CONTRACT

THIS CONTRACT, executed this 10th day of April 2017, by and between the ***Consolidated Government of Columbus, Georgia,*** hereinafter called the "City", and ***Industrial Organizational Solution, Inc.*** hereinafter called the "Contractor".

WITNESSETH:

That in consideration of the mutual covenants, obligations and terms set-forth in the attached proposal and specifications, the parties hereby agree as follows:

1. That the Contractor is the most advantageous and responsible bidder to provide ***Administration of the Columbus Fire & Emergency Medical Services Promotional Procedure (RFP No. 17-0011)*** and was awarded the Contract by Columbus City Council on Tuesday, March 14, 2017, Resolution No. 80-17 for the period of five (5) years, with the option to renew for five (5) years for furnishing the same in accordance with specifications prepared by . the City and the proposal of the Contractor.

2. The Contractor will, at its own cost and expense, furnish all labor, materials, and equipment required to be furnished, provide all related services required to be provided, and meet all other requirements or conditions imposed, all strictly in accordance with the attached agreement, City's Request for Proposal, dated December 30, 2016 (and all addenda thereto), Contractor's Proposal dated January 26, 2017 including all negotiation documents, which are attached hereto as exhibits "A", "B" & "C", respectively, and which are by reference made a part hereof to the same extent as if fully set out herein.

3. On the faithful performance of this Contract by the Contractor, the Contractor will receive payment from the City in accordance with the terms and on the conditions stated in this Contract and the exhibits attached to and by reference made a part of.

APPENDIX D

CONTRACT SIGNATURE PAGE
ADMINISTRATION OF THE COLUMBUS FIRE AND EMERGENCY MEDICAL SERVICES PROMOTIONAL PROCEDURE
(ANNUAL CONTRACT)

The undersigned hereby declares that he has/they have carefully examined the specifications herein referred to and will provide all equipment, terms and services of the Consolidated Government of Columbus, Georgia.

By: _____
Signature of Authorized Representative

Meghan K. Padzernicz
Witness as to the Contractor

Kimberly Sherretz
Witness as to the Contractor

(Corporate Seal)

Chad C. Legel, President & CEO
Print Name and Title of Signatory

I/o Solutions, Inc.
Business Name

1127 S. Mannheim Rd., Ste 203
Business Address

888-784-1290
Telephone Number

708-410-1558
Fax Number

ccl@iosolutions.com
Email Address

CONSOLIDATED GOVERNMENT OF COLUMBUS, GEORGIA

Accepted this 10th **day of** April **2017**

Isaiah Hugley, City Manager

ATTEST:

Tiny B. Washington, Clerk of Council

APPROVED AS TO LEGAL FORM:

Clifton C. Fay, City Attorney
Clifton C. Fay, City Attorney

****COMPLETE AND RETURN THIS PAGE WITH SEALED PROPOSAL****

EXECUTION AUTHORIZED
By Resolution No. 8017

Tiny B. Washington
Clerk of Council

C.M. 03-14-17(11)(B)

"ITEM B"

80-17

A RESOLUTION
NO. 80-17

A RESOLUTION AUTHORIZING THE EXECUTION OF AN ANNUAL CONTRACT WITH INDUSTRIAL/ORGANIZATIONAL SOLUTIONS (WESTCHESTER, IL) TO PROVIDE PROMOTIONAL PROCESSES FOR RANKS OF SERGEANT, LIEUTENANT, CAPTAIN AND BATTALION CHIEF FOR COLUMBUS FIRE AND EMERGENCY MEDICAL SERVICES.

WHEREAS, an RFP was administered (RFP No. 17-0011) and two proposals were received; and,

WHEREAS, the proposal submitted by Industrial/Organizational Solutions (Westchester, IL) met all proposal requirements and was evaluated most responsive to the RFP; and,

WHEREAS, the initial term of the contract shall be for five (5) years, with the option to renew for five (5) years. The total contract term, including renewal options, will be ten (10) years. The City will initiate contract renewal. The renewal will be contingent upon the mutual agreement of the City and the Contractor.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES AS FOLLOWS:

That the City Manager is hereby authorized to execute an annual contract with Industrial/Organizational Solutions (Westchester, IL) to provide promotional processes for ranks of Sergeant, Lieutenant, Captain and Battalion Chief for Columbus Fire and Emergency medical Services Funds are budgeted each fiscal year for this ongoing expense: General Fund – Department of Fire and Emergency Medical Services – Fire/EMS Operations – Promotional Exam Board Fees; 0101-410-2100-FOPR-6356.

