenant	2019-2020
Buffalo Fire Department - Buffalo, NY	Assisted with the development and administration of the assessment center for the rank of Captain	2019
Bernalillo County Fire Department - Bernalillo County, NM	Assisted with implementation of the assessment center for the rank of Engineer	2019
Guilford County Sheriff's Office - Guilford County, NC	Assisted with the development and administration of the assessment center for the ranks of Sworn Sergeant and Sworn Lieutenant	2019
Kalamazoo Department of Public Safety - Kalamazoo, MI	Developed written examination and wrote a technical report for the rank of Sergeant	2019
Augusta Fire Department - Augusta, GA	Assisted with implementation of the assessment center for the ranks of Sergeant and Lieutenant	2019
Raleigh Police Department - Raleigh, NC	Assisted with implementation of the assessment center for the rank of Detective	2019
Raleigh Police Department - Raleigh, NC	Assisted with implementation of the assessment center for the ranks of Sergeant and Lieutenant	2019
Austin Police Department - Austin, TX	Assisted with implementation of the assessment center for the rank of Lieutenant	2019
Baltimore Police Department - Baltimore, MD	Assisted with implementation of the assessment center for the rank of Sergeant	2019
Springfield Fire Department - Springfield, MO	Conducted job analysis interviews and observations for the rank of Firefighter	2019
Cincinnati Fire Department - Cincinnati, OH	Assisted with implementation of the assessment center for the rank of District Chief	2019
Tulsa Police Department - Tulsa, OK	Assisted with implementation of the assessment center for the rank of Captain	2019

Publications and Presentations:

- Jones, M. G., Ennes, M., **Weedfall, A.**, Chesnutt, K., Cayton, E. (In Press). The development and validation of a measure of science capital, habitus, and future science interests. *Research in Science Education*.
- Oakley, S. L., **Weedfall, A.**, Pond III, S. B., (April, 2016). Linking Core Self-Evaluations to Organizational Citizenship: A Risk Orientation Perspective. Poster presented at the 31st Annual Conference for the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Oakley, S. L., **Weedfall, A.**, Pond III, S. B., (April, 2016). Enhancing Attitudes Toward Diversity Training: Framing, Format, and Goal Orientation. Poster presented at the 31st Annual Conference for the Society for Industrial and Organizational Psychology, Anaheim, CA.

Samantha Gleaves, M.A.
Managing Consultant



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:

2021-Present Managing Consultant, I/O Solutions, Inc.

- Consults with public safety agencies to develop, validate, implement, and defend promotional testing/assessment systems (including all work outlined below as an Assessment Consultant).
- Provides best-practice training to public safety agencies, human resources, and civil service personnel.
- Communicates with clients to ensure all aspects of the process are complete and meet their requirements.
- 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.
- Oversees the training and development of consulting staff, including the development and delivery of structured training on technical concepts, coaching, and ongoing development.

2019-2021

Assessment Consultant, I/O Solutions, Inc.

- Developed, validated, and implemented all components of promotional processes.
- Coordinated with clients and other vendors and all logistics related to the administration of promotional processes (i.e., securing facility space).
- Managed and conducted job analyses.
- Developed and administered assessment center exercises.
- Managed job knowledge written examinations.
- Used SPSS and Excel to analyze data gathered from written examinations and assessment centers.
- Developed technical reports for all phases of assessment processes.
- Communicated with clients to ensure all aspects of the process are complete and meet their requirements.

2018-2019

Senior Assessment Specialist, I/O Solutions, Inc.

- Worked closely with the Vice President of Consulting Services to develop, validate, and implement all components of promotional processes for large public safety clients.
- Managed and conducted job analyses.
- Developed and administered assessment center exercises.
- Managed job knowledge written examinations.
- Used SPSS and Excel to analyze data gathered from written examinations and assessment centers.
- Developed technical reports for all phases of assessment processes.
- Communicated with clients to ensure all aspects of the process are complete and meet their requirements.

2016-2018

Assessment Specialist, I/O Solutions, Inc.

- Worked directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
- Managed and conducted job analyses.
- Developed and administered assessment center exercises.
- Managed job knowledge written examinations.
- Used SPSS and Excel to analyze data gathered from written examinations and assessment centers.
- Developed technical reports for all phases of assessment processes.
- Communicated 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
Colorado State Highway Patrol	Development and administration of an assessment center for the rank of Captain.	2021
Rockford Police Department	Development and administration of an assessment center for the rank of Lieutenant.	2021
New Mexico State Police	Development and administration of an assessment center for the rank of Lieutenant.	2021
Kenosha, WI Fire Department	Development and administration of an assessment center for the ranks of Fire Chief.	2021
Illinois State Police	Development and administration of written examinations and assessment centers for the ranks of Lieutenant and Captain.	2021
Cook County Sheriff's Office Police Department	Development and administration of written examinations for the ranks of Police Officer, Sergeant, and Lieutenant.	2021
Cook County Sheriff's Office Department of Court Services	Development and administration of job analysis for the ranks of Sergeant and Lieutenant.	2021
Cook County Sheriff's Office Department of Corrections	Development and administration of job analysis for the ranks of Sergeant and Lieutenant.	2021
Edmond, OK Fire Department	Development and administration of written examinations and assessment centers for the ranks of Relief Driver, Lieutenant, and Battalion Chief.	2021
Las Vegas, NV Fire Department	Development and administration of written examination and assessment center for the rank of Engineer.	2021
City of Bridgeport, CT	Development and administration of job analysis and organizational analysis for the rank of Public Safety Supervisor.	2021
Bridgeport, CT Fire Department	Updated job description; development and administration of assessment center for the rank of Deputy Fire Marshal.	2021
Springfield, MO Police Department	Development of written examination and assessment center for the rank of Sergeant.	2021
Miami Beach, FL Police Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant and Lieutenant.	2021

Miami Beach, FL Fire Department	Development and administration of written examinations and assessment centers for the ranks of Lieutenant and Captain.	2021
New Mexico State Police	Development and administration of job analysis and assessment centers for the ranks of Lieutenant and Captain.	2020
Las Vegas, NV Fire Department	Development and administration of written examinations and assessment centers for the ranks of Lieutenant and Captain.	2020
Mississippi State Highway Patrol	Development and administration of assessment center and internal interview for the rank of Lieutenant.	2020
Miami Beach, FL Police Department	Job analysis for the ranks of Sergeant and Lieutenant.	2020
Springfield, MO Police Department	Development of written examination and assessment centers for the ranks of Corporal and Lieutenant.	2020
Mississippi State Highway Patrol	Development and administration of written examination, assessment center and internal interview for the rank of Master Sergeant.	2020
Pittsburgh Bureau of Police	Development and administration of written examinations and assessment centers for the ranks of Sergeant and Lieutenant.	2020
Buffalo, NY Police Department	Development and administration of written examinations and assessment centers for the ranks of Detective, Detective Sergeant, Lieutenant and Captain	2019
Springfield, MO Police Department	Administration of assessment center for the rank of Sergeant.	2019
Chicago Fire Department	Job analysis and development of written examination and assessment center for the rank of Battalion Chief.	2019
Milwaukee Fire Department	Development of written examinations and assessment centers for the ranks of Lieutenant and Captain.	2019
Edmond, OK Fire Department	Development of written examinations for the ranks of Lieutenant, Training Captain, and EMS Captain.	2019
Minneapolis Police Department	Development of assessment center for the rank of Lieutenant.	2019
Montgomery County, MD Police Department	Administration of assessment center for the rank of Sergeant.	2019
Tulsa Police Department	Administration of assessment center for the rank of Sergeant.	2019
San Antonio Police Department	Assisted in the administration of the assessment center for the rank of Lieutenant.	2019
Mississippi State Highway Patrol	Development and administration of assessment center and internal interview for the rank of Master Sergeant.	2019
Austin Police Department	Development and administration of assessment centers for the ranks of Sergeant, Lieutenant and Commander.	2019
Tulsa Police Department	Administration of assessment center for the rank of Corporal.	2018

Orland Park Fire Prevention District	Administration of driving practical assessment for the rank of Lieutenant.	2018
Mississippi State Highway Patrol	Administration of assessment center for the rank of Master Sergeant.	2018
Minneapolis Police Department	Development and administration of written examination for the rank of Sergeant. Development of assessment center for the rank of Sergeant.	2018
Indianapolis Fire Department	Administration of written examination and assessment center for the ranks of Lieutenant, Captain, and Battalion Chief.	2018
Pittsburgh Bureau of Police	Development and administration of written examination and assessment center for the rank of Sergeant.	2018
Arlington Heights Fire Department	Development and administration of written examination and assessment center for the rank of Lieutenant.	2018
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



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 to 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 to 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
Waukegan Police Department	Written exam development, administration and scoring for rank of sergeant.	2020
Westmont 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.	2020
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.	2020

Brookfield Police and Fire	Development of entry-level structured oral interview for police officer and firefighter. Development of promotional structured oral interview for police sergeant and fire lieutenant.	2020
Northbrook Fire Department	Written exam development, administration and scoring for driver/engineer	2020
Huntley Police Department	Development of entry-level structured oral interview for police officer.	2020
Western Springs 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.	2020
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.	2020
Willowbrook Police Department	Development of entry-level structured oral interview for police officer.	2020
Rolling Meadows Police Department	Written exam development, administration and scoring for rank of sergeant.	2020
Clarendon Hills Police Department	Development of entry-level structured oral interview for police officer.	2020
Niles Fire Department	Development and management of written examination for lieutenant. Development of assessment center for lieutenant. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2020
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.	2020
Western Springs Police Department	Development of entry-level structured oral interview for police officer.	2020

Elgin 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.	2020
Northbrook 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.	2020
Elmhurst Fire Department	Development of assessment center for battalion chief and lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2020
Oak Park 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.	2020
Oak Park Fire Department	Development and management of written examination for battalion chief. Development of assessment center for battalion chief. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2019
Orland Fire Department	Development of entry-level structured oral interview for firefighter.	2019
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.	2019
Burr Ridge Police Department	Development of entry-level structured oral interview for police officer.	2019
Arlington Heights 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.	2019

Wheeling 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. Prepared and managed Merit and Efficiency process.	2019
Plainfield 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.	2019
Grayslake Police Department	Written exam development, administration and scoring for rank of sergeant. Development and management of structured oral interview (SOI) for sergeant. Conducted assessor training and management of SOI.	2019
Elgin Fire Department	Written exam development, administration and scoring for rank of lieutenant.	2019
Wilmette Fire Department	Written exam development, administration and scoring for rank of lieutenant.	2019
Des Plaines 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.	2019
Berwyn 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.	2018
Berwyn Police Department	Development and management of written examination for sergeant and lieutenant. Development of assessment center for sergeant and lieutenant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2018
Oak Park Police	Development and management of structured oral interview (SOI) for police chief. Conducted assessor training and management of SOI.	2018
Northbrook Fire Department	Development and management of written examination for captain. Development of assessment center for captain. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2018

Long Grove Fire Protection District	Written exam development, administration and scoring for rank of lieutenant.	2018
Des Plaines 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.	2018
Winnetka Police Department	Written exam development, administration and scoring for rank of sergeant.	2018
Morton Grove Fire Department	Written exam development, administration and scoring for rank of lieutenant.	2018
Woodridge 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.	2018
Mundelein 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.	2018
Lincolnshire-Riverwoods FPD	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.	2018
Hinsdale Police Department	Written exam development, administration and scoring for rank of sergeant.	2018
Lemont Police Department	Written exam development, administration and scoring for rank of sergeant.	2018
Downers Grove Police Department	Development of structured oral interview for entry-level officers.	2018
Downers Grove Fire Department	Development of structured oral interview for entry-level firefighters.	2018
Barrington Fire Department	Written exam development, administration and scoring for rank of assistant chief.	2018
Elgin Fire & Police Departments	Development of entry-level structured oral interview for both police and fire.	2018
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 sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2017
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 of sergeant.	2015

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



Maxwell G. Porter, M.S.
Manager, Testing Services

Background Statement:

Mr. Porter is a Manager 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 a manager, 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)
- Full-cycle project management
- 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
- Individual assessment (i.e. personality and managerial/leadership potential assessment)

Education:

Illinois Institute of Technology, Chicago
Doctor of Philosophy, Industrial-Organizational Psychology (2022 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

Presentations & Publications:

Cates, H., **Porter, M. G.**, & Wills, B. (2021, November). *The Nuts and Bolts of an Electronic Police Trainee Exam*. Presented at the National Public Employer Labor Relations Association conference, New Orleans, LA.

Tawney, M. W., Jacobson, C. J., **Porter, M. G.**, & Szarek, R. W. (2019, April). Reducing disparity and increasing diversity in law enforcement hiring. Poster presented at the Thirty-Fourth Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.

Porter, M. G., Morris, S. B., & De Corte, W. (2017, April). *Pareto-Optimal Composites: Predicted vs. Realized Validity-Diversity Tradeoffs*. Symposium presented at Thirty-Second Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

Porter, M. G., & Morris, S. B. (2015, November). *An examination of Pareto-optimality to public safety selection data*. Presented at the Ideas in Testing Research seminar, Chicago, IL.

Professional Experience:

April 2019 to Present Industrial/Organizational Solutions, Inc. (IOS)
Manager, Testing Services

2017 to April 2019 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
San Antonio, TX Police Department	Conducted focus group with SMEs to collect updated validity evidence of existing PAT simulation course. Analyzed archival applicant course data to evaluate adverse impact and utility.	2021-2022
Omaha, NE Fire Department	Job Analysis and & Validity Transportation process for entry-level firefighter position. Managed the administration of an online JAQ	2021-2022

	survey. Analyzed JAQ data and compiled transportability report. Provided written exam for over 450 candidates and delivered comprehensive adverse impact report of test outcomes. Developed and administered custom SOI via electronic format. Provided in-depth rater training.	
Nashville, TN Fire Department	Validated fireground physical ability test (FPAT) simulation. Collected content validity evidence through online physical task JAQ. Conducted FPAT field test using entire department (N = 700+) and conducted criterion validation via collection of job performance ratings. Validated a local FPAT cut score based on field test data. Developed incumbent score gradient bands for internal usage.	2021-2022
Illinois State Police Merit Board	Job Analysis process for entry-level Trooper position. Managed the conduction of virtual job analysis meetings with Troopers statewide, conducted statewide sampling plan, as well as administration of an online JAQ survey. Analyzed JAQ data and compiled technical report.	2021-2022
Fort Worth, TX Fire Department	Provided written exam for over 1,600 candidates and delivered comprehensive adverse impact report of test outcomes.	2021
Tulsa, OK Fire Department	Gathered JAQ data on critical SAOs and developed custom SOI. Provided in-depth assessor training.	2021
Edmond, OK Fire Department	Developed custom SOI, managed onsite rater training, and video recording of candidate responses. Administered custom Semi-structured Oral Interview (i.e. Chief's interview) and provided in-depth training to fire chiefs.	2021
Bridgeport, CT Police Department	Oversaw administration of custom written examination. Developed fully custom SOI based on job analytic data and SME input. Provided in-depth incumbent assessor training and oversaw SOI administration to over 250 candidates.	2021
Fort Worth, TX Police Department	Job Analysis and & Validity Transportation process for entry-level Patrol Officer position. Managed the administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report. Provided written exam for ~600 candidates and delivered comprehensive adverse impact report of test outcomes.	2020-2021
Florida State Highway Patrol	Job Analysis and & Validity Transportation process for entry-level trooper position. Delivered online JAQ survey. Updated existing PAT with additional job-related evolutions and managed field testing of new PAT course. Provided new cut score recommendation based on analysis of incumbent field test data.	2020-2021
Missouri State Highway Patrol	Job Analysis and & Validity Transportation process for entry-level Commercial Vehicle Officer position. Delivered online JAQ survey. Updated existing PAT with additional job-related evolutions and managed field testing of new PAT course. Developed guidelines for the mobile administration of the PAT statewide. Provided new cut score recommendation based on analysis of incumbent field test data.	2021
Indianapolis, IN Fire Department	Managed the administration of a written exam to over 1,100 firefighter candidates. Developed a virtual one-way structured oral interview platform allowing candidates to securely interview from their homes. Provided in-depth incumbent assessor training and oversaw SOI scoring for over 950 candidate video responses.	2020
Anaheim, CA Fire Department	Job Analysis and & Validity Transportation process for entry-level firefighter 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, provided in-depth incumbent assessor training and oversaw SOI administration	2020

Greenville, SC Police Department	Job Analysis and & Validity Transportation process for entry-level Patrol 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, provided in-depth incumbent assessor training and oversaw SOI administration. Validated (content) existing custom physical ability test (PAT) simulation. Worked with SMEs to content validate departmental Medical Health Screening process.	2019
Greenville, SC Fire Department	Job Analysis and & Validity Transportation process for entry-level firefighter 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, provided in-depth incumbent assessor training and oversaw SOI administration. Validated (content & criterion) existing custom physical ability test (PAT) simulation. Worked with SMEs to content validate departmental Medical Health Screening process.	2019
Washington DC, Fire & EMS	Job Analysis and & Validity Transportation process for entry-level firefighter 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. Provided written exam for over 3,000 candidates and delivered comprehensive adverse impact report of test outcomes.	2019
Fort Worth, TX Fire Department	Job Analysis and & Validity Transportation process for entry-level firefighter position. Managed the administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report. Provided written exam for ~1,300 candidates and delivered comprehensive adverse impact report of test outcomes.	2019
Indianapolis, IN Police Department	Written examination scoring. Full SOI development and administration with department SMEs.	2019
Lakewood, CO Police Department	Developed custom SOI, implemented video SJT and administered integrity inventory to entry level candidates. Performed statistical score banding of results and delivered comprehensive adverse impact report.	2016-2020
Edmond, OK Fire Department	Developed custom SOI, managed onsite rater training, and video recording of candidate responses. Developed new custom Semi-structured Oral Interview (i.e. Chief's interview) provided in-depth training to fire chiefs.	2018
Indianapolis, IN Fire Department	Managed the administration of a written exam to over 1,000 firefighter candidates. Developed fully custom SOI based on job analytic data and SME input. Provided in-depth incumbent assessor training and oversaw SOI administration to over 800 candidates.	2018
Miami Beach, FL Fire Department	Provided multiday on-site candidate orientation sessions. Oversaw administration and scoring of written exam for over 500 firefighter applicants	2018
Providence RI, Police Department	Developed fully custom SOI based on job analytic data and SME input. Provided in-depth incumbent and community assessor training.	2018
Bridgeport, CT Police Department	Oversaw administration of custom written examination. Developed fully custom SOI based on job analytic data and SME input. Provided in-depth incumbent assessor training and oversaw SOI administration to over 250 candidates.	2018

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.	2017-2020
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 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



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
Metropolitan Nashville 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.	2022
San Diego Fire-Rescue Department	Management of written examination for Captain. Development of assessment center for Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2022
Albuquerque Fire Rescue	Management of written examinations for Paramedic Driver, Suppression Driver, Paramedic Lieutenant, and Suppression Lieutenant.	2021-2022
Tuscaloosa Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant and Lieutenant. Development of structured interviews for Captain and Assistant Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center and structured interview administrations. Manage candidate feedback reports.	2021-2022
Metropolitan Nashville Police Department	Development of assessment center for Captain. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2021

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.	2021
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.	2021
Bexar County Sheriff's Office	Management of written examinations for Detention Corporal (2 written examinations), Detention Sergeant, Detention Captain, Law Enforcement Sergeant, and Law Enforcement Investigator.	2021
San Diego Fire-Rescue Department	Management of written examination for Battalion Chief. Development of assessment center for Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2021
Metropolitan Nashville 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.	2021
Albuquerque Police Department	Management of written examination for Lieutenant. Development of assessment center for Lieutenant. Conduct candidate orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	2021
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.	2020-2021
Albuquerque Fire Rescue	Management of written examinations for Paramedic Driver, Suppression Driver, Paramedic Lieutenant, and Suppression Lieutenant.	2020-2021
Bexar County Sheriff's Office	Management of written examinations for Detention Corporal, Detention Lieutenant, Law Enforcement Entry Test, Law Enforcement Captain, and Law Enforcement Lieutenant.	2020
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.	2019-2020

Tuscaloosa Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant and Lieutenant. Development of structured interviews for Captain and Assistant Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center and structured interview administrations. Manage candidate feedback reports.	2019-2020
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.	2019-2020
Metropolitan Nashville Police Department	Management of written examinations for Sergeant and Captain. Development of assessment centers for Sergeant and Captain. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2019-2020
Albuquerque Fire Rescue	Management of written examinations for Paramedic Driver, Suppression Driver, Paramedic Lieutenant, Suppression Lieutenant, 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.	2019-2020
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.	2019-2020
Tuscaloosa Fire Rescue	Development of assessment center for Fire Marshal. Conduct assessor training and manage assessment center. Manage candidate feedback reports.	2019
San Diego Fire-Rescue Department	Management of USERRA assessment center for Battalion Chief. Conduct candidate orientations. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2019
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.	2019
Bexar County Sheriff's Office	Management of written examinations for Detention Corporal, Detention Captain, Detention Sergeant, Law Enforcement Entry Test, Law Enforcement Investigator, and Law Enforcement Sergeant.	2019
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.	2019

Metropolitan Nashville 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.	2018-2019
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.	2018-2019
Metropolitan Nashville Police Department	Management of written examinations for Sergeant and Lieutenant. Development of assessment centers for Sergeant and Lieutenant. Conduct candidate orientation. Conduct assessor training and manage assessment center administrations. Manage candidate feedback reports.	2018-2019
Albuquerque Fire Rescue	Management of written examinations for Paramedic Driver and Suppression Driver.	2018-2019
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, Detention Sergeant, Detention Lieutenant, Law Enforcement Investigator, Law Enforcement Sergeant, Law Enforcement Lieutenant, and Law Enforcement Transfer.	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 Rescue	Management of written examinations for Paramedic Driver, Suppression Driver, Paramedic Lieutenant, Suppression Lieutenant, 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	2017-2018

	reports.	
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	2016

	orientation. Conduct assessor training and manage assessment center administration. Manage candidate feedback reports.	
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	2014-2015

	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.	
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 multisource 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.