Introduced at a regular meeting of the Council of Columbus, Georgia, held the 14th day of March 2017 and adopted at said meeting by the affirmative vote of Nine members of said Council.

Councilor Allen voting	YES.
Councilor Baker voting	YES.
Councilor Barnes voting	ABSENT.
Councilor Davis voting	YES.
Councilor Garrett voting	YES.
Councilor Henderson voting	YES.
Councilor Huff voting	YES.
Councilor Thomas voting	YES.
Councilor Turner Pugh voting	YES.
Councilor Woodson voting	YES.

Tiny B. Washington, Clerk of Council

Teresa Pike Tomlinson, Mayor

BUSINESS REQUIREMENTS

** Section Redacted **

These documents have been filed in the Purchasing Division

5th Floor – Finance Department
100 10th Street
Columbus, Georgia 31901

Please contact Purchasing to view these documents at ext: 3070

EXHIBIT B

Columbus Consolidated Government
Request for Bid

Administration of the Columbus Fire & Emergency Medical Services Promotional Procedure (Annual Contract)

COLUMBUS CONSOLIDATED GOVERNMENT
Georgia's First Consolidated Government

FINANCE DEPARTMENT
PURCHASING DIVISION

100 TENTH STREET, P. O. BOX 1340
COLUMBUS, GEORGIA 31902-1340
706-653-4105, FAX 706-653-4109

January 23, 2017

ADDENDUM: NUMBER ONE

SUBJECT: ***RFP No. 17-0011***
Administration of the Columbus Fire & Emergency Medical Services Promotional Procedure (Annual Contract)

Acknowledgment of receipt of each Addendum must be included with sealed proposal. Initial and include a copy of each Addendum with proposal.

INITIAL: _____ ***COMPANY NAME:*** _____

VENDORS ARE INFORMED THAT THE REFERENCED BID IS HEREBY MODIFIED, CORRECTED OR SUPPLEMENTED AS SPECIFIED, DESCRIBED AND SET FORTH IN THIS ADDENDUM.

Bid due date remains: January 27, 2017, no later than 5:00 PM EST.

City's responses to the following submitted question(s):

1. ***Question:*** *"Can the City please clarify which rank(s) the promotional procedure RFP is for?"*

   Answer: Sergeant, Lieutenant, Captain and Battalion Chief

2. ***Question:*** *"How much did the City pay for the last contract for all services requested in the RFP?"*

   Answer: The City paid approximately $170,000 in 2015. When certain parts were completed a percentage was paid for services rendered.

3. ***Question:*** *"If the services in the RFP were paid separately, and not as a lump sum, how much did the City pay for the following:"*
   - *I.* *Job task analysis?* ***This was completed in the initial year (2003) approximately $120,000***
   - *II.* *Written exam?* ***See above***
   - *III.* *Performance-based assessment?* ***See above***
   - *IV.* *Pump operator and driving test?* ***In-house currently***

4. ***Question:*** *"Who was the last company to provide the City with the proposed services proposed and what is their location?"*

Answer: CWH Management Solutions, Colorado

5. ***Question:*** *"How many candidates participated in the previous written exam for each rank?"*

   Answer: 70 for Sergeant rank, 39 for Lieutenant, 20 for Captain and Battalion Chief has no written Test.

6. ***Question:*** *"How many candidates participated in the previous assessment center for each rank?"*

   Answer: 30 plus ties from the written test for Sergeant, 20 plus ties from the written test for Lieutenant, 15 plus ties from the written test for Captain and 11 for Battalion Chief (no written test).

7. ***Question:*** *"How many candidates are eligible for the upcoming promotional process for each rank?"*

   Answer: There is an uncertainty during each promotional process due to each individual's eligibility and if they want to participate in the process. We do not know exact numbers.

8. ***Question:*** *"Will the City provide all facilities for the promotional written exam and performance-based testing administration?"*

   Answer: Yes

9. ***Question:*** *"When does the City want the promotional process for each rank completed by?"*

   Answer: Prior to December 31st of the promotional year.

10. ***Question:*** *"Are test/administration dates set, or will these be determined in conjunction with the contractor?"*

    Answer: Time frames are set by the agency and confirmed with the contractor.

11. ***Question:*** *"How many candidate orientations sessions do the City want for each rank?"*

    Answer: The orientation is usually over two days and covers all ranks.

12. ***Question:*** *"Is the City willing to conduct the candidate orientation session(s) remotely via webinar/phone conference?"*

    Answer: No

13. ***Question:*** *"Does the City have a previous job analysis for each fire rank that can be utilized during the Job analysis process?"*

    Answer: No

14. ***Question:*** *"Is the City willing to conduct development meetings for the promotional process via Webinar/phone conference?"*

    Answer: No however, there may be times when questions come up that can be conducted via phone conference.

15. ***Question:*** *"Does any part of the testing process function as a hurdle, in that only those that pass continue on to the next portion of the testing process?"*

Answer: Top 30 written test scores for Sergeant, top 20 Lieutenant, top 15 Captain and all eligible for Battalion Chief proceed to the assessment center.

16. ***Question:*** *"Does the City want the vendor present for the administration of the written exam(s)?"*

Answer: Yes

17. ***Question:*** *"How many questions will the written exam(s) consist of for each rank?"*

Answer: A minimum of 100 but there should be extra questions in the event questions are challenged and removed from the scoring process.

18. ***Question:*** *Is there a protest period/item review/challenge process that candidates are allowed to participate in for the written exam?"*

Answer: Yes

19. ***Question:*** *"How many times does the City predict administering the written exam for each rank?"*

Answer: Once every two years

20. ***Question:*** *"How many exercises were used in the previous assessment center?"*

Answer: Three

21. ***Question:*** *"What exercise did the previous assessment center consist of?"*

Answer: Examples - Hot Seat, Oral Presentation, In-Basket, Role Play and Written Presentation.

22. ***Question:*** *"Over how many days was the previous assessment center conducted?"*

Answer: Sergeant and Battalion Chief/Six Days & Lieutenant and Captain/Five Days.

23. ***Question:*** *"Does the City have any security concerns that would require all candidates to go through the performance-based assessment center exercise in one day?"*

Answer: Each candidate will complete their assessment center in one day and the assessment center may be conducted over several days until all eligible have completed the assessment center.

24. ***Question:*** *"Does each candidate have to do all of his/her assessment center exercise in one day?"*

Answer: See answer above

25. ***Question:*** *"Is the City or the contractor responsible for obtaining assessors for each of the assessment centers?"*

Answer: The Contractor

26. ***Question:*** *"Who will be responsible for compensating assessors for travel to the assessment center?"*

Answer: Columbus Consolidated Government

27. ***Question:*** *"Does the City require the vendor to be onsite for job analysis purposes, such as a ride along or focus group with subject matter experts?*

    Answer: Yes

28. ***Question:*** *"Who was the contractor that won the most previous contract for this work?"*

    Answer: CWH Management Solutions

29. ***Question:*** *"What was the contract price for the most recent award for this work?"*

    Answer: $170,000 per assessment process. (every two years)

30. ***Question:*** *"In Section V, Part B, 7 – what is (The successful offeror shall furnish 40 copies of their final Recommendation) referring to?"*

    Answer:
    Section V, Part B, #7 is hereby removed from this RFP Solicitation.

31. ***Question:*** *"Can you provide an estimate of the expected candidate pool numbers for each rank's testing?"*

    Answer: 75-100 for Sergeant, 30 for Lieutenants and 25 for Captains.