DAVID M. FINCH, PH.D.
Principal Consultant

Background Statement:

Dr. Finch is a Principal Consultant at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. In this role, Dr. Finch serves his clients as the principal consultant and project manager for the development, validation, and administration of promotional assessments, including assessment centers, job knowledge tests, situational judgment tests, job simulations, and structured oral interviews. Dr. Finch is a recognized expert in employee selection and assessment, having served as testifying and settlement expert for class-action lawsuits related to employment discrimination in this space.

Education:

The University of Georgia, Athens, Georgia
Doctor of Philosophy: Industrial/Organizational Psychology (2004)

The University of Georgia, Athens, Georgia
Master of Science: Industrial/Organizational Psychology (2002)

Virginia Tech, Blacksburg, Virginia
Bachelor of Science, Psychology (1999)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

- | | |
|-----------------|---|
| 2021 to Present | Industrial/Organizational Solutions, Inc.
Principal Consultant <ul style="list-style-type: none">Consult with public safety agencies to develop, validate, and administer promotional testing/assessment systems |
| 2016 to 2021 | DMF Consulting Services LLC
Principal <ul style="list-style-type: none">Designed and delivered high impact, evidence-based solutions to attract, select, develop, and retain diverse and high-performing talent for organizations big and small. |
| 2014 to 2016 | ClarkDietrich Building Systems
Director, Human Resources / Talent Management |

- Led talent acquisition and management Center of Excellence for \$750M company (1,300+ employees). Trusted advisor to the CEO regarding succession planning for C-level executives, including the CEO position. Also, served as senior HR Business Partner for 3 lines of business as well as various regional operating units.

2004 to 2014

APTMetrics, Inc

Director & Practice Leader

- For a prominent HR consulting firm, directed cross-functional teams comprised of I/O psychologists, HR professionals, and IT professionals on large-scale talent acquisition, talent management, and OD consulting engagements for Fortune 500 and other major organizations.

Summary of Selection Projects:

Client	Project Description	Timeframe
Cincinnati Police Department	Developed written exam and structured oral interview for the rank of sergeant; administration of SOI in Feb 2022	2021
Omaha Fire Department	Developed and administered practical for the rank of engineer	2021
Monroe County Sheriff's Office	Developed and administered assessment center for the rank of Road Patrol Captain	2021
Cleveland Division of Police	Conducted job analysis for the ranks of sergeant, lieutenant, and captain	2021
Kansas City Police Department	Assisted with development of situational judgment test for the ranks of detective and sergeant	2021
Buffalo Fire Department	Assisted with administration of the assessment center for the ranks of lieutenant, battalion chief, and division chief	2021
New Orleans Police Department	Assisted with administration of the assessment center for the rank of captain	2021

Publications:

Berman, W. H., Scott, J. C., & **Finch, D. M.** (2005) *Assessments: Connecting Employees with the Performance Improvement Process*. Workforce Performance Solutions, 2(June), 1-5.

Finch, D.M., Edwards, B.D., & Wallace, J.C. (2009). Multi-stage selection strategies: Simulating the effects on adverse impact and expected performance for various predictor combinations. *Journal of Applied Psychology*, 94(2), 318-340.

Wallace, J.C., Edwards, B.D., Arnold, T., Frazier, M., & **Finch, D.M.** (2009). Work stressors, role-based performance, and the moderating influence of organizational support. *Journal of Applied Psychology*, 94(1), 254-262.

Wallace, J.C., Edwards, B.D, Shull, A., & **Finch, D.M.** (2009). Examining the consequences in the tendency to suppress and reappraise emotions on task-related job performance. *Human Performance*, 22(1), 23-43

- Wallace, J.C., Edwards, B.D., Mondore, S., & **Finch, D.M.** (2008). Employee Discrimination Claims and Employee-initiated Lawsuits: Does Procedural Justice Climate Moderate the Claims → Disputes Relationship? *Journal of Managerial Issues*, 20(3), 313-326.
- Reithel, S.M., & **Finch, D.M.** (2007). Leadership: Nature versus Nurture? *Chief Learning Officer*, February, 29-31.
- Finch, D.M.** (2004). *Multiple hurdle selection strategies: Simulating the effects on adverse impact and predictive efficiency for various predictor combinations*. Unpublished doctoral dissertation, University of Georgia, April 2004.
- Finch, D.M.** (2002). *Rater personality and judgments of sexual harassment*. Unpublished master's thesis, University of Georgia, February 2002.

Presentations:

- Finch, D. M.** (2012). *Rise of the Machines: Technology and Selection*. Facilitator for SIOP 2012 Interactive Session. Presented at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Baxter, D., **Finch, D. M.**, Gerhold, C., & Mayfield, D. (2009). *Selection Balancing Act: Prediction, Cost, and Legal Risk*. Presentation at the 117th Annual Conference of the American Psychological Association, Toronto, ON.
- Finch, D.M.**, Wallace, J.C., Edwards, B.D., Arnold, T., & Frazier, M. (2008). *Work stressors, role-based performance, and support climate: A moderated model*. Paper presented at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology (SIOP), San Francisco, CA.
- Finch, D.M.** (2006). *Practitioner's Dilemma: Selecting a High Performing and Diverse Workforce?* Paper presented at the 21st Annual Society for Industrial/Organizational Psychology (SIOP) Conference, Dallas, TX.
- Stukalsky, S.S. & **Finch, D.M.** (2006). *From Rater Errors to System Solutions: Evaluating Web-Based Performance Measurement*. In S. Fallaw (Chair) and R. Gatewood (Discussant), *Technology and Selection System Design: Challenges and Best Practices*. Presentation delivered in the Practitioner Forum at the 21st Annual Society for Industrial/Organizational Psychology (SIOP) Conference, Dallas, TX.
- Hecht, J.E., **Finch, D.M.**, Landau, H.I., & Stokes, G.S. (2002). *A longitudinal examination of biodata subgroup stability*. Paper presented at the 17th Annual Society for Industrial/Organizational Psychology (SIOP) Conference, Toronto, ON.
- Gellar, E.S. & **Finch, D.M.** (1998). *Effects of the Environment on the Alcohol Consumption Patterns of Men and Women College Students*. Poster presented at the Annual Meeting of the American Psychological Association (APA), San Francisco.



Linda H. Reynaud, M.A.

Senior 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 promotional testing/assessment systems
- Conduct job analysis 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 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 Fortune 500 clients to develop and validate selection tools
- Managed the design and development of online hiring systems
- Completed large scale job analyses
- Wrote technical reports to document projects

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
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Commander, Captain, and Engineer in the Bernalillo County Fire Department.	2021
Chattanooga Fire Department	Job analyses and job knowledge written examination development and assessment center development and administration for the ranks of Lieutenant, Captain and Battalion Chief.	2021
Chesterfield County Police Department	Job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Captain in the Chesterfield County Police Department.	2021
Jacksonville Sheriff's Office - Corrections	Job knowledge written examination development and assessment center development and administration for the rank of Corrections Lieutenant in the Jacksonville Sheriff's Office.	2021
Los Alamos Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Driver Engineer and Captain in the Los Alamos Fire Department.	2021
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.	2021
Portland Police Bureau	Job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Lieutenant in the Portland Police Bureau.	2021
Suffolk Police Department	Job knowledge written examination development and assessment center development and administration for the ranks of Communications Lead Operator, Master Police Officer, Lieutenant, Sergeant, and Captain in the Suffolk Police Department.	2021
Austin-Travis County EMS	Job knowledge written examination development for the rank of Clinical Specialist-Field in the Austin-Travis County EMS Department.	2020
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Commander, Captain, and Lieutenant in the Bernalillo County Fire Department.	2020
Chesterfield County Police Department	Job analyses, job knowledge written examination development and assessment center development and administration for the ranks of Sergeant and Captain in the Chesterfield County Police Department.	2020
Coral Gables Fire Department	Job knowledge written examination development for the rank of Driver Engineer, Lieutenant, and Battalion Chief in Coral Gables Fire Department.	2020
Jacksonville Sheriff's Office - Corrections	Job knowledge written examination development and assessment center development and administration for the rank of Corrections Sergeant in the Jacksonville Sheriff's Office.	2020
Jacksonville Sheriff's Office - Police	Job knowledge written examination development and assessment center development and administration for the ranks of Police Sergeant and Lieutenant in the Jacksonville Sheriff's Office.	2020
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.	2020
Portland Police Bureau	Job knowledge written examination development and assessment center development for the rank of Sergeant in the Portland Police Bureau.	2020

Suffolk Police Department	Job knowledge written examination development and assessment center development and administration for the ranks of Communications Lead Operator, Master Police Officer, Lieutenant, Sergeant, and Captain in the Suffolk Police Department.	2020
Austin-Travis County EMS	Job knowledge written examination development for the rank of Clinical Specialist-Field and Clinical Specialist-Communications. Job knowledge written examination development and assessment center development and administration for the rank of Captain-Communications and Captain-Field.	2019
Bernalillo County Fire Department	Job knowledge written examination development and assessment center development and administration for the ranks of Commander, Captain and Engineer in the Bernalillo Fire Department.	2019
Chattanooga Fire Department	Job analyses and job knowledge written examination development and assessment center development and administration for the ranks of Lieutenant, Captain and Battalion Chief.	2019
Coral Gables Fire Department	Job knowledge written examination development for the rank of Captain in Coral Gables Fire Department.	2019
Jacksonville Sheriff's Office - Corrections	Job knowledge written examination development and assessment center development and administration for the ranks of Corrections Sergeant and Lieutenant in the Jacksonville Sheriff's Office.	2019
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.	2019
Austin-Travis County EMS	Job knowledge written examination development for the ranks of Medic II Communications, Medic II Field and Commander Communications. Job knowledge written examination development and assessment center development and administration for the ranks of Commander Communications, Captain Field and Captain Communications.	2018
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.	2018
Carrollton Fire Department	Job knowledge written examination development for the ranks of Apparatus Operator, Sub Apparatus Operator, Captain, Battalion Chief and Assistant Fire Chief in the Carrollton Fire Department.	2018
Chattanooga Police Department	Assessment center development and administration for the rank of Captain in the Chattanooga Police Department.	2018
Coral Gables Fire Department	Job knowledge written examination development for the ranks of Lieutenant and Commander in Coral Gables Fire Department. Coordinated entry-level testing.	2018
Jacksonville Sheriff's Office	Job knowledge written examination development and assessment center development and administration for the ranks Police Sergeant and Lieutenant in the Jacksonville Sheriff's Office. Job analyses for the ranks of Corrections Sergeant and Lieutenant in the Jacksonville Sheriff's Department.	2018

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.	2018
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.	2018
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 Department. Completed entry-level firefighter testing.	2014
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



Madison Saylor, Ph.D.
Senior Consultant

Background Statement:

Madison Saylor is a consultant at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. Madison has experience with job analysis, the development, validation, and administration of job knowledge examinations and assessment centers, and project management.

Education:

Roosevelt University – Chicago, IL

Doctor of Philosophy: Industrial/Organizational Psychology (2020)

Dissertation: The Right Fit: The Influence of Person-Environment Fit, Frustration, and Reactance on Counterproductive Work Behaviors

Roosevelt University – Chicago, IL

Master of Arts: Industrial/Organizational Psychology (2018)

Nebraska Wesleyan University – Lincoln, NE

Bachelor of Science: Psychology (2012)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2020 to Present

Industrial/Organizational Solutions, Inc.
Consultant

- Consults with public safety agencies to develop, validate, and defend promotional testing and assessment systems.
- Conducts job analysis (interviews and observations) to identify the essential knowledge, skills, abilities, and other characteristics necessary for performance.
- Provides best-practice training to public safety agencies, human resources, and civil service personnel.
- Develops technical reports for processes by documenting all aspects of the process and validation evidence to support assessments.

2018 to 2020

Chicago Transit Authority
Talent Assessment and Analytics Specialist

- Served as internal consultant to departments across the Authority to identify their talent needs; create and deliver valid, effective, and legally defensible selection plans.
- Conducted job analyses, developed test and interview content, wrote technical reports and delivered results to clients.
- Relied on psychometric expertise to develop custom assessments, set cut scores and conduct adverse impact analyses.
- Applied strong verbal presentation, collaboration, and interpersonal skills to create and deliver presentations using non-technical language, to meet clients' needs.
- Successfully managed and met goals for multiple large scale projects.

Summary of Selection Projects:

Client	Project Description	Timeframe
Corpus Christi Police Officer	Managed the job analysis, development, and administration of the written exam and assessment center for the rank of Police Lieutenant.	2021 - 2022
Kansas City, Kansas Fire Department	Managed the development and administration of the written exam and assessment center for the rank of Fire Captain.	2021 - 2022
Cobb County, Georgia Sheriff's Office	Administered the assessment center for the ranks of Sergeant and Lieutenant.	2021
Omaha Police Department	Managed the job analysis and development and administration of the written exams and assessment centers for the ranks of Sergeant, Lieutenant, and Captain.	2021
Indianapolis Fire Department	Assisted with the development of the assessment center for the ranks of Lieutenant, Captain, and battalion chief. Assisted with the administration of the exam and assessment center for the ranks of Lieutenant, Captain, and Battalion Chief.	2021
Portland Oregon, Fire and Rescue	Administered the written exam and assessment center for the rank of Captain.	2021
Jacksonville Fire Rescue Department	Assisted with the job analysis and administered the exam for the rank of Fire Prevention Lieutenant	2021
Baltimore City Fire Department	Managed the development and administration of the exam and assessment center for the ranks of EMS Lieutenant and Captain.	2021

Kansas City, Kansas Police Department	Managed the development and administration of the exam and assessment center for the ranks of Detective and Sergeant.	2021
Omaha Police Department	Developed the structured oral interview for the rank of Lateral Officer.	2021
Corpus Christi Police Officer	Managed the job analysis and development of the written exam for the rank of Senior Officer	2021
Corpus Christi Police Officer	Managed the development of the written exam for the rank of Lateral Officer.	2021
Corpus Christi Fire Department	Managed the job analysis and development of the written exam for the ranks of Firefighter II EMS, Firefighter II Engineer, and Fire Captain.	2021
Raleigh Police Department	Managed the development and administration of the written exam and assessment center for the ranks of Detective, Sergeant, and Lieutenant.	2021
Los Alamos Fire Department	Assisted with the development of the written exam and assessment center for the rank of Captain. Administered the assessment center for the rank of Captain.	2021
Abilene, Texas Fire Department	Managed the job analysis, development and administration of the assessment center for the ranks of Lieutenant and Captain.	2020 - 2021
Broken Arrow, Oklahoma Fire Department	Assisted with administration of the assessment center for the rank of Lieutenant.	2020
DC Fire and Emergency Medical Services, Washington, DC	Assisted with administration of the assessment center for the ranks of Sergeant, Lieutenant, and Captain.	2020
Montgomery County, Maryland Fire Department	Assisted with development and administration of the assessment center for the rank of Lieutenant.	2020
Kyle, Texas Police Department	Assisted with the development and administration of the assessment center for the ranks of Sergeant and Lieutenant.	2020
Jacksonville, Florida Sheriff's Office	Assisted with the administration of the assessment center for the ranks of Sergeant and Lieutenant.	2020
Charlotte, North Carolina Police Department	Assisted with the job analysis for the ranks of Sergeant, Lieutenant, and Captain.	2020
Lexington Fayette Urban County Government Police	Assisted with the development of the assessment center for the rank of Lieutenant.	2020
Portland, Oregon Fire and Rescue	Assisted with the development and administration of the assessment center for the rank of Lieutenant.	2020
Des Moines, Iowa Police Department	Managed the development of a written exam for the rank of Sergeant.	2020

Guilford County, North Carolina Sheriff's Office	Assisted with the development of the assessment center for ranks of Detention Sergeant and Lieutenant.	2020
Kansas City, Kansas Fire Department	Administered the written exam for the rank of Driver Engineer.	2020
Tulsa, Oklahoma Police Department	Assisted with the development of the assessment center for the rank of Sergeant.	2020

Publications and Presentations:

- **Sayler, M.,** Thomas, A., Buboltz, W. (April, 2021). The Multidimensional Nature of Psychological Reactance and its Potential for I/O Psychology. Poster presented at the 36th Annual Meeting of the Society for Industrial Organizational Psychology, New Orleans, LA.
- Paul, E, **Farmer, M.,** Kampe, R., Hamilton, J. P., (May, 2019). T66. Functional Connectivity Between Extrastriate Body Area and Default-Mode Network Predicts Depersonalization Symptoms in Major Depression: Findings from a Multi-Network Comparison. Poster presented at the 74th Annual Meeting of the Society of Biological Psychiatry, Chicago, IL.
- Paul, Elisabeth, **Farmer, M.,** Kampe, R., Hamilton, J. P., (March, 2019). Functional Connectivity Between Extrastriate Body Area and Default Mode Network Predicts Depersonalization Symptoms in Major Depression: Findings from an A Priori Specified Multinetwork Comparison. *Biological Psychiatry: Cognitive Neuroscience and Neuroimaging*.
- Bergamino, M., **Farmer, M.,** Yeh, H-W., Hamilton, J. P., (June, 2017). Statistical Differences in The White Matter Tracts in Subjects with Depression by Using Different Skeletonized Voxel-Wise Analysis Approaches and DTI Fitting Procedures. *Brain Research*.
- Bergamino, M., Pasternak, O., **Farmer, M.,** Hamilton, J. P., (November, 2015). Applying A Free-Water Correction to Diffusion Imaging Data Uncovers Stress-Related Neural Pathology in Depression. *NeuroImage: Clinical*.
- Hamilton, J. P., **Farmer, M.,** Fogelman, P., Gotlib, I., (February, 2015). Depressive Rumination, the Default-Mode Network, and the Dark Matter of Clinical Neuroscience. *Biological Psychiatry*.
- Driver, D., Gogtay, N., Greenstein, D., Gochman, P. A., **Farmer, M.,** Rapoport, J., (October, 2013). Premorbid Impairments in Childhood-Onset Schizophrenia. Paper presented at the 60th Annual Meeting of American Academy of Child and Adolescent Psychiatry, Orlando, FL.
- Driver, D., Greenstein, D., **Farmer, M.,** Rapoport, J., Gogtay, N., (April, 2013). Premorbid Speech/Language, Motor, Academic and Social Impairments in Childhood-Onset Schizophrenia. Paper presented at the 68th Annual Scientific Meeting of the Society of Biological Psychiatry, San Francisco, CA.



Rob Shepard, M.A.
Senior Assessment Consultant

Background Statement:

Rob Shepard is a senior assessment consultant at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. Rob has years of experience as an external consultant with job analysis, assessment design, data analysis, developing, validating, and administering assessment centers, and project management.

Education:

University of Detroit-Mercy – Detroit, MI
Master of Arts: Industrial/Organizational Psychology (2008)

Oakland University – Rochester, MI
Bachelor of Arts: Psychology (2005)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2021 to Present Senior Consultant, Industrial/Organizational Solutions, Inc.

- Independently and simultaneously manage multiple test development and validation projects for promotional testing and assessment.
- Consult with public safety agencies to develop, validate, and defend promotional testing and assessment systems.
- Conduct job analysis to identify the essential knowledge, skills, abilities, and other characteristics necessary for performance.
- Provide best-practice training to public safety agencies, human resources, and civil service personnel.
- Write technical reports for assessment processes, documenting all aspects of the development, administration, results and validation evidence to support assessments.

**2018 to 2021
2015 to 2018**

**Senior Consultant, Talent Solutions, SHL
Consultant, Talent Solutions, SHL**

- Led large and highly complex client projects, across industries, to implement selection tools/processes, audit current incumbents, and identify potential development areas.
- Analyzed and presented aggregate and individual data to clients by integrating in multiple assessment instruments.
- Presented to executive client stakeholders to share project outcomes and recommendations.
- Supported and scoped pre-sales and RFP efforts that met client needs and wrote SOWs for the agreed upon work.
- Partnered with clients to identify and implement assessment and/or development solutions to best fit their needs.
- Conducted job analysis, created technical documentation, and provided best practice advisory support to clients.
- Monitored and ensured that all legal guidelines were met related to the use of assessments.

2011 to 2015

Consultant, Development Dimensions International (DDI)

- Managed multiple manufacturing client assessment center set ups.
- Legally validated testing, hands-on, and interview assessment tools.
- Delivered assessment and developmental feedback to Managers and Supervisors.
- Managed job analysis projects, utilizing interviews, job observations, and surveys.

2009 to 2011

Assessment Center Manager, DDI

- Managed the assessment and staffing process during the startup of a new manufacturing facility in Tennessee.
- Trained, managed, coached, and developed a diverse team of 12 DDI and State of TN employed administrators.
- Facilitated all aspects of the assessment and selection process to fully meet all client driven hiring targets.

2008 to 2009

Project Associate, DDI

- Point of contact to officials at automobile client headquarters and multiple plant locations.
- Supported all client plants in the U.S. to ensure summer replacement hire quotas were met on time.

2007 to 2008

Organizational Learning Intern, DTE Energy

- Supported the development and delivery of training to internal teams, including using the Myers-Briggs Type Indicator (MBTI).

- Assisted in administering and analyzing the data from the 2007 Gallup Employee Satisfaction Survey.

Summary of IOS Selection Projects:

Client	Project Description	Timeframe
Kansas City, Missouri Fire Department	Managing the job analysis, development and administration of the assessment center for the ranks of division chief, assistant division chief, battalion chief, fire captain, and communications supervisor.	2021-2022
Buffalo, New York Fire Department	Assisted with administration of the assessment center for the ranks of division chief, battalion chief, and lieutenant.	2021
Cleveland, Ohio Police Department	Assisted with the job analysis for the ranks of lieutenant and sergeant.	2021
Jacksonville, Florida Fire Department	Assisted with the development of the written exam for the ranks of suppression district chief and rescue lieutenant.	2021
Raleigh, North Carolina Police Department	Assisted with the administration of the assessment center for the ranks of lieutenant and sergeant.	2021



Jacob Wolfarth, M.S.
Consultant

Background Statement:

Jacob Wolfarth joined IOS in January of 2019. In his graduate studies and professional career, Mr. Wolfarth has primarily focused on assessment and selection, especially as it relates to public safety. Mr. Wolfarth has experience with job analysis, test development and validation, assessment administration, adverse impact analysis, and technical report writing.

Education:

Indiana University – Purdue University of Indianapolis
M.S. in Industrial/Organizational Psychology (2018)

Butler University
B.A. in Music (2016)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

August, 2021 - present Consultant, I/O Solutions, Inc.

- Manage complex promotional processes for various public-safety departments (including police, fire, and corrections)
- Conduct job analysis interviews, observations, and job analysis questionnaires to serve as the basis of promotional processes
- Work with departmental subject matter experts to identify test material that assesses critical job-related knowledge areas
- Collaborate with departmental subject matter experts to develop assessment center exercises that assess critical job-related skills and abilities
- Conduct in-depth training sessions to prepare law enforcement and fire service experts for assessing candidates during an assessment center
- Document projects by writing comprehensive technical reports, outlining key project decisions and demonstrating evidence of validity
- Conduct basic statistical operations on assessment data including analyses of variance, standardizing test scores, computing descriptive statistics, weighting assessment components, and conducting adverse impact analyses

January, 2019 – August, 2021 Assessment Specialist, I/O Solutions, Inc.

- Works closely with Dr. Brian Marentette, a Manager of Consulting Services, to develop, validate, and implement all components of promotional processes for large public safety clients.
- Manages the development and implementation of job analyses.
- Develops and administers assessment center exercises.
- Uses SPSS, R, and Excel to analyze data gathered from written examinations and assessment centers.
- Develops technical reports for all phases of assessment processes.

July-September, 2018 Research Consultant, TechPoint

- Worked closely with the CEO and the Director of Talent to design and execute a job analysis project
- Led the execution of the Jobs in Tech Project, one of the first projects to synthesize jobs in technology, outlining the necessary tasks and KSA's to succeed

Summary of Selection Projects:

Mr. Wolfarth 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. Wolfarth has been involved with in the past year.

Client	Project Description	Timeframe
Harris County Sheriff's Office	Written examination for the rank of Detention Sergeant	2021
Edmond Fire Department	Job analysis, written examination, and assessment center for the ranks of Lieutenant, Relief Driver, Captain, and Battalion Chief	2021
Lafayette Indiana Police Department	Written examination for the ranks of Sergeant, Lieutenant, and Captain	2021
King County Department of Adult and Juvenile Detention	Written examination for the rank of Sergeant	2021
Indianapolis Fire Department	Promotional process for the ranks of Lieutenant, Captain, and Battalion Chief	2021
Dallas Fire Department	Assessment center for the rank of Lieutenant	2021
Portland Police Department	Assessment center for the rank of Sergeant	2021
Montgomery County Fire and Rescue Service	Assessment center for the rank of Battalion Chief	2021
District of Columbia Fire and EMS Department	Promotional process for the ranks of Sergeant, Lieutenant, and Captain	2020
Montgomery County Sheriff's Office	Promotional process for the ranks of Sergeant and Lieutenant	2020
Montgomery County Fire and Rescue Service	Promotional process for the ranks of Master Firefighter and Lieutenant	2020

Guilford County Sheriff's Office	Promotional process for the ranks of Sworn Sergeant, Detention Sergeant, Sworn Lieutenant, and Detention Lieutenant	2020
Augusta Fire Department	Written examination for the ranks of Lieutenant and Captain	2020
Portland Fire Department	Job analysis, written exam, and assessment center for the ranks of Lieutenant and Battalion Chief	2020
Grand Rapids Police Department	Assessment center for the ranks of Sergeant, Lieutenant, and Captain	2020
Ann Arbor Police Department	Assessment center for the ranks of Sergeant and Lieutenant	2020
Chattanooga Fire Department	Assessment center for the ranks of Battalion Chief, Captain, and Lieutenant	2019
Moline Fire Department	Assessment center for the rank of Captain	2019
Gwinnett County Fire Department	Assessment center for the rank of Lieutenant	2019
Chattanooga Police Department	Assessment center for the ranks of Sergeant and Lieutenant	2019
Montgomery County Fire and Rescue Service	Assessment center for the ranks of Captain and Battalion Chief	2019
Dallas Fire Department	Assessment center for the ranks of Battalion Chief and Captain	2019
Ann Arbor Police Department	Assessment center for the ranks of Sergeant and Lieutenant	2019
Detroit Police Department	Structured oral interview and written examination for the ranks of Sergeant, Detective, and Lieutenant	2019
Grand Rapids Police Department	Assessment center for the ranks of Sergeant, Lieutenant, and Captain	2019
Portland Fire Department	Job analysis and assessment center for the rank of Captain	2019
Cobb County Sheriff's Office	Assessment center for the ranks of Sergeant and Lieutenant	2019
Virginia Beach Police Department	Assessment center for the rank of Sergeant.	2019
Columbia Police Department	Job analysis for the ranks of Corporal, Sergeant, and Lieutenant.	2019



Haley Jochim, M.A.
Senior Associate Consultant

Background Statement:

Haley joined IOS in 2017. She obtained her Master's Degree in Industrial/Organizational Psychology from Elmhurst College. Haley has experience in the job analysis process and item writing. She also is experienced in developing, validating and administering assessment centers and job knowledge exams.

Education:

Elmhurst College
Master of Arts: Industrial/Organizational Psychology (2019)

North Central College
Bachelor of Science, Human Resource Management (2017)
Minor in Psychology and Spanish

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

June 2021 to Present
May 2019 to June 2021

Senior Associate Consultant, I/O Solutions, Inc.
Assessment Specialist, I/O Solutions, Inc.

- Works with department subject matter experts to develop assessment content
- Works directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
- Facilitates item review meetings with clients
- Travels to various client locations throughout the US to assist with assessment center administration
- Communicated with clients and third party vendors to ensure all aspects of the process are complete and meet their requirements.
- Manages and conducts job analyses to gather information about position(s) of interest
- Manages written exam projects independently
- Administers exams/assessments and analyzes resulting data
- Uses SPSS and Excel to generate results for various reports

- Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.)

2017 to May 2019

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
Minneapolis, MN Police Department	Development of the written examination for the ranks of Sergeant and Lieutenant. Development of the assessment center for the ranks of Sergeant and Lieutenant.	2022
Atlanta Police Department	Written examination and assessment center development, validation and scoring for the ranks of Sergeant and Lieutenant.	2022
Chicago, IL Fire Department EMS	Development of written examination for the ranks of Ambulance Commander and Paramedic Field Chief.	2022
Buffalo, NY Police Department	Development of the written examination for the ranks of Detective Sergeant and Inspector. Development of assessment centers for the ranks of Detective Sergeant and Inspector.	2022
Chicago, IL Police Department	Development of job analysis. Development of the written examination for the rank of Lieutenant. Development of assessment centers for the ranks of Lieutenant.	2021-22
Charlotte Mecklenburg Police Department	Development of the assessment center for the rank of Captain.	2021
Buffalo, NY Police Department	Development and administration of the written examination for the ranks of Detective and Lieutenant. Development and administration of assessment centers for the ranks of Detective and Lieutenant.	2021
New Orleans, LA Police Department	Development of job analysis. Development and administration of the assessment center for the rank of Captain.	2021

Charlotte Mecklenburg Police Department	Development and administration of written examinations for the rank of Sergeant. Development and administration of the assessment centers for the ranks of Sergeant and Lieutenant.	2021
Austin Police Department	Administration of the assessment center for the rank of Sergeant.	2020
Houston Police Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant, Lieutenant, and Commander.	2020
Bellevue, NE Fire Department	Development of written examination for the rank of Fire Captain.	2020
Indianapolis Metropolitan Police Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant, Lieutenant, and Captain.	2020
District of Columbia Fire and Emergency Medical Services	Assisted in the administration of the written examination for the rank of Sergeant. Assisted in the administration of the assessment center for the ranks of Sergeant, Lieutenant, and Captain.	2020
Minneapolis, MN Police Department	Development and administration of the written examination for the rank of Sergeant. Development and administration of the assessment center for the rank of Sergeant.	2020
Atlanta Police Department	Written examination and assessment center development, validation, administration and scoring for the ranks of Sergeant and Lieutenant.	2020
San Diego Police Department	Written examination and assessment center development, validation, administration and scoring for the ranks of Sergeant, Lieutenant, Detective and Police Officer III.	2020
Cincinnati, OH Fire Department	Assisted in the administration of the assessment center for the rank of Fire Lieutenant.	2020
Chicago, IL Fire Department	Written examination scoring and analysis and assessment center development for the rank of Battalion Chief.	2019
Bellevue, NE Fire Department	Development of written examination for the ranks of Fire Captain and Battalion Chief.	2019
Baltimore, MA Police Department	Conducted a job analysis for the ranks of Sergeant and Lieutenant. Developed and administered assessment center for the rank of Lieutenant.	2019
Shelby County Sheriff's Office	Developed and administered assessment center for the rank of Captain.	2019
Detroit, MI Police Department	Administration of assessment center for the rank of Detective.	2019

Harris County, TX Sheriff's Office	Administration of assessment center for the rank of Captain	2019
Raleigh, NC Police Department	Development and management of written examination for the ranks of Sergeant and Detective. Development and management of the assessment center for the ranks of Sergeant, Lieutenant, and Detective	2019
Milwaukee, WI Fire Department	Development and administration of assessment center for the ranks of Captain and Lieutenant.	2019
Buffalo, NY Police Department	Written examination validation and assessment center development for the ranks of Detective, Detective Sergeant, Lieutenant, and Captain.	2019
San Francisco, CA Fire Department	Job analysis and assessment center development and validation for the rank of Lieutenant.	2019
Buffalo, NY Police Department	Development of assessment centers for the ranks of Detective, Detective Sergeant, Lieutenant, and Captain	2019
Chicago Fire Department	Development of written examination and assessment center for the rank of Battalion Chief.	2019
Austin Police Department	Development of assessment centers for the ranks of Sergeant, Lieutenant and Commander.	2019
Cincinnati, OH Fire Department	Administration of assessment center for the rank of Fire Captain.	2019
Monroe County Sheriff's Office	Developed assessment centers for the rank of Road Lieutenant and Jail Sergeant.	2018
City of Roswell, Georgia	Developed the written examination and assessment center for the rank of Police Sergeant and an assessment center for the rank of Police Lieutenant.	2018
Atlanta Police Department	Development and administration of written examinations and assessment centers for the ranks of Sergeant and Lieutenant. Development of candidate feedback reports.	2018
Houston Police Department	Administration of assessment center for the rank of Lieutenant.	2018
IL State Police Merit Board	Conducted job analysis interviews for the ranks of Sergeant and Master Sergeant. Development of candidate feedback reports.	2018
Shelby County Sheriff's Office	Conducted a job analysis and pay study for the Criminal Analyst position.	2018
Minneapolis, MN Police Department	Administration of assessment center for the rank of Sergeant.	2018
Indianapolis, IN Fire Department	Administration of assessment center for the ranks of Fire Lieutenant, Captain, and Battalion Chief.	2018

Cobb County, GA	Developed and administered assessment center for the rank of Fire Captain.	2017
Cook County Sheriff's Office Merit Board	Written examination development for court services Sergeant and Lieutenant and correctional division Sergeant, and Lieutenant.	2017



Maureen Jones, M.A.
Associate Consultant

Background Statement:

Maureen Jones joined IOS in 2018. She obtained her Master's Degree in Industrial/Organizational Psychology from Elmhurst College. She has experience in job analysis, job knowledge examination development, assessment center development, assessment administration, adverse impact analysis and technical report writing within the public safety sector.

Education:

Elmhurst College
Master of Arts, Industrial/Organizational Psychology (2020)

North Central College
Bachelor of Arts, Human Resource Management (2018)
Bachelor of Arts, Psychology (2018)

Professional Experience:

- 2020 to Present **Assessment Specialist, I/O Solutions, Inc.**
- Works with department subject matter experts to develop assessment content.
 - Works directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
 - Facilitates item review meetings with clients.
 - Travels to various client locations throughout the US to assist with assessment center administration.
 - Communicates with clients to ensure all aspects of the process are complete and meet requirements.
 - Manages and conducts job analyses to gather information about position(s) of interest.
 - Manages written exam projects independently.
 - Administers exams/assessments and analyzes resulting data.
 - Uses SPSS and Excel to generate results for various reports.
 - Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.).