32. ***Question:*** *"Beyond the 24-month duration of each list, can you provide any indication of the anticipated Schedule for testing each of the involved positions (as outlined in the promotion procedure Code referenced in the RFP) over the 5-year initial term of this contract?"*

    Answer: The promotional process is every two years.

33. ***Question:*** *"Related to question #32, are any position tested simultaneously?"*

    Answer: No. Multiple ranks are completed during a week. Example Battalion Chiefs' first part of the Week, then Sergeant's the second half of the week.

34. ***Question:*** *"Can you provide any indication of the volume of candidates that is anticipated to test for each position, or of the volume of candidates that started the testing process during the previous administration?"*

    Answer: See answer #31

35. ***Question:*** *"What is meant by the reference to (40 copies of final recommendation) on page 16 of the RFP?"*

    Answer: See answer #30

36. ***Question:*** *"Has the requested work been conducted by an outside entity in the past and if yes, who has*

conducted the work previously?"

Answer: See answer #28

37. ***Question:*** *"Do you anticipate needing assistance from the contractor to acquire assessors and/or to coordinate travel arrangements and payments for lodging, airfare, per diem, etc.?"*

Answer: The contractor is responsible for acquiring assessors and coordinating travel arrangements. The agency will provide lodging and per diem.

Andrea J. McCorvey
Purchasing Division Manager

COLUMBUS CONSOLIDATED GOVERNMENT

Georgia's First Consolidated Government

FINANCE DEPARTMENT
PURCHASING DIVISION

100 TENTH STREET, P. O. BOX 1340
COLUMBUS, GEORGIA 31902-1340
706-653-4105, Fax 706-653-4109
BidLine 706-225-4536
www.columbusga.org

Date: December 30, 2016

REQUEST FOR PROPOSALS: **RFP No. 17-0011**	Qualified vendors are invited to submit sealed proposals, subject to conditions and instructions as specified, for the furnishing of: **ADMINISTRATION OF THE COLUMBUS FIRE & EMERGENCY MEDICAL SERVICES PROMOTIONAL PROCEDURE** **(ANNUAL CONTRACT)**
GENERAL SCOPE	Columbus Consolidated Government (the City) is looking for a qualified firm to provide the Department of Fire and Emergency Medical Services Promotional Procedure.
DUE DATE	**DUE: JANUARY 27, 2017 – 5:00 PM (EST)** Sealed proposals must be received and date/time stamped on or before the due date by the Purchasing Division of Columbus Consolidated Government, located in the Finance Department, 5th Floor, Government Center, 100 Tenth Street, Columbus, Georgia.
HOW TO OBTAIN SPECIFICATIONS AND ADDENDA	**IMPORTANT INFORMATION** **Any addenda for this project will be posted on the web page of the Finance Department/Purchasing Division *(http:// http://www.columbusga.org/finance/Excel_Docs/Bid_Opportunities.htm)*. It is the vendors' responsibility to periodically visit the web page for addenda before the due date and prior to submitting a proposal.**
NO PROPOSAL SUBMISSION	*If you are not interested in this invitation please email krobertson@columbusga.org or complete the form on the back of this sheet and fax to 706 653-4109.*

Andrea J. McCorvey
Purchasing Division Manager

IMPORTANT INFORMATION
e-Notification

Effective December 31, 2014, Columbus Consolidated Government (the City) discontinued mailing postcard notifications to its registered vendors. The City is using the Georgia Procurement Registry e-notification system. You must register with the Team Georgia Market Place/Georgia Procurement Registry to receive future procurement notifications via **http://doas.ga.gov/state-purchasing/suppliers/getting-started-as-a-supplier**. **If you have any questions or encounter any problems while registering, please contact the Team Georgia Marketplace Procurement Helpdesk:**

Telephone: 404-657-6000
Fax: 404-657-8444
Email: procurementhelp@doas.ga.gov

STATEMENT OF "NO PROPOSAL SUBMISSION"

Notify the Purchasing Division if you do not intend to submit a Proposal:

Email: krobertson@columbusga.org or return this form, via fax or mail, to:
Fax number (706) 653-4109 **Attn: Kevin R. Robertson, Buyer**

Columbus Consolidated Government
Purchasing Division
P. O. Box 1340
Columbus, Georgia 31902-1340