2018 to 2020

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
Colorado State Patrol	Administered assessment center for rank of Captain.	2021
Davenport Police Department	Developed written examination for ranks of Corporal and Sergeant.	2021
Kansas City, KS Police Department	Developed and administered assessment center for ranks of Detective and Sergeant.	2021
Buffalo Police Department	Administered assessment center for ranks of Detective and Lieutenant.	2021
Montgomery Co. OH Sheriff's Office	Developed written examination for rank of Sergeant.	2021
Clarksville Police Department	Developed promotional process for ranks of Sergeant, Lieutenant and Captain.	2021
Jacksonville Fire and Rescue Department	Developed situation judgement test for ranks of Suppression District Chief and Rescue Lieutenant.	2021
Suffolk Police Department	Developed and administered assessment center for rank of Master Police Officer, Sergeant, Lieutenant and Captain.	2021
Kenosha Fire Department	Administered assessment center for rank of Chief.	2021
Chicago Police Department	Conducted a job analysis and developed written examination and assessment center for rank of Lieutenant.	2021
Gwinnett County Fire Department	Administered practical assessment for rank of Driver Engineer.	2021
Tulsa Police Department	Administered assessment center for rank of Lieutenant.	2021
North Carolina State Highway Patrol	Developed assessment center for rank of First Sergeant, Sergeant and Lieutenant.	2021
Jacksonville Sheriff's Office Corrections	Developed assessment center for rank of Lieutenant.	2021

Charlotte Fire Department	Developed and administered assessment center for ranks of Division Chief, Battalion Chief and Captain.	2021
Saint Paul Police Department	Administered assessment center for rank of Sergeant.	2021
Chattanooga Fire Department	Developed and administered assessment center for ranks of Lieutenant, Captain and Battalion Chief.	2021
Chesterfield Police Department	Developed assessment center for rank of Sergeant.	2021
Kansas City, Kansas Fire Department	Administered practical assessment for rank of Driver Engineer.	2021
Davenport Fire Department	Development of written examination for the ranks of Lieutenant and Captain.	2021
Coral Gables Fire Department	Development of written examination for the ranks of Driver Engineer and Captain.	2021
Bernalillo Fire Department	Developed and administered assessment center for ranks of Commander, Captain, and Lieutenant.	2021
San Antonio Police Department	Administered assessment center for the rank of Lieutenant.	2020
Coral Gables Fire Department	Development of written examination for the ranks of Fire Battalion Chief and Lieutenant.	2020
Tulsa Police Department	Administered assessment center for ranks of Sergeant and Captain.	2020
Guilford County Sheriff's Office	Developed assessment center for rank of Sworn Sergeant and Sworn Lieutenant.	2020
Chesapeake Police Department	Administered assessment center for ranks of Sergeant, Lieutenant and Captain.	2020
Cincinnati Police Department	Administered assessment center for rank of Lieutenant.	2020
San Diego Police Department	Administered assessment center for ranks of POIII, Detective, Sergeant and Lieutenant.	2020
Bernalillo County Fire Department	Developed and administered assessment center for ranks of Lieutenant, Captain and Commander.	2020
Baltimore Police Department	Administered assessment center for ranks of Sergeant and Lieutenant.	2020
Saint Paul Police Department	Administered assessment center for rank of Commander.	2020
Baltimore City Fire Department	Administered assessment center for rank of Battalion Chief.	2020
District of Columbia Fire and EMS Department	Administered assessment center for the ranks of Sergeant, Lieutenant and Captain.	2020

Tulsa Fire Department	Developed and administered assessment center for rank of FD03.	2020
Rockford Police Department	Administered assessment center for the rank of Lieutenant.	2020
Pittsburgh Bureau of Police	Developed and administered assessment center for rank of Lieutenant.	2020
New Mexico State Police	Developed assessment center for rank of Captain.	2020
Baltimore Police Department	Developed written exam items for rank of Lieutenant.	2020
Chattanooga Police Department	Developed written exam items for rank of Master Police Officer.	2020
Forsyth County Fire Department	Developed assessment center for rank of Lieutenant.	2020
Kansas City, KS Fire Department	Administered assessment center for rank of Battalion Chief.	2020
Tulsa Fire Department	Administered assessment center for the rank of FD07.	2020
Kansas City, KS Police Department	Developed situational judgement test for the rank of Captain.	2020
Chattanooga Police Department	Administered assessment center for the ranks of Sergeant and Lieutenant.	2019
Raleigh Police Department	Developed assessment center for rank of Detective.	2019
Columbia Police Department	Administered assessment center for the ranks of Corporal, Sergeant and Lieutenant.	2019
Kansas City, KS Police Department	Developed situational judgement test for the rank of Detective.	2019
Baltimore Police Department	Conducted a job analysis for the ranks of Sergeant and Lieutenant.	2019
Miami Beach Police Department	Administered assessment center for the ranks of Sergeant and Lieutenant.	2019
Rockford Fire Department	Administered assessment center for the rank of Lieutenant.	2019
Chesapeake Police Department	Administered assessment center for the ranks of Sergeant, Lieutenant and Captain.	2018
Richfield Police Department	Administered assessment center for the ranks of Sergeant and Lieutenant.	2018



Allison Johnston, M.A.
Associate Consultant

Background Statement:

Allison joined IOS in 2019 and moved into the associate consultant role in 2021. She obtained her Master's Degree in Criminology and Criminal Justice from Southern Illinois University. She has experience in job analysis, job knowledge exam development, assessment center development, assessment administration, and recruitment within the public safety sector.

Education:

Southern Illinois University
Master of Arts, Criminology and Criminal Justice (2018)

Southern Illinois University
Bachelor of Arts, Criminology and Criminal Justice (2016)

Professional Experience:

2021 to Present

Associate Consultant, I/O Solutions, Inc.

- Works with department subject matter experts to develop assessment content.
- Works directly with consultants and consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
- Facilitates item review meetings with clients.
- Travels to various client locations throughout the US to assist with assessment center and written exam administration.
- Communicates with clients to ensure all aspects of the process are complete and meet requirements.
- Conducts job analyses to gather information about position(s) of interest.
- Manages written exam projects independently.
- Administers exams/assessments and analyzes resulting data.
- Uses SPSS and Excel to generate results for various reports.
- Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.).

2019 to 2021

Consulting Coordinator, I/O Solutions, Inc.

- Manages recruitment of assessors for I/O Solutions’ assessment processes.
- Coordinates with assessors and consultants on travel arrangements, expenses, and logistics.
- Proof read, print, and assemble all assessment-related documents to prepare for the administration of assessment processes.
- Assist in the administration of job knowledge written examinations and assessment centers.
- Assist with entering and proofing of critical assessment data.

Summary of Selection Projects:

Client	Project Description	Timeframe
Carrollton Fire Department	Developed written examination for the rank of Apparatus Operator.	2021
Arlington Fire Department	Developed written examination for the ranks of Apparatus Operator and Fire Prevention Specialist.	2021
Cleveland Police Department	Conducted a job analysis for the ranks of Lieutenant and Captain.	2021
Grand Rapids Police Department	Developed assessment center for the ranks of Sergeant, Lieutenant, and Captain.	2021
Chicago Fire Department	Conducted a job analysis observation for the ranks of Ambulance Commander and Paramedic Field Chief.	2021
Milwaukee Fire Department	Developed and administered assessment center for the rank of Lieutenant.	2021
Cook County Sheriff’s Office	Conducted a job analysis for the ranks of Corrections Sergeant and Lieutenant.	2021
Austin Police Department	Developed and administered assessment center for the rank of Lieutenant.	2021
Tulsa Fire Department	Developed and administered written examination and assessment center for the ranks of FD02, FD03, and FD05.	2021
Rockford Police Department	Conducted recruitment and screening of candidates for the rank of Police Chief. Developed and administered assessment center for the rank of Police Chief.	2021
Rockford Fire Department	Conducted recruitment and screening of candidates for the rank of Fire Chief. Developed and administered assessment center for the rank of Fire Chief.	2021
Chicago Police Department	Conducted a job analysis for the rank of Lieutenant.	2021
Corpus Christi Fire Department	Developed and conducted a job analysis for the ranks of Firefighter II Engineer, Firefighter II EMS, Captain, Battalion Chief, and Assistant Chief.	2021
Anaheim Police Department	Conducted a job analysis for the rank of Sergeant.	2021

Jacksonville Fire Rescue Department	Conducted a job analysis for the ranks of Rescue Lieutenant and Suppression Captain.	2021
Ann Arbor Police Department	Administered assessment center for the ranks of Sergeant and Lieutenant.	2021
Baltimore City Fire Department	Developed and administered assessment center for ranks of Suppression Lieutenant and Captain. Developed assessment center and conducted item review for the rank of EMS Lieutenant.	2021
Chesterfield County Police Department	Administered assessment center for the ranks of Sergeant and Lieutenant.	2021
Tulsa Police Department	Administered written examination for the rank of Lieutenant. Conducted a job analysis for the ranks of Sergeant and Lieutenant.	2021
North Carolina State Highway Patrol	Developed and administered assessment center for the ranks of Sergeant, First Sergeant, and Lieutenant. Administered written examination for the ranks of Sergeant, First Sergeant, and Lieutenant.	2021
Gwinnett County Fire and Emergency Services	Administered written examination for the rank of Captain.	2021
Edmond Fire Department	Conducted a job analysis for the rank of Lieutenant.	2021
Omaha Fire Department	Conducted a job analysis for the ranks of Fire Apparatus Engineer and EMS Shift Supervisor.	2021
Virginia Beach Police Department	Administered assessment center for the ranks of Lieutenant and Captain.	2021
Baltimore Police Department	Administered assessment center for the ranks of Sergeant and Lieutenant.	2020
San Antonio Police Department	Administered assessment center for the ranks of Lieutenant and Captain.	2020
Shelby County Sheriff's Office	Administered assessment center for the ranks of Corrections Sergeant and Corrections Lieutenant.	2020
Illinois State Police Merit Board	Administered assessment center for the ranks of Sergeant and Master Sergeant.	2020
District of Columbia Fire and EMS Department	Administered assessment center and written examination for the ranks of Sergeant, Lieutenant, and Captain.	2020
North Carolina State Highway Patrol	Administered written examination for the ranks of Sergeant, First Sergeant, and Lieutenant.	2020
Baltimore City Fire Department	Developed written exam items for rank of Fire Pump Operator.	2020
Baltimore Police Department	Developed written exam items for rank of Lieutenant.	2020
Chattanooga Police Department	Developed written exam items for rank of Master Police Officer.	2020
Bernalillo County Fire Department	Developed written exam items for rank of Battalion Commander.	2020

Kansas City, KS Fire Department	Administered assessment center and written examination for the rank of Captain.	2019
Baltimore Police Department	Administered assessment center for the rank of Lieutenant.	2019
Illinois State Police Merit Board	Administered assessment center for the ranks of Lieutenant and Captain.	2019
San Francisco Police Department	Conducted a job analysis for the rank of Lieutenant.	2019
Jacksonville Sheriff's Office	Administered assessment center for the rank of Corrections Sergeant.	2019
Chattanooga Fire Department	Administered assessment center for the ranks of Lieutenant, Captain, and Battalion Chief.	2019
Baltimore Police Department	Conducted a job analysis for the ranks of Sergeant and Lieutenant.	2019
San Antonio Police Department	Administered assessment center for the rank of Lieutenant.	2019

Summary of Recruitment Projects:

Client	Project Description	Timeframe
Charlotte Fire Department	Managed recruitment and coordination of assessors for the ranks of Captain, Battalion Chief, and Division Chief	2021
Racine Police Department	Managed recruitment and coordination of assessors for the rank of Lieutenant.	2021, 2020
Chattanooga Fire Department	Managed recruitment and coordination of assessors for the ranks of Lieutenant, Captain, and Battalion Chief.	2021
Kansas City, KS Fire Department	Managed recruitment and coordination of assessors for the ranks of Driver, Captain, and Battalion Chief.	2021, 2020
Miami Beach Fire Department	Managed recruitment and coordination of assessors for the ranks of Lieutenant and Captain.	2021
Baltimore Police Department	Managed recruitment and coordination of assessors for the ranks of Sergeant and Lieutenant.	2020, 2019
Forsyth County Fire Department	Managed recruitment and coordination of assessors for the rank of Captain.	2020
Houston Police Department	Managed recruitment and coordination of assessors for the ranks of Sergeant, Lieutenant, and Commander.	2020
San Antonio Police Department	Managed recruitment and coordination of assessors for the ranks of Lieutenant and Captain.	2020
Suffolk Police Department	Managed recruitment and coordination of assessors for the ranks of Communications Lead Operator, Master Police Officer, Sergeant, Lieutenant, and Captain.	2020
Guilford County Sheriff's Office	Managed recruitment and coordination of assessors for the ranks of Sworn Sergeant, Sworn Lieutenant, Detention Sergeant, and Detention Lieutenant.	2020, 2019

Augusta Fire Department	Managed recruitment and coordination of assessors for the ranks of Lieutenant and Captain.	2020
Austin Police Department	Managed recruitment and coordination of assessors for the rank of Sergeant and Lieutenant.	2020, 2019
Lexington Police Department	Managed recruitment and coordination of assessors for the ranks of Sergeant and Lieutenant.	2020
Cincinnati Police Department	Managed recruitment and coordination of assessors for the rank of Lieutenant.	2020
Kyle Police Department	Managed recruitment and coordination of assessors for the ranks of Sergeant and Lieutenant.	2020
Baltimore City Fire Department	Managed recruitment and coordination of assessors for the ranks of Emergency Vehicle Operator, Fire Pump Operator, Suppression Lieutenant, Suppression Captain, Suppression Battalion Chief, EMS Lieutenant, and EMS Captain.	2020, 2019
Jacksonville Sheriff's Office	Managed recruitment and coordination of assessors for the ranks of Corrections Sergeant.	2020
Illinois State Police Merit Board	Managed recruitment and coordination of assessors for the ranks of Sergeant, Master Sergeant, Lieutenant, and Captain.	2020, 2019
Chicago Fire Department	Managed recruitment and coordination of assessors for the rank of Battalion Chief.	2020
Pittsburgh Bureau of Police	Managed recruitment and coordination of assessors for the ranks of Sergeant and Lieutenant.	2020
Roswell Police Department	Managed recruitment and coordination of assessors for the ranks of Sergeant and Lieutenant.	2020
Las Vegas Fire Rescue	Managed recruitment and coordination of assessors for the ranks of Engineer, Captain, and Battalion Chief.	2020, 2019
Indianapolis Metropolitan Police Department	Managed recruitment and coordination of assessors for the ranks of Sergeant, Lieutenant, and Captain.	2020
New Mexico State Police	Managed recruitment and coordination of assessors for the ranks of Lieutenant and Captain.	2020
Springfield Police Department	Managed recruitment and coordination of assessors for the ranks of Corporal and Lieutenant.	2020
Minneapolis Police Department	Managed recruitment and coordination of assessors for the ranks of Sergeant and Lieutenant.	2020, 2019
Orland Fire Protection District	Managed recruitment and coordination of assessors for the ranks of Battalion Chief.	2020
Cincinnati Fire Department	Managed recruitment and coordination of assessors for the rank of Lieutenant and District Chief.	2020, 2019
Buffalo Police Department	Managed recruitment and coordination of assessors for the ranks of Detective, Detective Sergeant, Lieutenant, and Captain.	2019
Buffalo Fire Department	Managed recruitment and coordination of assessors for the rank of Captain.	2019

Harris County Sheriff's Office	Managed recruitment and coordination of assessors for the rank of Captain.	2019
Milwaukee Fire Department	Managed recruitment and coordination of assessors for the ranks of Lieutenant and Captain.	2019
Cobb County Fire Department	Managed recruitment and coordination of assessors for the rank of Captain.	2019
Broken Arrow Fire Department	Managed recruitment and coordination of assessors for the ranks of Captain and Battalion Chief.	2019
Rockford Fire Department	Managed recruitment and coordination of assessors for the ranks of Captain and District Chief.	2019



Jaclyn Delagrange, M.A.
Associate Consultant

Background Statement:

Jaclyn joined IOS in 2020 and moved into the associate consultant role in 2021. She obtained her Master's Degree in Industrial/Organizational Psychology from Elmhurst University. She has experience in job analysis, job knowledge exam development, assessment center development, technical report writing, adverse impact analysis, and assessment administration within the public safety sector.

Education:

Elmhurst University
Master of Arts, Industrial/Organizational Psychology (2021)

University of Wisconsin – Green Bay
Bachelor of Arts, Psychology (2018)

Professional Experience:

2021 to Present

Associate Consultant, I/O Solutions, Inc.

- Works directly with Dr. Andrew Weedfall, a Manager of Consulting Services, to develop, validate, and implement all components of promotional processes for public safety clients.
- Works with department subject matter experts to develop assessment content.
- Facilitates item review meetings with clients.
- Communicates with clients to ensure all aspects of the process are complete and meet requirements.
- Manages and conducts job analyses to gather information about position(s) of interest.
- Manages written exam projects independently.
- Administers exams/assessments and analyzes resulting data.
- Travels to various client locations throughout the US to assist with assessment center and written exam administration.
- Develops and administers assessment center exercises.
- Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.).

2020 to 2021

Consulting Assistant, I/O Solutions, Inc.

- Worked with consultants to provide support for all phases of promotional processes.

- Proofread, 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.
- Traveled to various client locations throughout the US to assist with assessment center and written exam administration.

Summary of Selection Projects:

Client	Project Description	Timeframe
Virginia Beach Police Department - Virginia Beach, VA	Developed and administered the assessment center for the ranks of Lieutenant and Captain.	2022
Roanoke County, VA Police Department	Development of written examination for the rank of Sergeant.	2022
Illinois State Police Merit Board	Administered assessment center for the ranks of Lieutenant and Captain.	2021
North Carolina State Highway Patrol	Administered written examination for the ranks of Sergeant, First Sergeant, and Lieutenant.	2021
Charlotte, North Carolina Fire Department	Administered assessment center and written examination for the ranks of Captain, Battalion Chief, and Division Chief.	2021
Indianapolis Fire Department	Administered assessment center for the ranks of Lieutenant, Captain, and Battalion Chief.	2021
Chattanooga Fire Department	Administered assessment center for the ranks of Lieutenant, Captain, and Battalion Chief.	2021
Miami Beach Police Department	Administered assessment center for the ranks of Sergeant and Lieutenant.	2021
Raleigh Police Department	Assisted in development of assessment center for rank of Sergeant.	2021
Tulsa Fire Department	Administered assessment center for rank of FD03.	2021
Bernalillo County Fire Department	Developed assessment center for rank of Captain.	2021
Cincinnati Fire Department	Administered assessment center for rank of Captain.	2021
Jacksonville Fire Department	Assisted in development of situational judgement test for the rank of Suppression District Chief.	2021
Omaha Police Department	Conducted a job analysis and administered assessment center for the rank of Sergeant.	2021

Corpus Christi Fire Department	Conducted a job analysis for the rank of Firefighter II.	2021
Chicago Police Department	Conducted a job analysis for the rank of Lieutenant.	2021
Bridgeport Fire Department - Bridgeport, CT	Administered assessment center for the rank of Fire Inspector	2021
Anaheim Police Department - Anaheim, CA	Developed and administered the written exam and assessment center for the rank of sergeant	2021



Joshua DuBois, M.A.
Associate Consultant

Background Statement:

Joshua joined IOS in 2018 and moved into the associate consultant role in 2021. He obtained his Master's Degree in Industrial/Organizational Psychology from Elmhurst University. He has experience in job analysis, assessment administration, and job knowledge examination development within the public safety sector.

Education:

Elmhurst University
Master of Arts, Industrial/Organizational Psychology (2021)

North Central College
Bachelor of Arts, Psychology (2019)

Professional Experience:

2021 to Present

Associate Consultant, I/O Solutions, Inc.

- Works directly with consulting managers to develop, validate and implement assessment centers for jobs in the public safety industry.
- Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.).
- Travels to various client locations throughout the US to assist with assessment center and written exam administration.
- Conducts job analyses to gather information about position(s) of interest.

2018 to 2021

Content Development Assistant, I/O Solutions, Inc.

- Developed job knowledge written examination items for both fire and law enforcement agencies.
- Reviewed, proofed and finalized written exams to ensure content validity and defensibility.
- Created and maintained internal content database containing over 1,000 technical sources/textbooks used for client examinations
- Managed internal bank of examination items for compiling/use in future client examination development

Summary of Selection Projects:

Client	Project Description	Timeframe
Cook County Sheriff's Police Department	Administered job knowledge written examination for the rank of Lateral Police Officer	2022
Jacksonville Fire Rescue	Conducted on-site scoring for the job knowledge written examination for the rank of Rescue Lieutenant.	2021
Cook County Sheriff's Police Department	Administered job knowledge written examination for the ranks of Sergeant and Lieutenant.	2021
Raleigh Police Department	Administered assessment center for the rank of Detective.	2021
Bernalillo County Fire Department	Administered assessment center for the ranks of Engineer and Captain.	2021
Austin Police Department	Administered assessment center for the rank of Lieutenant.	2021
Bridgeport Police Department	Administered assessment center for the rank of Lieutenant.	2021

Summary of Written Examination Projects:

Client	Project Description	Timeframe
Northbrook Fire Department	Developed job knowledge written examination for the rank of Captain.	2021
Tri-Lakes Monument Fire Protection District	Developed job knowledge written examination for the rank of Lieutenant.	2021
Woodridge Police Department	Developed job knowledge written examination for the rank of Sergeant.	2021
West Chicago Police Department	Developed job knowledge written examination for the rank of Sergeant.	2021
East Brunswick Police Department	Developed job knowledge written examination for the rank of Sergeant.	2021
Lafayette Police Department	Developed job knowledge written examination for the ranks of Sergeant, Lieutenant, and Captain.	2021
Sweetwater Police Department	Developed job knowledge written examination for the rank of Sergeant.	2021
Morton Grove Fire Department	Developed job knowledge written examination for the rank of Lieutenant.	2021
Neptune Township Police Department	Developed job knowledge written examination for the rank of Sergeant.	2021
Little Falls Police Department	Developed job knowledge written examination for the rank of Sergeant.	2021
Baltimore Fire Department	Developed job knowledge written examination for the rank of EMS Lieutenant.	2021
Omaha Fire Department	Developed job knowledge written examination for the rank of Fire Apparatus Engineer.	2021

Winnetka Police Department	Developed job knowledge written examination for the rank of Sergeant.	2021
Carrollton Fire Department	Developed job knowledge written examination for the rank of Captain.	2021
Gwinnett County Sheriff's Office	Developed job knowledge written examination for the ranks of Sergeant, Lieutenant, and Corporal.	2021
Bernalillo County Fire Department	Developed job knowledge written examination for the ranks of Engineer and Captain.	2021
Los Alamos Police Department	Developed job knowledge written examination for the rank of Sergeant.	2021
Forsyth Fire Department	Developed job knowledge written examination for the rank of Lieutenant.	2021
Tulsa Police Department	Developed job knowledge written examination for the rank of Lieutenant.	2021



Lawrence Nisivaco, M.A., M.B.A.
Associate Consultant

Background Statement:

Lawrence joined IOS in 2021 as an associate consultant. He holds two Master's Degrees: Business Management and Industrial and Organizational Psychology from Elmhurst University. He has experience in job analysis, assessment administration and statistical analysis.