We, the undersigned decline to submit a proposal for RFP NO. 17-0011 for Administration of the Columbus Fire & Emergency Medical Services Promotional Procedure (Annual Contract) for the following reason(s):

__Specifications are too "tight", i.e. geared towards one brand or manufacturer (explain below)
__There is insufficient time to respond.
__We do not offer this product and/or service.
__We are unable to meet specifications.
__We are unable to meet bond requirements.
__Specifications are unclear (explain below).
__We are unable to meet insurance requirements.
__Other (specify below)

Comments_____

_____

_____

We understand that if this statement is not completed and returned, our company may be deleted from the Columbus Consolidated Government's bidder list for this commodity or service.

COMPANY NAME:_____

AGENT:_____

DATE:_____

TELEPHONE NUMBER:_____

EMAIL ADDRESS: _____

PROPOSALS WILL BE EVALUATED IN ACCORDANCE WITH THE PROCEDURES AS OUTLINED BELOW IN SECTION 3-110 OF THE PROCUREMENT ORDINANCE. ALL PROPOSALS WILL BE KEPT CONFIDENTIAL.

3-110 Competitive Sealed Proposals (Competitive Sealed Negotiations) For Equipment, Supplies or Professional Services - $10,000 and Above

(1) Conditions for Use

When the Purchasing Division Manager determines that the use of competitive sealed bidding for any procurement is either not practicable or not advantageous to the City, a contract may be entered into using the competitive sealed proposals (negotiation) method. In addition, the competitive sealed proposal process shall be used for the procurement of professional services.

The competitive sealed proposal process may be used for procurements with an estimated total cost less than $10,000, if deemed to be in the best interest of the City. If the total cost can be determined, the authority to approve such solicitations will be as prescribed by Article 3-104, Purchasing Limits. If, due to the required services, a total cost cannot be determined then the award recommendation will be approved by Council.

A. Request for Proposals

Proposals shall be solicited through Request for Proposals. The Purchasing Division shall establish the specifications with the using agency and set the date and time to receive proposals. The request for proposal shall include a clear and accurate description of the technical requirements for the service or item to be procured.

B. Public Notice

Adequate public notice of the Request for Proposals shall be given in the same manner as provided under the section titled "Competitive Sealed Bids."

C. Receipt of Proposals

Proposals must be received by the deadline date established. No public opening will be held. No proposals shall be handled so as to permit disclosure of the identity of any offeror or the contents of any proposal to competing offerors during the process of discussion. A register of proposals shall be prepared as part of the contract file, and shall contain the name of each offeror, the number of modifications received (if any), and a description sufficient to identify the item offered. The register of proposals shall be open for public inspection only after contract award.

D. Evaluation Factors.

The Request for Proposals shall identify all significant evaluation factors (including price or cost) and their relative importance. Mechanisms shall be established for technical evaluation of the proposals received, determinations of responsible offerors for the purpose of written or oral discussions, and selection for contract award.

E. Discussion with Responsible Offerors and Revisions to Proposals

As provided in the Request for Proposals, discussions (negotiations) may be conducted with responsible offerors who submit proposals determined to be reasonably susceptible of being selected for award, to assure full understanding of and conformance to the solicitation requirements. All qualified, responsible offerors shall be given fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. In conducting discussions, there shall be no disclosure of the identity of competing offerors or any information derived from proposals submitted by competing offerors. If only one proposal response is received, then the award recommendation shall be to the single offeror, if the offeror meets all requirements.

F. Award.

After negotiations, the award recommendation must be presented to Columbus City Council for final approval. Award will be made to the responsible offeror whose proposal is determined to be the most advantageous to the City, taking into consideration total cost (if determined) and all other evaluation factors set forth in the Request for Proposals.

After Council approval, a contract based on the negotiations (if negotiations were necessary) will be drawn and signed by all necessary parties. If Council does not approve the award, further negotiations may take place with the recommended offeror or negotiations will begin with the next most qualified offerer. The contract file shall contain the basis on which the award is made.