Education:

Elmhurst University

Master of Arts, Business Management – concentrate in Management of People (2021)

Elmhurst University

Master of Arts, Industrial and Organizational Psychology (2020)

Illinois State University

Bachelor of Arts, Psychology – concentrate in Human Resources (2018)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2021 to Present

Associate Consultant, 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.
- Travels to various client locations throughout the US to assist with assessment center and written exam administration.
- Conducts job analyses to gather information about position(s) of interest.
- Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.).
- Aid in the development of assessment centers tailored to clients needs.

2019 to 2021

Associate Consultant, GAN Human Resources

- Developed job analysis survey to identify job specific tasks, knowledge, skills, abilities, and other factors to ensure a valid and legally defensible selection process.

- Travel throughout Illinois to administer a battery of tests for various Unions.

2019 to 2021

Survey & Data Specialist, Kincentric (Aon)

- Programed and administered surveys, monitoring site, reporting site for Fortune 500 clients to facilitate data-driven decision making; led workstreams related to data management, analysis and quality control.
- Led Inclusion & Diversity and longitudinal studies; used various tools (SPSS, Excel) and programming knowledge (Python) to identify priority areas for action; analyzed 2.5 million data points and produced a report that was critical in determining the organization’s action plan.

Summary of Selection Projects:

Client	Project Description	Timeframe
Charlotte Fire Department	Administered assessment center for entry level selection process.	2021
Rockford Police Department	Administered assessment center for the rank of Lieutenant.	2021



Nathan Klimek, M.A., M.B.A ***Associate Consultant***

Background Statement:

Nathan joined IOS in 2019, as a consulting coordinator and returned to IOS as an associate consultant in 2021. He obtained his Master's Degree in Industrial/Organizational Psychology and a Master's of Business Administration from Elmhurst University. He has experience in job analysis, assessment administration, and recruitment within the public safety sector.

Education:

Elmhurst University
Master of Business Administration (2020)

Elmhurst University
Master of Arts, Industrial/Organizational Psychology (2019)

Elmhurst University
Bachelor of Arts, Psychology (2017)

Professional Experience:

- 2021 to Present **Associate Consultant, 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.
 - Travels to various client locations throughout the US to assist with assessment center and written exam administration.
 - Conducts job analyses to gather information about position(s) of interest.
 - Develops documents for promotional testing and recordkeeping (e.g., administrative documents, technical reports, responses to exam appeals, etc.).
- 2019 **Consulting Coordinator, I/O Solutions, Inc.**
- Manages recruitment of assessors for I/O Solutions' assessment processes.
 - Coordinates with assessors and consultants on travel arrangements, expenses, and logistics.
 - Proof read, print, and assemble all assessment-related documents to prepare for the administration of assessment processes.
 - Assist in the administration of job knowledge written examinations and assessment centers.
 - Assist with entering and proofing of critical assessment data.

Summary of Selection Projects:

Client	Project Description	Timeframe
Pinellas County Sheriff's Office	Project management and administration of written examinations for detention & corrections and law enforcement.	2022
Cincinnati Police Department	Creation and administration of written examination and assessment center for the rank of sergeant.	2022
Broken Arrow Fire Department	Creation and administration of written examination and assessment center for the rank of captain.	2022
Monroe County Sheriff's Office	Creation and administration of written examination and assessment center for the rank of jailor captain.	2022
Cleveland Division of Police	Conducted job analysis, administered written examinations, and assessment center for the ranks of sergeant, lieutenant, and captain.	202-2022
Kansas City, Kansas Fire Department	Administration of written examination and assessment center for rank of captain.	2021-2022
Raleigh Police Department	Administration of assessment center for the ranks of detective, sergeant, and lieutenant.	2021
Omaha Police Department	Administered assessment center for the ranks of lieutenant and captain.	2021



Harry Vuong, M.A.
Senior Consulting Coordinator

Background Statement:

Harry joined IOS in 2017. Mr. Vuong has experience in recruiting assessors and coordinating their travel, expenses, and logistics for assessment centers. Mr. Vuong also has experience in administering assessment centers and promotional job knowledge written exams. Mr. Vuong communicates well with project managers and assessors throughout all phases of the projects he is part of.

Education:

The Chicago School of Professional Psychology
M.A. in Industrial/Organizational Psychology (2013)

Loyola University Chicago
B.A. in Psychology (2009)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

- | | |
|---------------------|--|
| 2019-Present | Senior Consulting Coordinator, I/O Solutions, Inc. <ul style="list-style-type: none">• Manage recruitment of assessors (raters) for I/O Solutions' assessment processes for external clients.• Coordinate with assessors on travel arrangements, expenses and logistics.• Review and proof documents related to assessments.• Create/modify administrative materials related to assessment administration.• Print and prepare assessment and testing materials.• Travel and assist with administration of on-site assessment center coordination and activities.• Assist with entering and proofing critical assessment data. |
|---------------------|--|

2017-2019	Consulting Coordinator, I/O Solutions, Inc.
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- Manage recruitment of assessors (raters) for I/O Solutions' assessment processes for external clients.
- Coordinate with assessors on travel arrangements, expenses and logistics.
- Review and proof documents related to assessments.
- Create/modify administrative materials related to assessment administration.
- Print and prepare assessment and testing materials.
- Travel and assist with administration of on-site assessment center coordination and activities.
- Assist with entering and proofing critical assessment data

Summary of Selection Projects:

Client	Project Description	Timeframe
Omaha Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the ranks of Sergeant, Lieutenant, and Captain.	2021
Raleigh Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the ranks of Detective, Sergeant, & Lieutenant.	2021
Abilene, Texas Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the ranks of Lieutenant and Captain.	2021
Kenosha, WI Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Chief.	2021
Illinois State Police	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant and Captain.	2021
Las Vegas, NV Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Engineer.	2021
Springfield, MO Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant.	2021
Miami Beach, FL Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant and Sergeant.	2021
Montgomery County, MD Department of Corrections	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant and Sergeant.	2021
Oklahoma City, OK Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant and Captain. Assisted in administration of both assessment centers.	2021
Northbrook Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant.	2021
Mundelein Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant.	2021
Arlington Heights Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant.	2021
Evergreen Park Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant.	2021
Des Plaines Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant.	2021
Mayfield Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant, & Chief.	2021
Columbus Fire & Emergency Medical Services	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant, Captain, & Battalion Chief.	2021

Metropolitan Nashville Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant, & Captain. Assisted in administration of the assessment centers.	2021
San Diego Fire-Rescue Department	Manage the recruitment and coordination of assessors for an Assessment Center for the rank of Battalion Chief. Assisted in administration of the assessment center.	2021
Albuquerque Police Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank of Sergeant and Lieutenant. Assisted in administration of all three assessment centers.	2021
Indianapolis, IN Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant, Captain, & Battalion Chief. Assisted in administration of assessment center.	2021
Ann Arbor, MI Police Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Sergeant and Lieutenant.	2021
Buffalo, NY Fire Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank of District Chief, Battalion Chief, and Lieutenant.	2021
Jacksonville, FL Fire Department	Coordinated with external SMEs for the ranks of District Chief and Rescue Lieutenant	2021
Chesapeake, VA Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant and Captain.	2020
Tulsa, OK Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant and Captain.	2020
Niles Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant.	2020
Mount Prospect Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant.	2020
Western Springs Police Department	Manage the recruitment and coordination of assessors for an Entry Level SOI.	2020
Elgin Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant. Assisted in administration of assessment center.	2020
Northbrook Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant.	2020
Elmhurst Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant & Battalion Chief.	2020
Oak Park Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant.	2020
San Diego Fire-Rescue Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Captain and Battalion Chief. Assisted in administration of both assessment centers.	2020
Tuscaloosa Police Department	Administration of a assessment center for the ranks of Lieutenant, Captain, and Assistant Chief.	2020
Metropolitan Nashville Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant & Captain. Assisted in administration of both assessment centers.	2020
University of Alabama Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant, Captain, & Battalion Chief. Assisted in administration of assessment center.	2020
Albuquerque Fire Rescue	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Captain and Battalion Chief. Assisted in administration of both assessment centers.	2020
Ann Arbor, MI Police	Manage the recruitment and coordination of assessors for two	2020

Department	Assessment Centers for the rank of Sergeant and Lieutenant.	
Indianapolis, IN Fire Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Lieutenant, Captain, & Battalion Chief. Assisted in administration of assessment center.	2020
Washington, D.C. Fire & EMS Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant, Captain. Assisted in administration of the written exam.	2020
Dallas, TX Fire & Rescue Department	Manage the recruitment and coordination of assessors for an Assessment Centers for the rank of Lieutenant.	2020
Grand Rapids, MI Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant, Captain. Assisted in administration of assessment center.	2020
Albuquerque Police Department	Manage the recruitment and coordination of assessors of an Assessment Centers for the rank of Lieutenant. Assisted in administration of the assessment center.	2019
San Diego Fire-Rescue Department	Manage the recruitment and coordination of assessors for an USERRA Assessment Centers for the rank of Battalion Chief.	2019
Ann Arbor Police Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Sergeant and Lieutenant. Assisted in administration of both assessment centers.	2019
Dallas Fire-Rescue Department	Manage the recruitment and coordination of assessors for an Assessment Centers for the rank of Captain.	2019
Columbus Fire & Emergency Medical Services	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Sergeant, Lieutenant, Captain, and Battalion Chief. Assisted in administration of both assessment centers.	2019
Detroit, MI Police Department	Manage the recruitment and coordination of assessors for an Assessment Center for the ranks of detective, sergeant, and lieutenant. Assisted in administration of the assessment center.	2019
Tuscaloosa, AL Fire Rescue Service	Administration of a Practical exam for the rank of Fire Apparatus Operator.	2019
Metropolitan Nashville Police Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Sergeant and Lieutenant.	2019
Grand Rapids Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant, Captain. Assisted in administration of assessment center.	2019
Forsyth County, GA Fire Department	Administration of assessment center for the rank of Lieutenant.	2019
Albuquerque Fire Rescue	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Captain and Battalion Chief. Assisted in administration of both assessment centers.	2018
Albuquerque Police Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank of Sergeant (2) and Lieutenant. Assisted in administration of all three assessment centers.	2018
San Diego Fire-Rescue Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Captain and Battalion Chief. Assisted in administration of both assessment centers.	2018
Ann Arbor Police Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Sergeant and Lieutenant. Assisted in administration of both assessment centers.	2018
Dallas Fire-Rescue Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank of Section Chief, Captain, and	2018

	Lieutenant.	
Buffalo Fire Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank of Battalion Chief, Captain, and Lieutenant. Assisted in administration of assessment centers.	2017
Grand Rapids Police Department	Manage the recruitment and coordination of assessors for Assessment Centers for the rank of Sergeant, Lieutenant, Captain. Assisted in administration of assessment center.	2017
Broken Arrow, OK Fire Department	Manage the recruitment and coordination of assessors for an Assessment Center for the rank of EMS Training Major.	2017
Dallas Fire-Rescue Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Captain and Lieutenant. Assisted in administration of assessment center.	2017
Dallas Police Department	Manage the recruitment and coordination of assessors for an Assessment Center for the rank of Sergeant.	2017
Metropolitan Nashville Police Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank of Captain, Lieutenant, and Sergeant.	2017
Columbus, GA Fire & EMS	Manage the recruitment and coordination of assessors for four Assessment Centers for the rank of Battalion Chief, Captain, Lieutenant, and Sergeant.	2017
Indianapolis Metropolitan Police Department	Job analysis interviews for the ranks of Sergeant and Lieutenant.	2017
Albuquerque Police Department	Manage the recruitment and coordination of assessors for two Assessment Centers for the rank of Sergeant and Lieutenant. Assisted in administration of assessment centers.	2017
Baltimore City Fire Department	Manage the recruitment and coordination of assessors for three Assessment Centers for the rank of EMS Battalion Chief, EMS Captain, and EMS Lieutenant.	2017



Reya Tucker, M.S.
Consultant/Sr. Researcher, Testing Services

Background Statement:

Reya joined IOS in January of 2019. She obtained her Master's Degree in Industrial/Organizational Psychology from Illinois Tech in 2020 and is currently pursuing her PhD. As a consultant, Reya often uses various statistical analyses to aid in test customization, test development, validation, and technical report composition. As a consultant, Reya also frequently engages in the following employment testing processes:

- Job analysis
- Online survey design & implementation
- Adverse impact analysis
- Statistical significance testing
- Criterion-related validation
- Physical Ability Test (PAT) validation, implementation, and analysis
- Differential Item Functioning (DIF)
- Test Score Banding (SED)
- Classical test theory item-analysis
- Validity transportation
- Structured Oral Interview Development and Implementation
- Full-cycle project management
- Cut score analysis and defensibility
- Content-validation

Education:

Illinois Tech, Chicago, IL
Doctor of Philosophy, Industrial-Organizational Psychology (2023 expected)

Illinois Tech, Chicago, IL
Master of Science, Industrial-Organizational Psychology (2018)

Illinois Tech, Chicago, IL
Bachelor of Science, Psychology (2018)

Presentations:

Green, R., Puri, N., Gandara, D. A., Bauer, K. N., & Garcia M, C. (2021, May). *Gamification in the classroom: Job analysis game of life*. Poster presented at the Association for Psychological Science 2021 Virtual Convention.

Green, R. C. & Bauer, K. (2018, November). *Game-Based Assessment Literature Review.*
Presented at the Ideas in Testing Research Seminar, Chicago, IL.

Professional Experience:

October 2021- Present	Industrial/Organizational Solutions, Inc. (IOS) Research Analyst
July 2020- October 2021	Industrial/Organizational Solutions, Inc. (IOS) Research Analyst
March 2019- July 2020	Industrial/Organizational Solutions, Inc. (IOS) Research Associate
January 2019- March 2019	Industrial/Organizational Solutions, Inc. (IOS) Research Assistant

Summary of Selection Projects:

Client	Project Description	Timeframe
Charlotte, NC Fire Department	Assisted in the administration of a large-scale written examination and technology-based structured oral interview process to over 400 candidates. Hired and oversaw 20 assessors for the structured oral interview. Developed and conducted in-depth assessor training. Provided support in analyses and technical report.	2020-2022
Montgomery County, MD Corrections	Managed the scoring and reporting process for a custom written exam. Analyzed test data to evaluate adverse impact.	2021-2022
Baltimore County, MD Police Department	Analyzed job analysis and linkage analysis data and compiled technical report.	2021-2022
Florida Highway Patrol	Assisted in the development of a custom Physical Ability Test. Conducted job analysis interviews, deployed the job analysis questionnaire and specification questionnaire, and analyzed the data. Provided support in presenting the data to FHP leadership and proposing PAT evolutions. Analyzed data to determine cut score and establish criterion validity. Assisted in writing the technical report.	2020-2022
Cook County Sheriff's Police Department	Oversaw the job analysis process for the Lieutenant and Sergeant positions. Interviewed incumbents, developed, and administered the online JAQ survey. Customized a situational judgement test for the lateral hiring process. Conducted SME interviews and developed new content/items for the examination. Validated the exam through content validity and field test data. Developed scoring program and conducted in-depth data analysis.	2020-2022
San Antonio, TX Police and Fire Departments	Managed the development and implementation of police and fire entry level custom written examinations. Developed custom scoring procedures and compiled technical reports.	2019-2022

Rhode Island State Police	Managed the written exam and SOI administration. Conducted in depth assessor training. Oversaw scoring of written exam and SOI and delivered impact analyses.	2021
Edmond, OK Fire Department	Developed custom SOI and Semi-structure Oral Interviews based on job analytic data and SME input. Conducted onsite rater training, and assisted in scoring.	2021
Bridgeport, CT Police Department	Assisted in the development of a fully custom SOI based on job analytic data and SME input. Assisted in SOI administration to over 450 candidates.	2021
Anaheim, CA Fire Department	Conducted validity transportation process for the entry-level firefighter position. Managed administration of the online JAQ survey/ Analyzed JAQ data and compiled a transportability report. Assisted in the development of a custom structured oral interview process.	2020
New York State Police	Conducted on-site job analysis interviews. Wrote custom cognitive ability exam items. Assisted with the validation of a new personality measure.	2020
Lakewood, CO Police Department	Responsible for custom scoring for client and performed statistical test score banding of results. Delivered a comprehensive adverse impact report of the test outcomes.	2020-Current
Houston, TX Police Department	Administration of promotional level sergeant exam. Conducted on-site scoring.	2020
Peoria, IL Police Department	Administration of entry-level police officer position. Conducted on-site scoring.	2020
Austin, TX EMS Department	Developed new structured oral interview items for the client's process. Created new structured oral interview guidebooks and rating materials for the 2020 and 2021 process.	2020
Washington DC, Fire & EMS	Job Analysis and Validity Transportation process for the entry-level firefighter position. Conducted on-site job analysis interviews. Managed administration of the online JAQ survey. Analyzed JAQ data and compiled transportability report.	2019
Miami Beach, FL Police Department	Oversee and partake in the rating process of entry-level written responses. Delivered adverse impact report of test outcomes.	2019-Current



Alexa Bolwin, M.A.
Research Analyst, Testing Services

Background Statement:

Alexa joined IOS in October of 2015. She obtained her Master’s Degree in Industrial/Organizational Psychology from Elmhurst College in 2016. As an analyst, Alexa often uses various statistical analyses to aid in test customization, validation, and technical report composition.

As an analyst, Alexa also frequently engages in the following employment testing processes:

- Job analysis
- Adverse impact analysis
- Statistical significance testing
- Criterion-related validation
- Content-validation (CVR implementation, Angoff calculation, SME review sessions)
- Classical test theory item-analysis
- Validity transportation
- Cut score analysis

Alexa also possesses an interest in the following areas of the field:

- Survey design and implementation
- Open source “R” software

Education:

Elmhurst College, Elmhurst, IL
Master of Arts, Industrial-Organizational Psychology (2016)

University of Illinois at Chicago, Chicago, IL
Bachelor of Arts, Psychology; Criminology, Law, & Justice (2014)

Professional Experience:

March 2019- Present	Industrial/Organizational Solutions, Inc. (IOS) Research Analyst
September 2016- March 2019	Industrial/Organizational Solutions, Inc. (IOS) Testing Services Coordinator
June 2016- September 2016	Industrial/Organizational Solutions, Inc. (IOS) Research Assistant

October 2015-
June 2016

Industrial/Organizational Solutions, Inc. (IOS)
Consulting Assistant

Summary of Selection Projects:

Client	Project Description	Timeframe
Baytown, TX	Conducted job analysis and developed semi-custom situational judgement tests for police Sergeant and Lieutenant positions. Conducted local validation process. Managed administration of an online JAQ survey. Analyzed JAQ data and compiled report. Developed two forms of examination tailored to job analysis data for SGT and LT ranks. Managed content validation process. Developed custom scoring solution.	2021
New Jersey State Association of Chiefs of Police	Developed statewide promotional examinations for the ranks of First Line Supervisor, Middle Manager, and Upper Command.	2021
Des Moines, IA	Developed semi-custom examination for rank of Senior Fire Medic.	2021
Grand Rapids, MI Nashville, TN Des Moines, IA Brooklyn Park, MN	Conducted validity transportation process for entry-level firefighter position. Managed administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report.	2020-2021
Roselle, IL Amarillo, TX Weatherford, TX	Conducted validity transportation process for entry-level police officer position. Managed administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report.	2020-2021
Mount Vernon, OH; Bath, ME; Rocky View County, CANADA; Anacortes, WA; Pigeon Forge, TN; Allen Township, OH; Ironton, OH; Bangor, ME; Mandan, ND; Des Moines, IA; Burlington, VT; Williston, VT; Portland, TN; Fayetteville, AR; Pendleton, OR; Freeport, IL; South Chicago Heights, IL; Princeton, IL; North Port, FL; Shrewsbury, MO; Gladstone, MO; California City, CA; Gainesville, GA; Dawson County, GA; Clayton County, GA; Milton, GA; Reading, PA; Dothan, AL; Sylacauga, AL; Florence, AL; Duncanville, TX; West University Place, TX; Pflugerville, TX; Pantego, TX; Anna, TX; Windsor Severance Fire Rescue, CO; Topsfield, MA; Barnstable, MA; Mandan, ND; Caledonia, WI; Kaukauna, WI; Des Moines, IA; West Des Moines, IA; Clinton, IA; Council Bluffs, IA; Butler Township, OH; Burton Fire Department, OH; Sylvania Township, OH; Oregon, OH; Monroe, OH; Allen Township, OH; Delta Township, MI; Muskegon County,	Conducted local content validation process for off-the-shelf fire service promotional examination. Managed administration of online “Local Validation” and “Item Review” surveys. Analyzed data and compiled report. Provided client with recommendations regarding exam usage (e.g. recommended cut-score, item removals, etc.).	2018-2021

Client	Project Description	Timeframe
MI; Waterford, MI; South Haven Area Emergency Services, MI; Coldwater, MI		
Gainesville, TX; Nitro, WV; Wethersfield, CT; O'Fallon, IL; Salem, NH; Ironton, OH; East Greenwich, RI; Robertsdale, AL; Bentonville, AR; Crow Wing County, MN; Blue Springs, MO; Blair, NE; DeSoto County, MS; Southaven, MS; Spring Grove, IL; Mount Vernon, IL; Burr Ridge, IL; LaGrange Park, IL; Robinson, IL; Lyons, IL; Sandusky, OH; Lebanon, OH; Mount Vernon, OH; Pierce Township, OH; Beaver Township, OH; Madison Heights, MI; Anchorage, AK; Baldwin County, AL; Marple Township, PA; Dayton, VA; North Branford, CT; Berlin, CT; Papillion, NE; Baldwin County, AL; Dothan, AL; Barboursville, WV; Nitro, WV; Hutchinson, KS; Johnson County Sheriff, KS; University of MN, MN; Crow Wing County, MN; Bentonville, AR	Conducted local content validation process for off-the-shelf law enforcement promotional examination. Managed administration of online "Local Validation" and "Item Review" surveys. Analyzed data and compiled report. Provided client with recommendations regarding exam usage (e.g. recommended cut-score, item removals, etc.).	2018-2021
Montgomery County, MD Corrections	Assisted with re-development process for administration and scoring of custom written examination and written exercise. Managed scoring process for test components and analyzed data to evaluate adverse impact.	2020-2021
San Antonio, TX Police and Fire Department	Developed custom cognitive ability items semi-annually.	2016-2021
Palm Beach County, FL	Conducted job analysis and validity transportation process for entry-level firefighter position. Managed administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report. Managed content validation process for noncognitive tool. Developed custom scoring solution.	2020
New York State Police	Assisted with job analysis process for entry-level trooper position.	2020
	Assisted with development of and managed the administration of an online performance evaluation tool.	
	Wrote custom cognitive ability exam items.	
Creve Coeur, MO	Developed semi-custom examination for rank of Battalion Chief.	2020
Sycamore, IL	Developed semi-custom examination for rank of Fire Company Officer I.	2020
Wheeling, IL	Developed semi-custom examination for rank of Fire Lieutenant.	2020
Massachusetts Trial Court	Managed online examination registration for entry-level and promotional examination processes.	2017-2020
New York State Department of Civil Service	Wrote custom situation-based and cognitive ability exam items.	2016-2019
	Assisted with development of and managed the administration of an online performance evaluation tool. Conducted validity transportation process for four entry-level	

Client	Project Description	Timeframe
	positions in the State of New York; delivered online survey; analyzed survey results and compiled report.	
Massachusetts Trial Court	Assisted with development of and administered online performance evaluation tool.	2019
Austin-Travis County EMS	Developed custom structured oral interview scenarios and criteria for Medic I Field and Medic I Communications positions.	2019
Creve Coeur, MO	Developed semi-custom examinations for the ranks of EMS Captain and Fire Captain.	2019
Sylvania Township, OH	Developed a semi-custom examination for the rank of Fire Lieutenant.	2019
New Jersey State Association of Chiefs of Police	Developed statewide promotional examinations for the ranks of First Line Supervisor and Middle Manager.	2019
Public Safety Testing, WA	Conducted adverse impact analyses to examine potential disparate impact and subsequent risk for litigation pertaining to the agency's use of three entry-level examinations. Compiled technical report for analysis of each of the three examinations.	2016



Zachery Peterson
Research Analyst, Testing Services

Background Statement:

Zachery joined IOS in May of 2021. He is currently pursuing his Master's and Ph.D. Degrees in Industrial/Organizational Psychology at the Illinois Institute of Technology. As an analyst, Zachery often uses various statistical analyses to aid in test customization, validation, and technical report composition.

As an analyst, Zachery also frequently engages in the following employment testing processes:

- Job analysis
- Adverse impact analysis
- Statistical significance testing
- Criterion-related validation
- Content-validation (CVR implementation, Angoff calculation, SME review sessions)
- Classical test theory item-analysis
- Validity transportation
- Cut score analysis

Zachery also possesses an interest in the following areas of the field:

- Survey design and implementation
- Pareto-optimization in personnel selection

Education:

Illinois Institute of Technology, Chicago, IL
Doctor of Philosophy, Industrial/Organizational Psychology (2024 expected)

Illinois Institute of Technology, Chicago, IL
Master of Science, Industrial/Organizational Psychology (2022 expected)

Brigham Young University-Idaho, Rexburg, ID
Bachelor of Science, Psychology (2015)

Presentations:

Peterson, Z., & Morris, S. B. (2021, April). *Optimized for whom? Do pareto-optimal solutions generalize across groups?* Paper presented at the 36th Annual Conference of the Society for Industrial and Organizational Psychology, online.

Peterson, Z., Broadbent, C. S., & Martin, S. (2017, June). *Employee Burnout: a Structural Equation Modeling Approach to the Effects of Religiosity, Life Satisfaction, and Locus of Control*. Poster presented at the Biennial Work, Stress, and Health conference, Minneapolis, Minnesota.

Professional Experience:

October 2021- Present	Industrial/Organizational Solutions, Inc. (IOS) Research Analyst
May 2021- October 2021	Industrial/Organizational Solutions, Inc. (IOS) Research Assistant
August 2020- August 2021	Illinois Institute of Technology (IIT) Center for Research and Service Senior Associate Consultant
November 2018- August 2020	Illinois Institute of Technology (IIT) Center for Research and Service CPS Testing Coordinator
August 2017- August 2020	Illinois Institute of Technology (IIT) Center for Research and Service Associate Consultant

Summary of Selection Projects:

Client	Project Description	Timeframe
Oro Valley, AZ; University of Cincinnati PD	Conducted job analysis and validity transportation process for entry-level police officer position. Managed administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report.	2021
Niagara Falls Transit Authority; Bernalillo County, NM	Conducted job analysis and validity transportation process for entry-level firefighter position. Managed administration of an online JAQ survey. Analyzed JAQ data and compiled transportability report.	2021
Cook County Sheriff's Office	Conducted on-site job analysis observations of department personnel in the Deputy Sheriff II and Deputy Sheriff D2B positions. Created, distributed, and analyzed a custom Job Analysis Questionnaire and Linkage Analysis Questionnaire for each position. Compiled results in a technical report.	2020
Illinois State Police	Administered a JAQ and conducted a Linkage Analysis.	2020
Illinois State Police, Baltimore County Police Department, Cook County Sheriffs Office, Omaha Fire Department	Conducted Job Analysis Interviews.	2020-2021
San Antonio, TX Police and Fire Department	Developed custom cognitive ability items semi-annually.	2021-2022

Client	Project Description	Timeframe
Florida Department of Law Enforcement	Conducted a predictive validation study of the Florida Basic Abilities Test.	2020-2021



KAREN STEIGER, M.A.

Senior Technical Writer

Background Statement:

Ms. Steiger has over 20 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. 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 I/O Solutions' technical reports and marketing materials. Ms. Steiger has personally worked with nearly all of IOS's consulting clients, past and present, including the following:

- Albuquerque, NM Fire Rescue
- Arlington, TX Fire Department
- Atlanta, PD Police Department
- Austin, TX Police and Fire Departments
- Baltimore, MD Police Department
- Buffalo, NY Police Department
- Chicago, IL Police and Fire Departments
- Cobb County, GA Sheriff's Office
- Cook County, IL Sheriff's Department
- Dallas, TX Fire Department
- 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
- Saint Paul, MN Police Department
- San Antonio, TX Fire and Police Departments
- San Diego, CA Police Department
- The Southern Nevada Health District
- Springfield, IL Fire and Police Departments
- Stamford, CT Police Department
- Tacoma, WA Police Department
- Warwick, RI Fire and Police Departments

Project Management

IOS's 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.

Additional Project References

Law Enforcement and Fire Service Promotional Selection Processes

Client		Atlanta, GA Police Department	
Contact	Kristin Knight Lieutenant – Personnel Unit Commander and Background & Recruitment Unit Commander	Address/Phone/E-mail	226 Peachtree Street SW W2611 Atlanta, GA 30303 404.546.2584 KKnight@atlantaga.gov
Contract Title	Police Promotional Written Exams and Oral Assessments		
Contract Period	2009, 2011-2012, 2013-2014, 2016, 2017-2018, 2020		
Description:			
<ul style="list-style-type: none"> • Conducted job analyses in 2009 and 2016, with reviews/updates in 2011, 2013, 2017, 2020 • 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 of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	January 2021 – Present		
Contract Title	Development of Police Detective Written Exam and Development and Administration of Police Detective Assessment Center		
Contract Period	January 2020 – January 2021		
Contract Title	Development of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center		
Contract Period	December 2018 – February 2019		
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		City of Broken Arrow, OK	
Contact	Jeremy Moore Fire Chief	Address/Phone/E-mail	1101 N. 6 th Street Broken Arrow, OK 74012 918.259.8360 x6355

			JKMoore@brokenarrowok.gov
Contact	Mark Steward Assistant Fire Chief	Address/Phone/E-mail	1101 N. 6 th Street Broken Arrow, OK 74012 918.259.8360 x6361 JSteward@brokenarrowok.gov
Contract Title	Development and Administration of Fire Lieutenant Written Exam and Assessment Center		
Contract Period	April 2020 – August 2020		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Written Exams and Assessment Centers		
Contract Period	January 2019 – July 2019		
Contract Title	Development and Administration of Fire Lieutenant, Fire Investigator and OPS Training Officer Written Exams and Assessment Centers		
Contract Period	March 2018 – February 2019		
Contract Title	Development and Administration of Fire Lieutenant, Deputy Chief and EMS Major Written Exams and Assessment Centers		
Contract Period	February 2017 – January 2018		

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 CSI5@ch.ci.buffalo.ny.us
Contract Title	Development of a Fire Captain Written Exam and Development and Administration of a Fire Captain Assessment Center		
Contract Period	August 2019 – January 2020		
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 CSI5@ch.ci.buffalo.ny.us
Contract Title	Development of Police Detective, Detective Sergeant, Lieutenant and Captain Written Exams and Development and Administration of Police Detective, Detective Sergeant, Lieutenant and Captain Assessment Centers		
Contract Period	September 2019 – April 2020		
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 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	December 2011 – August 2012		
Contract Title	Development of Police Inspector and Captain Written Exams and Development and Administration of Police Inspector and Captain Assessment Centers		
Contract Period	September 2007 – September 2008		

Contract Title	Development of Police Detective, Detective Sergeant and Lieutenant Written Exams and Development and Administration of Police Detective, Detective Sergeant and Lieutenant Structured Oral Assessments
Contract Period	September 2007 – September 2008

Client		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 Written Examinations and Development and Administration Fire Lieutenant, Captain and Battalion Chief Assessment Centers		
Contract Period	December 2020 – Present		
Contract Title	Development and Administration of Fire Lieutenant and Captain Written Examinations and Development and Administration Fire Lieutenant, Captain and Battalion Chief Assessment Centers		
Contract Period	December 2018 – May 2019		
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		

Client		Chattanooga, TN Police Department	
Contact	Shea Jefferson, MPS Deputy Chief Human Resources Officer	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 Master Police Officer Written Examination		
Contract Period	March 2020 – August 2020		
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	June 2019 – November 2019		
Contract Title	Development and Administration of Police Captain Assessment Center		
Contract Period	March 2018 – July 2018		
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	Development and Administration of Fire Battalion Chief Promotional Examination and Development and Administration of Fire Battalion Chief Oral Examination		
Contract Period	August 2019 – Present		
Description:			
<ul style="list-style-type: none"> • Developing and validating a written job-knowledge examination for each position • Developing and validating a structured oral interview process for each position 			

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 position • Developing 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 rank • Developed 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 position • Developed 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, 2016 - Present
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 Captain Written Examination and Assessment Center		
Contract Period	February 2021 - Present		
Contract Title	Development and Administration of Police Lieutenant Written Examination and Assessment Center		
Contract Period	June 2019 – November 2020		
Contract Title	Development and Administration of Police Sergeant Written Examination and Situational Judgment Test		
Contract Period	December 2019 – July 2020		
Contract Title	Development and Administration of Police Captain Assessment Center		
Contract Period	November 2018 – January 2019		
Contract Title	Development and Administration of Police Lieutenant Assessment Center		
Contract Period	February 2018 – May 2018		
Contract Title	Development and Administration of Police Sergeant Written Exercise		
Contract Period	February 2018 – May 2018		
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 Sheriff's Office	
Contact	Shirene Douglas, PHR, SHRM-CP Human Resources Manager	Address/Phone/ E-mail	Cobb County Government 100 Cherokee Street, 2 nd Floor Marietta, GA 30090 770.528.2538 shirene.douglas@cobbcounty.org
Contract Title	Sergeant and Lieutenant Promotional Processes		

Contract Period	2007-2021
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	January 2021 – Present		
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	January 2020 – December 2020		
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	September 2019 – February 2020		
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 – May 2019		
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 Morris	Address/Phone/E-mail	Human Resources 75 Langley Drive

			Lawrenceville, GA 30046 770.822.7930 Sharon.Morris@gwinnettcountry.com
Contact (Corrections)	Sharon Morris	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7930 Sharon.Morris@gwinnettcountry.com
Contact (Sheriff)	Adrienne McAllister	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7914 Adrienne.McAllister@gwinnettcountry.com
Contact (Fire)	Donna Pratt HR Associate III	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7901 Donna.Pratt@gwinnettcountry.com
Contact (Fire)	Michelle Saunders Section Manager	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7925 Michelle.Saunders@gwinnettcountry.com
Contact (Fire)	Andrea Chaney HR Associate III	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30046 770.822.7907 Andrea.Chaney@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: 13 cycles ○ Police Sergeant: 13 cycles ○ Police Lieutenant: 12 cycles ○ Sheriff Corporal: 17 cycles ○ Sheriff Sergeant: 19 cycles ○ Sheriff Lieutenant: 18 cycles ○ Corrections Corporal: 10 cycles ○ Corrections Sergeant: 12 cycles ○ Corrections Lieutenant: 9 cycles ○ Fire Engineer: 13 cycles ○ Fire Lieutenant: 11 cycles ○ Fire Captain: 7 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	Daryn Edwards Assistant Chief	Address/Phone/E-mail	1200 Travis Street – 18 th Floor Houston, TX 77002

			832.726.9235 daryn.edwards@houstonpolice.org
Contract Title	Development and Administration of Police Sergeant, Lieutenant and Commander Written Examinations and Development and Administration of Police Sergeant, Lieutenant and Commander Assessment Centers		
Contract Period	January 2020 - 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	March 2018 – March 2019		
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, IPMA-SCP IMPD Human Resource Manager	Address/Phone/E-mail	200 E. Washington Street – Ste. 1541 Indianapolis, IN 46204 317.327.2596 Bruce.Henry@indy.gov
Contact (Fire)	Mike White Assistant Fire Chief	Address/Phone/E-mail	Indianapolis Fire Department 955 Fort Wayne Avenue Indianapolis, IN 46202 317.327.7006 mike.white@indy.gov
Contact (Fire)	Lori White Human Resources Manager	Address/Phone/E-mail	Indianapolis Fire Department 955 Fort Wayne Avenue Indianapolis, IN 46202 317.327.6775 Lori.White@indy.gov
Contract Title	Development and Administration of Police Sergeant, Lieutenant and Captain Written Examinations and Assessment Centers		
Contract Period	February 2020 - Present		
Contract Title	Development and Administration of Fire Lieutenant, Captain and Battalion Chief Written Examinations and Assessment Centers		
Contract Period	March 2018 – October 2018		
Contract Title	Development and Administration of Police Sergeant, Lieutenant and Captain Written Examinations and Assessment Centers		
Contract Period	January 2018 – August 2018		

Client		Jacksonville, FL Sheriff's Office	
Contact	Bart W. Laird, PHR, MSHRM Manager of Personnel Services	Address/Phone/ E-mail	Dept. of Personnel & Professional Services 501 E. Bay Street, Suite 303 Jacksonville, FL 32202 904.630.5899 Bart.Laird@jaxsheriff.org
Contract Title	Development and Administration of Police Sergeant and Lieutenant Written Examinations and Assessment Centers		
Contract Period	February 2020 – Present		
Contract Title	Development and Administration of Corrections Sergeant Written Examination and Assessment Center		
Contract Period	June 2020 – January 2021		
Contract Title	Development and Administration of Corrections Sergeant and Lieutenant Written Examinations and Assessment Centers		

Contract Period	January 2018 – September 2019
Contract Title	Development and Administration of Police Sergeant and Lieutenant Written Examinations and Assessment Centers
Contract Period	September 2017 – January 2019
Contract Title	Development and Administration of Police Sergeant and Lieutenant Assessment Centers
Contract Period	April 2016 – January 2017

Client		City of Las Vegas, NV	
Contact	Jacob Tilford Human Resources Analyst	Address/Phone/ E-mail	500 N. Casino Center Blvd. Las Vegas, NV 89101 702.229.4879 jtilford@LasVegasNevada.gov
Contract Title	Development and Administration of a Fire Engineer Written Examination and Practical Examination		
Contract Period	January 2021 - Present		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Written Examinations and Assessment Centers		
Contract Period	April 2020 – October 2020		
Contract Title	Development and Administration of a Fire Engineer Written Examination and Practical Examination		
Contract Period	February 2019 – July 2019		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Written Examinations and Assessment Centers		
Contract Period	June 2018 – November 2018		
Contract Title	Development and Administration of EMS Field Coordinator and Fire Engineer Written Examinations and Development and Administration of Fire Engineer Practical Examination		
Contract Period	January 2017 – January 2018		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Written Examinations and Assessment Centers		
Contract Period	May 2016 – November 2016		
Contract Title	Development and Administration of EMS Coordinator Written Examination		
Contract Period	May 2015 – October 2015		