After contract award, the contract file will be made public. Offerors will be afforded the opportunity to make an appointment to review the contract file.

DO YOU HAVE QUESTIONS, CONCERNS OR NEED CLARIFICATION ABOUT THIS SOLICITATION?

COMMUNICATION CONCERNING ANY SOLICITATION CURRENTLY ADVERTISED MUST TAKE PLACE IN WRITTEN FORM AND ADDRESSED TO THE PURCHASING DIVISION.

ALL QUESTIONS OR CLARIFICATIONS CONCERNING THIS SOLICITATION SHALL BE SUBMITTED IN WRITING. THE CITY WILL NOT ORALLY OR TELEPHONICALLY ADDRESS ANY QUESTION OR CLARIFICATION REGARDING BID/PROPOSAL SPECIFICATIONS. IF A VENDOR VISITS OR CALLS THE PURCHASING DIVISION WITH SUCH QUESTIONS, HE OR SHE WILL BE INSTRUCTED TO SUBMIT THE QUESTIONS IN WRITING.

ALL CONTACT CONCERNING THIS SOLICITATION SHALL BE MADE THROUGH THE PURCHASING DIVISION. BIDDERS SHALL NOT CONTACT CITY EMPLOYEES, DEPARTMENT HEADS, USING AGENCIES, EVALUATION COMMITTEE MEMBERS OR ELECTED OFFICIALS WITH QUESTIONS OR ANY OTHER CONCERNS ABOUT THE SOLICITATION. QUESTIONS, CLARIFICATIONS, OR CONCERNS SHALL BE SUBMITTED TO THE PURCHASING DIVISION IN WRITING. IF IT IS NECESSARY THAT A TECHNICAL QUESTION NEEDS ADDRESSING, THE PURCHASING DIVISION WILL FORWARD SUCH TO THE USING AGENCY, WHO WILL SUBMIT A WRITTEN RESPONSE.

THE PURCHASING DIVISION WILL FORWARD WRITTEN RESPONSES TO THE RESPECTIVE BIDDER OR IF IT BECOMES NECESSARY TO REVISE ANY PART OF THIS SOLICITATION, A WRITTEN ADDENDUM WILL BE ISSUED TO ALL BIDDERS.

THE CITY IS NOT BOUND BY ANY ORAL REPRESENTATIONS, CLARIFICATIONS, OR CHANGES MADE TO THE WRITTEN SPECIFICATIONS BY CITY EMPLOYEES, UNLESS SUCH CLARIFICATION OR CHANGE IS PROVIDED TO THE BIDDERS IN A WRITTEN ADDENDUM FROM THE PURCHASING MANAGER.

BIDDERS ARE INSTRUCTED TO USE THE ENCLOSED "QUESTION/CLARIFICATION FAX FORM" TO FAX OR EMAIL QUESTION.

ANY REQUEST, AFTER A SOLICITATION HAS CLOSED AND PENDING AWARD, MUST ALSO BE SUBMITTED IN WRITING TO THE PURCHASING DIVISION.

Email Krobertson@columbusga.org or use the attached "Question/Clarification" Form to submit questions.

QUESTION/CLARIFICATION FAX FORM

DATE: _____

TO: Kevin R. Robertson, Buyer
Email krobertson@columbusga.org or
Fax (706) 653-4109

RE: **RFP No. 17-0011 – Administration of the Columbus Fire & Emergency Medical Services Promotional Procedure (ANNUAL CONTRACT)**

I have the following concerns/questions about the specifications:

_____

_____

_____

_____

_____

_____

_____

_____

From:

_____
Company Name Website

_____
Representative Email Address

_____
Complete Address City State Zip Code

_____
Telephone Number Fax Number

COLUMBUS CONSOLIDATED GOVERNMENT
GENERAL PROVISIONS FOR REQUEST FOR PROPOSALS

ADMINISTRATION OF THE COLUMBUS FIRE & EMERGENCY MEDICAL SERVICES PROMOTIONAL PROCEDURE

The Consolidated Government of Columbus seeks a qualified firm to provide Administration of the Department of Fire & Emergency Medical Services Promotional Procedure.