Client		Los Alamos, NM	
Contact	Mary Tapia Assistant Human Resources Manager	Address/Phone/ E-mail	Los Alamos County Human Resources 1000 Central Avenue – 2 nd Floor Los Alamos, NM 87544 505.662.8089 mary.tapia@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: 12 cycles ○ Fire Captain: 8 cycles ○ Fire Division/Battalion Chief: 10 cycles ○ Fire Deputy Chief: 4 cycles ○ Fire Assistant Chief: 2 cycles ○ Fire Chief: 1 cycle 			

- Police Sergeant: 7 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 Lieutenant Written Exam and Structured Oral Interview		
Contract Period	November 2020 - Present		
Contract Title	Development of Police Captain Written Exam and Structured Oral Interview		
Contract Period	April 2020 – December 2020		
Contract Title	Development of Police Sergeant Written Exam		
Contract Period	January 2019 – June 2019		
Contract Title	Development of Police Lieutenant Written Exam and Structured Oral Interview		
Contract Period	May 2018 – January 2019		
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			
Minneapolis, MN Police Department			
Contact	Sarah Almquist HR Business Partner	Address/Phone/E-mail	250 S. 4th Street – Room 100 Minneapolis, MN 55415 612.673.2132 sarah.almquist@minneapoliismn.gov

Contract Title	Development and Administration of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center
Contract Period	February 2020 – February 2021
Contract Title	Development and Administration of Police Lieutenant Assessment Center
Contract Period	April 2019 – August 2019
Contract Title	Development and Administration of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center
Contract Period	February 2018 – March 2019
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 (Rewarded 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 Sergeant and Lieutenant Written Exams and Development and Administration of Sergeant and Lieutenant Assessment Centers		
Contract Period	September 2019 – January 2020		
Contract Title	Development of Lieutenant Written Exam and Development and Administration of Lieutenant Assessment Center		
Contract Period	March 2018 – December 2018		
Contract Title	Development of Sergeant and Lieutenant Written Exams and Development and Administration of Sergeant and Lieutenant Assessment Centers		

Contract Period	January 2017 – March 2018
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 and Administration of Fire Battalion Chief Assessment Center		
Contract Period	January 2021 - Present		
Contract Title	Development of Master Firefighter and Lieutenant Written Examinations and Development and Administration of Lieutenant Assessment Center		
Contract Period	August 2020 – January 2021		
Contract Title	Development and Administration of Fire Captain and Battalion Chief Assessment Centers		
Contract Period	April 2019 – March 2020		
Contract Title	Development of Master Firefighter and Lieutenant Written Examinations and Development and Administration of Lieutenant Assessment Center		
Contract Period	March 2018 – December 2018		
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	February 2021 - Present		
Contract Title	Development of Master Police Officer and Sergeant Written Exams and Development and Administration of Police Sergeant Assessment Center		
Contract Period	February 2019 – November 2019		
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

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 2020 – January 2021		
Contract Title	Development of Sergeant and Lieutenant Written Examinations and Development and Administration of Sergeant and Lieutenant Assessment Centers		
Contract Period	January 2018 – December 2018		
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 Portland, OR Fire Department	
Contact	Ryan Gillespie Division Chief	Address/Phone/ E-mail	4800 NE 122 nd Avenue Portland, OR 97230 503.758.2991 Ryan.Gillespie@portlandoregon.gov
Contract Title	Development and Administration of Fire Captain Written Examination and Assessment Center		
Contract Period	December 2020 - Present		
Contract Title	Development and Administration of Fire Battalion Chief Assessment Center		
Contract Period	September 2020 – January 2021		
Contract Title	Development and Administration of Fire Lieutenant Assessment Center		
Contract Period	January 2020 – April 2020		
Contract Title	Development and Administration of Fire Captain Assessment Center		
Contract Period	January 2019 – November 2019		
Contract Title	Development and Administration of Fire Battalion Chief Assessment Center		
Contract Period	July 2018 – July 2019		

Client		City of Portland, OR Police Department	
Contact	David Abrahamson Police Captain	Address/Phone/ E-mail	Portland Police Bureau 1111 SW 2 nd Avenue Portland, OR 97204 503.793.3837 David.Abrahamson@portlandoregon.gov
Contract Title	Development and Administration of Police Sergeant Written Examination and Assessment Center		
Contract Period	April 2020 – Present		

Client		City of Raleigh, NC	
Contact	Timothy Tomczak Captain	Address/Phone/E-mail	6716 Six Forks Road Raleigh, NC 27615

			919.996.1231 Timothy.Tomczak@raleighnc.gov
Contract Title	Development and Administration of Police Detective and Sergeant Written Examinations and Development and Administration of Police Detective, Sergeant and Lieutenant Assessment Centers		
Contract Period	January 2021 – Present		
Contract Title	Development and Administration of Police Detective and Sergeant Written Examinations and Development and Administration of Police Detective, Sergeant and Lieutenant Assessment Centers		
Contract Period	May 2019 – October 2019		
Contract Title	Development and Administration of Police Detective and Sergeant Written Examinations and Development and Administration of Police Detective, Sergeant and Lieutenant Assessment Centers		
Contract Period	May 2017 – March 2018		

Client			
City of San Antonio, TX			
Contact	Sarah Bilger, PHR Senior 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 Lieutenant and Captain Written Examinations and Development and Administration of Police Lieutenant and Captain Assessment Centers		
Contract Period	July 2020 – December 2020		
Contract Title	Development of Police Detective and Sergeant Written Examinations		
Contract Period	November 2019 – May 2020		
Contract Title	Development of Police Detective, Lieutenant and Captain Written Examinations and Development and Administration of Police Lieutenant and Captain Assessment Centers		
Contract Period	August 2018 – March 2019		
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	Salvador Gonzalez Sr. Personnel Analyst	Address/Phone/E-mail	1200 Third Ave - Suite 300 San Diego, CA 92101 619.236.7734 SalvadorG@sandiego.gov
Contract Title	Development of Sergeant, Lieutenant, Detective and POIII Exams and Structured Oral Assessments		
Contract Period	April 2022 – Present		

Contract Title	Development of Sergeant, Lieutenant, Detective and POIII Exams and Structured Oral Assessments
Contract Period	November 2019 – December 2020
Description:	
<ul style="list-style-type: none"> • Completed a job analysis updates 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 	
Contract Title	Development of Sergeant, Lieutenant, Detective and POIII Exams and Structured Oral Assessments
Contract Period	December 2017 – July 2018
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 	
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 – December 2007

Description:

- 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

This contract has been renewed/re-awarded twice beyond the initial contract.

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 Battalion Chief Assessment Center		
Contract Period	September 2020 - Present		
Contract Title	Development and Administration of Police Captain Assessment Center		
Contract Period	February 2020 – December 2020		
Contract Title	Development and Administration of Police Lieutenant Assessment Center		
Contract Period	July 2019 – February 2020		
Contract Title	Development and Administration of Fire Lieutenant Situational Judgment Test and 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 St. Paul, MN	
Contact	Dan Ferralez Human Resources Consultant	Address/Phone/ E-mail	Office of Human Resources 25 West 4 th Street – 200 City Hall Annex Saint Paul, MN 55102 651.266.6596 dan.ferralez@ci.stpaul.mn.us
Contract Title	Development and Administration of Police Sergeant Written Examination and Assessment Center		
Contract Period	January 2021 - Present		
Contract Title	Development and Administration of Police Commander Assessment Center		
Contract Period	December 2019 – January 2021		
Contract Title	Development and Administration of Police Sergeant Written Examination and Assessment Center		
Contract Period	May 2019 – February 2020		
Contract Title	Development and Administration of Police Sergeant Written Examination and Assessment Center		
Contract Period	September 2017 – February 2018		
Contract Title	Development and Administration of Police Commander Assessment Center		
Contract Period	July 2017 – January 2018		
Contract Title	Development and Administration of Police Sergeant Written Examination and Assessment Center		
Contract Period	March 2016 – September 2016		
Contract Title	Development and Administration of Police Commander Assessment Center		
Contract Period	June 2015 – December 2015		
Contract Title	Development and Administration of Police Sergeant Written Examination and Assessment Center		
Contract Period	December 2012 – June 2014		

Client		City of Tulsa, OK	
Contact	Marty Drobinko Testing Coordinator	Address/Phone/E-mail	175 East 2 nd Street – Suite 1450 Tulsa, OK 74103 918.596.1069 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 exams for Fire Equipment Operator • Developed and administered written exams and assessment centers for Fire Captain • Developed and administered written exams and assessment centers for District Chief • Developed and administered assessment center for Deputy Chief 			
Contract Title	Police Sergeant, Corporal, Lieutenant, Captain, Major and Deputy Chief		
Contract Period	2011 - Present		
Description:			
<ul style="list-style-type: none"> • Developed and administered written exam and assessment center for Police Corporal • Developed and administered written exam and assessment center for Police Sergeant • Developed and administered written exam and assessment center for Police Lieutenant • Developed and administered written exam and assessment center for Police Captain • Developed and administered assessment center for Police Major • Developed and administered assessment center for Police Deputy Chief 			

Client		City of Virginia Beach, VA	
Contact	Miriam K. Bryant Human Resources Coordinator	Address/Phone/E-mail	Municipal Center Building 18 – Rm 106 2424 Courthouse Drive Virginia Beach, VA 23456 757.385.4663 mbryant@vbgov.com
Contract Title	Development and administration of Police Officer 2 and Sergeant Written Examinations and Development and Administration of Police Sergeant, Lieutenant and Captain Assessment Centers		
Contract Period	June 2020 – January 2021		
Contract Title	Development and administration of Master Police Officer Written Examination		
Contract Period	October 2019 – January 2020		
Contract Title	Development and administration of Police Sergeant Written Examination and Development and Administration of Police Sergeant, Lieutenant and Captain Assessment Centers		
Contract Period	February 2019 – October 2019		
Contract Title	Development and administration of Master Police Officer Written Examination		
Contract Period	October 2018 – February 2019		
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 M. Mastronunzio, SHRM-SCP A/Personnel Assistant II	Address/Phone/E-mail	Civil Service Commission City of Bridgeport 45 Lyon Terrace Bridgeport, CT 06604 203.576.7109 lisa.mastronunzio@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	January 2020 – February 2020		
Contract Title	Entry-level Police Officer Exam		
Contract Period	June 2019 – August 2019		
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 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	Entry-level Firefighter Exam Process		
Contract Period	2017/2018		
Description:			
<ul style="list-style-type: none"> Conducted a validity transportability study for the firefighter entrance examination Administered the written examination to over 800 candidates 			
Contract Title	Entry-level Police Officer Exam Process		
Contract Period	2017, 2019, 2020		
Description:			
<ul style="list-style-type: none"> Conducted a validity transportability study for the police officer entrance examination Administered the written examination to over 1300 candidates 			

Client		City of Indianapolis, IN	
Contact	Bruce Henry, IPMA-SCP IMPD Human Resource Manager	Address/Phone/E-mail	200 E. Washington Street – Ste. 1541 Indianapolis, IN 46204 317.327.2596 Bruce.Henry@indy.gov
Contract Title	Entry-level Police Officer Exam Process		
Contract Period	January 2021		
Contract Title	Entry-level Police Officer Exam Process		
Contract Period	June 2020		
Contract Title	Entry-level Firefighter Exam Process		
Contract Period	November 2019 – September 2020		
Contract Title	Entry-level Police Officer Exam Process		
Contract Period	August 2019		
Contract Title	Entry-level Police Officer Exam Process		
Contract Period	February 2019 – April 2019		
Contract Title	Entry-level Police Officer Exam Process		
Contract Period	September 2018 – December 2018		
Contract Title	Entry-level Firefighter Exam Process		
Contract Period	July 2018 – December 2018		
Contract Title	Entry-level Police Officer Exam Process		
Contract Period	June 2017 – August 2018		
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)			
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 Firefighter Written Examinations		
Contract Period	2014 - 2018		
Description:			
<ul style="list-style-type: none"> • Conducted a Statewide job analysis of firefighter and developed entry-level exams to be used for Statewide Civil Service Selection • Administration to over 14,000 candidates resulted in NO adverse impact against protected classes of individuals. 			
Contract Title	Entry-level Civil Service Law Enforcement Officer Written Exams		
Contract Period	January 2004 – 2008		
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 Selection. • Administration to over 20,000 candidates resulted in NO adverse impact against protected classes of individuals. 			

Client			
New York State Police			
Contact	Rodger Kirsopp Technical Lieutenant – Hiring Unit	Address/Phone/E-mail	1220 Washington Avenue – Bldg 22 Albany, NY 12226 518.485.5039 Rodger.Kirsopp@troopers.ny.gov
Contract Title	Entry-level State Police Trooper Written Examination		
Contract Period	November 2019 – Present		
Description:			
<ul style="list-style-type: none"> • Conducted a statewide job analysis of the State Trooper position and developed entry-level exam to be used for statewide selection. 			

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@vbgov.com
Contract Title	Validation and Implementation of Firefighter Entrance Examination and Development and Administration of Firefighter Structured Oral Interview		
Contract Period	2010 - 2018		

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.			

Scope of Services

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 ranks of Police Officer III, Detective, Sergeant and Lieutenant for the City of San Diego Police Department.

The following summary outlines the major components of the project plan:

- **Kick-off Meeting:** IOS will meet with key stakeholders to discuss the project and to come to consensus on the broader project plan.
- **Job Analysis:** IOS will conduct a comprehensive job analysis study for each rank. In the past, IOS has updated the existing job analysis data, but, per the RFP, we will conduct a new job analysis study consisting of job observations/interviews, JAQ design and deployment and JAQ analysis and reporting.
- **Orientation:** IOS will conduct one on-site orientation presentation that will be applicable for all four target ranks. This presentation can be video-recorded for distribution to candidates who are not able to attend.
- **Written Examination:** IOS will develop a complete custom, unique examination for each of the four target ranks based on source materials selected with the help of subject matter experts within the police department. IOS will develop all questions and will review these with subject matter experts. IOS will prepare the final exam booklets and answer sheets and deliver these to the City for administration to candidates. IOS will score the completed examinations. The City will oversee the post-exam appeals process and will send appeals to IOS. IOS will respond to each appeal in writing offering our recommendation.
- **Structured Oral Interview:** IOS will design a unique structured oral interview for each target rank. We plan to use the same process that we have deployed in previous processes for the City. We will design multiple interview components and candidates will deliver each component in front of a different assessor panel. One of the exercises will be a “background qualifications presentation” which is designed to evaluate the candidate information sheet. IOS will recruit assessors, train them, and oversee the administration of the interview. IOS will ask City staff to sign-in candidates and monitor preparation and holding rooms.
- **Scoring and Feedback:** IOS will compile candidate data and score the interview. IOS will engage quality control measures to ensure the accuracy of all scores. IOS will impose the pre-determined weights for the written exam and interview for each target ranks as well as standardize and scale scores per the RFP. IOS will develop feedback reports that offer quantitative and qualitative (assessor comments) feedback.
- **Other Considerations:** The City will provide all necessary venues and will pay all expenses associated with assessor travels. IOS is willing to pay for all assessor related travel should the City prefer to reimburse IOS at cost. IOS will provide up to 40 hours of post examination consultation or testimony at no additional cost should the need arise.

The following section will provide more detailed methods that will be deployed.

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.

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
Technical Knowledge	Field Operations
	Criminal Investigation
	CompSTAT
	Community Policing
	Ethics in Policing
	Multicultural Law Enforcement
Management Knowledge	Supervision
	Administration
	Leadership/Motivation
Internal Sources	Policy, Procedure, or Operating Guidelines
	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 125 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.

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.

Examination materials will be packed such that boxes will be sealed and marked that the contents are confidential and instruct that they should only be opened by the addressee. All materials are sent via FedEx, allowing for tracking of materials as well as evidence of signature of recipient.

Exam Scoring, Results Generation and Analysis

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 database format such as Microsoft Excel® and submitted to the department per the department's specifications.

Test Challenge/Appeal Process

It is IOS's understanding that the City will provide its candidates the opportunity to review test items and submit any challenges the candidate deems appropriate during the five days following the administration of the examination. IOS will provide a written recommendation to each item challenged to the City for review. IOS will provide any adjusted scores, based on the outcome of the challenge process.

Candidate Orientation

Preparedness plays a large role in creating fair promotional processes. Promotional processes from year to year are often conducted by different consulting firms that often conduct processes differently. It is important to clearly communicate to candidates how the promotional process will be conducted and how they will be evaluated. By supplying candidates with an opportunity to learn about and prepare for the process, we will increase the reliability of candidate scores and reduce the risk of group score differences in the promotional 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 written examinations
- A review of the source material for the target rank's written examination
- Suggestions and tips for examination preparation and studying
- A general introduction to structured oral interviews
- A review of the interview development process
- Review of the types of questions that can be included in the oral interview
- An in-depth discussion regarding the nuances of types of questions
- Review of the performance dimensions assessed
- Review of the scoring system used for the structured oral interview
- A discussion concerning assessors and assessor training
- Advice for preparing for the oral interview

- A brief discussion of common mistakes and misconceptions related to oral interviews (these will not cover specific performance expectations)
- A review of the rules governing the structured oral interview
- Question and answer session

Confidentiality during the processes will be stressed both during the orientation and onsite at the assessment.

Promotional Structured Oral Interview

IOS will develop a structured oral interview for each of the target ranks. The oral interview will be designed to assess essential skills and abilities identified in the job analysis. We expect that the following skills and abilities may be assessed.

General Management Dimensions

Composure: 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.

Conflict Resolution: The ability to de-escalate tense situations and quiet potential disturbances. The ability to mediate interpersonal or physical conflict between individuals.

Decision-Making Ability: 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.

Honesty and Integrity: 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.

Interpersonal Skill: 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.

Judgment and Reasoning: 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.

Leadership: 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.

Management and Supervisory Skills: 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.

Oral Communication: 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.

Planning and Organization: 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.

Problem Analysis/Problem Solving: 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.

Public Relations Skill: 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.

Self-Motivation: 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.

Teamwork Orientation: 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.

IOS will develop approximately four interview exercises/components. Historically, we have had tactical interview components, community presentations, staff meetings, role-play components, management/leadership components and background qualifications presentations. The selection of the components is driven by the needs of the agency and the feedback of the SMEs. The candidate's response will be assessed by raters according to specific behavioral response criteria.

IOS will work with the department to convene an SME meeting to review each interview component and its rating criteria. The purpose of this review will be to ensure that the details of each scenario 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 scenario. This input will assist in the calibration of rating scales and will be critical during the training of assessors.

The interview will include a background qualifications presentations that specifically evaluates the candidate information sheet which summarizes that candidate's work history, work experience and formal commendations.

The weight assigned to the Police Officer III process will be 50% written exam and 50% oral interview. The weight assigned to the Detective process will be 45% written exam, 55% oral interview and up to 5 points for service credit to be added to the candidate's overall score. The weight assigned to the Sergeant process will be 35% written exam, 65% oral interview and up to 5 points for service credit to be added to the candidate's overall score. The weight assigned to the Lieutenant process will be 25% written exam, 75% oral interview and up to 5 points for service credit to be added to the candidate's overall score.

Assessor Recruitment and Training

IOS will be responsible for recruiting assessors to participate in the rating of candidates. Assessors will be recruited from outside San Diego County. Preference will be given to assessors who work for cities that are similar in size and demographic to San Diego. Assessors must be at or above the level of the assessed rank and have at least two years of experience in that supervisory position. We will seek to assemble rater panels with gender and racial diversity that mirrors the City demographic. We plan to assemble three-person assessor panels, meaning that we will have one racial minority (African American or Hispanic) per panel. We will seek as much gender diversity as possible.

IOS plans to use four assessor panels for each assessment. Each panel will administer a distinct component of the interview. All candidates will appear before all panels. We expect that the Sgt. and Lt. processes will occur concurrently with the Sgt. process lasting a total of 8 days (1 training day followed by 7 assessment days, based on 158 candidates) and the Lt. process lasting 4 days (1 training day followed by 3 assessment days, based on 55 candidates). The Detective process will be held separately and will be conducted over 6 days (1 training day followed by 5 assessment days, based on 113 candidates). As in the past, we may conduct the POIII process concurrent with the Detective process because of the small candidates count.

IOS will conduct in-depth assessor training workshops to prepare each assessor to participate in and score the oral interview components. We will require approximately eight hours to train the assessors. This training will be provided the day prior to each rank's assessment. IOS will provide multiple consultants to facilitate training multiple panels at the same time.

Assessors: Prior to the administration of the interview, 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 scenarios/questions with which the assessor will be involved, careful note-taking, behavioral observation, scoring, common rating errors, 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 interview process.

Based on the number of candidates eligible for each interview and a timeline and security plan that are mutually acceptable to the City and IOS, we will prepare a detailed assessment schedule which will facilitate the scheduling of candidates for these processes.

Scoring

IOS will provide computer-scannable answer sheets to facilitate the scoring of written examinations.

IOS will develop rating scales and data collection sheets for the oral interview processes to ensure efficient and accurate documentation of oral interview scores. IOS will be responsible for compiling assessor ratings and computing candidate scores. This process will be conducted by two independent people and will be compared side-by-side for accuracy. For the Detective,

Sergeant and Lieutenant processes, scores will be weighted per the RFP, standardized, and scales to a range of 70% to 95%. All ranks results will be computed to the fourth decimal place. All scales and scoring methods will be presented to and authorized by the City.

Feedback

IOS will be responsible for providing candidates with a written feedback report. This report will provide information about the candidates' performance on each interview component, 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 structured oral interview, assessors will be required to document the candidates' primary strengths and developmental needs. 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 interview question that increased the candidates' performance 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 fared as a group.

Post Exam Consultation

Per the requirements of the RFP, IOS will provide up to 40 hours of post-test consultation to the City at no additional charge.

Shipping and Delivery

All testing materials will be shipped via Federal Express to our designated San Diego project contact. This contact will be made aware of inbound shipments using Federal Express' email notification and tracking system. Materials will be carefully packaged and securely bound to ensure safe transport. Security tape will be used to ensure that package seals are not broken. Our project contact will verify the successful and secure arrival of the test packages.

Invoicing

The proposed costs are fixed-firm and, unless the scope of work is modified, will be invoiced in total. IOS proposes the following invoice schedule: 1/3 upon contract execution, 1/3 upon development of the written examination, and 1/3 upon completion of the project.

City Assistance

The City will be expected to supply a suitable venue for candidate orientation, administration of the written exams, oral interviews and assessor training. The City will need to assist in the coordination of the job analysis, including scheduling and communication with those participating. The City will also be expected to assist in the coordination of SME meetings and to provide a meeting location for such meetings.

The City will be expected to administer the written exam and the subsequent five-day appeals process.

IOS requests that approximately two-three members of City staff provide administration assistance during the administration of the oral interview processes.

The City will be expected to coordinate and provide payment to assessors for all travel-related arrangements, unless arrangements are made to reimburse IOS for these costs.

Tab C – Cost/Price Proposal



Section 1: Police Promotional Examination Process

Item No.	Estimated Quantity	U/M	Description	Price Per Candidate	Extension (total for estimated quantity)
1	18	EA	Police Officer III Promotional Examination Process	\$	\$ 30,055
2	188	EA	Police Detective Promotional Examination Process	\$	\$55,955
3	266	EA	Police Sergeant Promotional Examination Process	\$	\$ 64,665
4	66	EA	Police Lieutenant Promotional Examination Process	\$	\$48,795
*Because the vast majority of cost is fixed, regardless of candidate numbers, we have provided the total cost.				Total	\$199,470

Section 2: Additional Pricing Information Required

The number of applicants specified for each Promotional Examination Process is an estimated quantity, the actual quantity may vary. Proposer shall provide pricing as indicated in the table below. This pricing will NOT be included in the evaluation for award of this contract.

Please list Gross Costs (all inclusive – Cost, Taxes, Fees, etc.)	
Police Officer III Promotional Examination Process	Unit Price
7 to 12	\$ 4294
13 to 18	\$ 2312
19 to 24	\$ 1582

Please list Gross Costs (all inclusive – Cost, Taxes, Fees, etc.)	
Police Detective Promotional Examination Process	Unit Price
167 to 177	\$ 335
178 to 188	\$ 314
189 to 199	\$ 296

*Provided for reference only

Please list Gross Costs (all inclusive – Cost, Taxes, Fees, etc.)

Police Sergeant Promotional Examination Process	Unit Price
225 to 245	\$287
246 to 266	\$263
267 to 286	\$242

*Provided for reference only

Please list Gross Costs (all inclusive - Cost, Taxes, Fees, etc.)	
Police Lieutenant Promotional Examination Process	Unit Price
45 to 55	\$1084
56 to 66	\$871
67 to 77	\$728

Section 3: Optional Consulting Services

1. Provide, at the discretion of the City, optional consulting services related to the scope of work in accordance with this RFP.
 - 1.1 Additional consulting services may be required on an as-needed basis throughout the term of the contract.
2. Proposers shall provide, as an attachment to Price Schedule, pricing for optional consulting services within the scope of work as outlined in this RFP and as detailed in Proposer's response.

Proposer response to Optional Consulting Services will not be considered in the evaluation for award.

The following tables outline the costs associated with the project plan described in this proposal.

San Diego, CA Police Promotional Examinations

Lieutenant (66 eligible, estimated 55 candidates to pass exam and move on to structured interview)

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Job Analysis	5	26	0	4	\$4,300
Incumbent interviews/observations.	2	12			
Job analysis questionnaire development and admin.		6		2	
Analysis and technical reporting.	3	8		2	
Written Job Knowledge Examination	21	20	55	1	\$11,845
Work with SMEs to develop an examination plan that is linked to the job analysis, and select appropriate knowledge sources.	2				
Draft 125 multiple choice questions based on exam plan.	10	10	45		
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	4				
Print exam, pack and ship exam materials (to be administered by City staff to avoid associated travel and consulting costs).		1		1	
Score exam.	3	3			
Respond in writing to candidate appeals.	2	6	10		
Structured Oral Interview	80	69	0	18	\$27,055
Design a four-part structured interview process that includes a tactical portion, presentation, structured resume presentation (to satisfy requirement to assess candidate information sheet) and other components based on input from SMEs.	38	9			
Review interview components with SMEs to refine exercise details and ensure accuracy of criteria.	4				
Develop efficient assessment schedule and coordinate needs for assessment site.	2				
Recruit assessors and coordinate travel logistics (estimated 13 assessors to create 4 panels)		10			
Administer the interview (administered concurrent with Sgt. process - estimate one training day followed by 3 assessment days)	32	32			
Compile assessment scores and conduct quality controls.	2	8			
Develop candidate feedback reports containing quantitative and qualitative (assessor comments) feedback.	2	10		18	
Candidate Orientation Presentation	2	5	0	0	\$1,035
Prepare and deliver a candidate preparation/orientation presentation and written orientation document. One orientation sessions will be delivered for all 4 ranks. This line item is partitioned accordingly.	2	5			
Project Expenses					\$4,560
Printing, shipping, assessment materials		\$360			
Consultant related expenses		\$4,200			
TOTAL PROJECT INVESTMENT					\$48,795

Project Notes

Client will be responsible for providing a suitable site at which to conduct exams and assessments. IOS will willing to assist the City in securing the facility should that be requested.

The City will be responsible for directly paying or reimbursing all assessor related travel expenses. Again, IOS is willing to book all travel and render payment should the City agree to reimburse IOS for this cost. We estimate assessor travel, lodging, meals and transportation expenses at \$28,150.

Client will be responsible for the administration of the written examination (to avoid consulting and travel related expenses) and the oversight of the appeals process.

Sergeant (266 eligible, estimated 158 candidates to pass exam and move on to structured interview)

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Job Analysis	5	26	0	4	\$4,300
Incumbent interviews/observations.	2	12			
Job analysis questionnaire development and admin.		6		2	
Analysis and technical reporting.	3	8		2	
Written Job Knowledge Examination	20	25	65	1	\$13,040
Work with SMEs to develop an examination plan that is linked to the job analysis, and select appropriate knowledge sources.	2				
Draft 125 multiple choice questions based on exam plan.	10	10	45		
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	4				
Print exam, pack and ship exam materials (to be administered by City staff to avoid associated travel and consulting costs).		1		1	
Score exam.	2	4			
Respond in writing to candidate appeals.	2	10	20		
Structured Oral Interview	105	101	0	50	\$37,765
Design a four-part structured interview process that includes a tactical portion, presentation, structured resume presentation (to satisfy requirement to assess candidate information sheet) and other components based on input from SMEs.	38	9			
Review interview components with SMEs to refine exercise details and ensure accuracy of criteria.	4				
Develop efficient assessment schedule and coordinate needs for assessment site.	3				
Recruit assessors and coordinate travel logistics (estimated 13 assessors to create 4 panels)		10			
Administer the interview (administered concurrent with Lt. process - estimate one training day followed by 7 assessment days)	56	56			
Compile assessment scores and conduct quality controls.	2	8			
Develop candidate feedback reports containing quantitative and qualitative (assessor comments) feedback.	2	18		50	
Candidate Orientation Presentation	2	5	0	0	\$1,035
Prepare and deliver a candidate preparation/orientation presentation and written orientation document. One orientation sessions will be delivered for all 4 ranks. This line item is partitioned accordingly.	2	5			
Project Expenses					\$8,525
Printing, shipping, assessment materials		\$675			
Consultant related expenses		\$7,850			
TOTAL PROJECT INVESTMENT					\$64,665

Project Notes

Client will be responsible for providing a suitable site at which to conduct exams and assessments. IOS will willing to assist the City in securing the facility should that be requested.

The City will be responsible for directly paying or reimbursing all assessor related travel expenses. Again, IOS is willing to book all travel and render payment should the City agree to reimburse IOS for this cost. We estimate assessor travel, lodging, meals and transportation expenses at \$48,200.

Client will be responsible for the administration of the written examination (to avoid consulting and travel related expenses) and the oversight of the appeals process.

Detective (188 eligible, estimated 113 candidates to pass exam and move on to structured interview)

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Job Analysis	5	26	0	4	\$4,300
Incumbent interviews/observations.	2	12			
Job analysis questionnaire development and admin.		6		2	
Analysis and technical reporting.	3	8		2	
Written Job Knowledge Examination	20	23	61	1	\$12,470
Work with SMEs to develop an examination plan that is linked to the job analysis, and select appropriate knowledge sources.	2				
Draft 125 multiple choice questions based on exam plan.	10	10	45		
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	4				
Print exam, pack and ship exam materials (to be administered by City staff to avoid associated travel and consulting costs).		1		1	
Score exam.	2	4			
Respond in writing to candidate appeals.	2	8	16		
Structured Oral Interview	90	85	0	35	\$31,875
Design a four-part structured interview process that includes a tactical portion, presentation, structured resume presentation (to satisfy requirement to assess candidate information sheet) and other components based on input from SMEs.	32	8			
Review interview components with SMEs to refine exercise details and ensure accuracy of criteria.	4				
Develop efficient assessment schedule and coordinate needs for assessment site.	2				
Recruit assessors and coordinate travel logistics (estimated 13 assessors to create 4 panels)		10			
Administer the interview - estimate one training day followed by 5 assessment days)	48	48			
Compile assessment scores and conduct quality controls.	2	7			
Develop candidate feedback reports containing quantitative and qualitative (assessor comments) feedback.	2	12		35	
Candidate Orientation Presentation	2	5	0	0	\$1,035
Prepare and deliver a candidate preparation/orientation presentation and written orientation document. One orientation sessions will be delivered for all 4 ranks. This line item is partitioned accordingly.	2	5			
Project Expenses					\$6,275
Printing, shipping, assessment materials		\$515			
Consultant related expenses		\$5,760			
TOTAL PROJECT INVESTMENT					\$55,955

Project Notes

Client will be responsible for providing a suitable site at which to conduct exams and assessments. IOS will willing to assist the City in securing the facility should that be requested.

The City will be responsible for directly paying or reimbursing all assessor related travel expenses. Again, IOS is willing to book all travel and render payment should the City agree to reimburse IOS for this cost. We estimate assessor travel, lodging, meals and transportation expenses at \$38,500.

Client will be responsible for the administration of the written examination (to avoid consulting and travel related expenses) and the oversight of the appeals process.

POIII (18 eligible, estimated 10 candidates to pass exam and move on to structured interview)

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Job Analysis	4	22	0	2	\$3,530
Incumbent interviews/observations.	1	8			
Job analysis questionnaire development and admin.	1	6		2	
Analysis and technical reporting.	2	8			
Written Job Knowledge Examination	10	11	49	1	\$7,770
Work with SMEs to develop an examination plan that is linked to the job analysis, and select appropriate knowledge sources.	2				
Draft 125 multiple choice questions based on exam plan.	2	6	45		
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	4				
Print exam, pack and ship exam materials (to be administered by City staff to avoid associated travel and consulting costs).		1		1	
Score exam.	1	2			
Respond in writing to candidate appeals.	1	2	4		
Structured Oral Interview	49	24	0	6	\$14,270
Design a four-part structured interview process that includes a tactical portion, presentation, structured resume presentation (to satisfy requirement to assess candidate information sheet) and other components based on input from SMEs.	32	9			
Review interview components with SMEs to refine exercise details and ensure accuracy of criteria.	4				
Develop efficient assessment schedule and coordinate needs for assessment site.	1				
Recruit assessors and coordinate travel logistics (estimated 13 assessors to create 4 panels)		10			
Administer the interview - estimate one training day followed by 1 assessment day)	10				
Compile assessment scores and conduct quality controls.	1	3			
Develop candidate feedback reports containing quantitative and qualitative (assessor comments) feedback.	1	2		6	
Candidate Orientation Presentation	2	5	0	0	\$1,035
Prepare and deliver a candidate preparation/orientation presentation and written orientation document. One orientation sessions will be delivered for all 4 ranks. This line item is partitioned accordingly.	2	5			
Project Expenses					\$3,450
Printing, shipping, assessment materials		\$150			
Consultant related expenses		\$3,300			
TOTAL PROJECT INVESTMENT					\$30,055

Project Notes

Client will be responsible for providing a suitable site at which to conduct exams and assessments. IOS will willing to assist the City in securing the facility should that be requested.

The City will be responsible for directly paying or reimbursing all assessor related travel expenses. Again, IOS is willing to book all travel and render payment should the City agree to reimburse IOS for this cost. We estimate assessor travel, lodging, meals and transportation expenses at \$18,000.

Client will be responsible for the administration of the written examination (to avoid consulting and travel related expenses) and the oversight of the appeals process.

Schedule of Hourly Rates - IOS 2022

Category	Rate
Consultant/Industrial Psychologist	\$230/hour
Consulting Associate	\$115/hour
Technical Writer	\$85/hour
Administrative Assistant	\$40/hour

Details Regarding Proposed Pricing:

The cost information provided is based on the facts and figures that were provided in the request for proposals. Should the scope of services need to be changed/modified, or the candidate numbers increase, IOS will calculate any additional project costs, based on our published hourly rates, and submit a change order to the agency prior to engaging in additional work.

The proposed costs are fixed-firm and, unless the scope of work is modified, will be invoiced in total. IOS proposes the following invoice schedule: 1/3 upon contract execution, 1/3 upon development of the written examination, and 1/3 upon completion of the project.

Concerning Project-Related Litigation/Challenges

The nature of the contracted work that IOS performs is inherently litigious as it relates to employment and promotion decisions within the context of public safety agencies, which has been a fertile ground for employment litigation for well over 50 years. Some of the lower-scoring candidates, who are not selected, will inevitably find fault with the selection process rather than acknowledge that their performance on the exam/assessment was accurately measured. Often the reasons for litigation go beyond the technical work performed by IOS and target agency rules, practices or other factors that are ancillary to IOS's exam/assessment. Simply stated, our field and the work we perform has a significant risk of litigation for many reasons.

Despite the many risks involved in this work, IOS is committed to assisting our clients in the defense of challenges/litigation. In order to provide competent support, IOS will invoice the client at the current published hourly rates for all activities that IOS undertakes in support of our client's challenge/litigation, including but not limited to: consultation with client concerning the potential or actual challenge/litigation, consultation with internal or external counsel, research, analysis, production of discovery documents, deposition, consultation with IOS's legal counsel, internal discussions among IOS staff regarding strategy, testimony, and assistance securing and vetting experts. These activities are not required for all projects, and only occur based on situation-specific events (e.g., grievance or lawsuit). Therefore, these activities have not been factored into our cost proposal and will be invoiced as they occur.

Hourly Rates for 2022

Classification	Hourly Rate
Consultant (Principal, Ph.D., or Senior Consultant)	\$325
Associate Consultant	\$150
Administrative Support	\$50

Appendix A

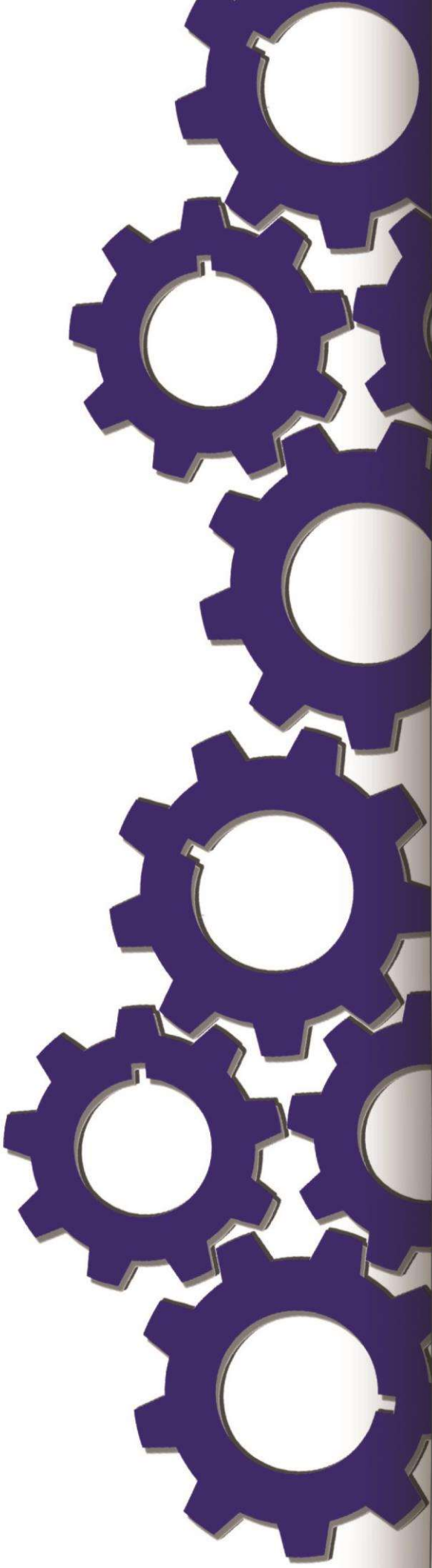
Disclosures:

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 result of any contract operations for operations and maintenance.

IOS have never been terminated, fired or replaced on a project other than through 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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