A. PROPOSAL SUBMITTAL DATE:

SEALED PROPOSALS ARE DUE: January 27, 2017, NO LATER THAN 5:00 PM (Eastern Time). *Submit one original and six identical hard copies of the proposal. For proper identification the proponent's complete name and address should appear on the exterior of the proposal package.*

To achieve uniform review process and maximum degree of comparability, proposals should be spiral bound on the left hand side or in a ring binder and organized in tabbed sections. For proper identification, the proponent's complete name and address should appear on the exterior of the proposal package. The proposal should be hand delivered or mailed to the following:

Columbus Consolidated Government
Purchasing Division

RE: RFP NO. 17-0011 – ADMINISTRATION OF THE COLUMBUS FIRE & EMERGENCY MEDICAL SERVICES PROMOTIONAL PROCEDURE (ANNUAL CONTRACT)

Mail: P.O. Box 1340
Columbus, Georgia 31902-1340

Deliver: 100 10th Street
Columbus, Georgia 31901

If the proposal does not reach the Purchasing Division on or before the due date, the proposal will be returned to the Proposer unopened. It is the Proponent's responsibility to insure the proposal is mailed or delivered by the due date. The City will not be held responsible for proposals delayed by the US Mail or any other courier.

The City shall not be held liable for any expenses incurred by the respondent in preparing and submitting the proposal and/or attendance at any interviews, final contract negotiations or applicable site visits. **The City reserves the right to award this project or to reject any and all proposals; whichever is in the best interest of the City.**

B. RECEIPT OF PROPOSALS:

Unless otherwise stated in the technical specifications of the RFP, the City will accept one, and only one, proposal per Offeror. In the event a team of firms is entering into a joint venture to respond to the RFP, one firm shall be named the prime contractor and the proposal shall be submitted in the name of the prime contractor. All correspondence concerning the RFP will be between the City and prime contractor.

C. SUBCONTRACTING:

Should the offeror intend to subcontract all or any part of the work specified, name(s) and address(es) of subcontractor(s) must be provided in proposal response. The offeror shall be responsible for subcontractor(s) full compliance with the requirements of the RFP specifications. **If awarded the contract, payments will only be made to the offerors submitting the proposal. The Columbus Consolidated Government will not be responsible for payments to subcontractors.**

D. QUESTIONS ABOUT THE RFP:

Communication concerning any solicitation currently advertised must take place in writing and be addressed to the Purchasing Division. See page titled "Do You Have Questions ..." within this proposal package.

E. PUBLIC INFORMATION:

All information and materials submitted will become the property of the Columbus Consolidated Government, Columbus, Georgia; and shall be subject to the provisions of the Georgia public records law. If awarded the contract, the proposal submission, in its entirety, will be included as part of the contract documents and filed, as public record, with the Clerk of Council.

F. ADDENDA:

The proposer shall include acknowledgment of receipt of addenda (if any) in their sealed proposal. The proposer should include an initialed copy of each addendum in the proposal package. It is the proposer's responsibility to contact the City for copies of addenda if they receive the proposal document from any other source other than the City.

G. CONTRACT:

Each proposal is received with the understanding that an acceptance in writing by the City of the offer to furnish any or all of the services and materials described shall constitute a contract between the proposer and the City. This contract shall bind the proposers to furnish and deliver the services and materials quoted, at the prices stated and in accordance with the condition of said accepted proposal.

It is agreed that the successful respondent will not assign, transfer, convey or otherwise dispose of the contract or its right, title or interest in or to the same, or any part thereof, without previous consent of the City and any sureties.

H. NON-COLLUSION:

Proposer declares that the proposal is not made in connection with any other proposer submitting a proposal for the same commodity or commodities, and that the proposal is bona fide and is in all respects fair and without collusion or fraud.

I. INDEMNITY:

The successful respondent agrees, by entering into this contract, to defend, indemnify and hold City harmless from any and all causes of action or claims of damages arising out or under this contract.

J. DISADVANTAGED BUSINESS ENTERPRISE CLAUSE:

Disadvantaged Business Enterprises (minority or woman owned businesses) will be afforded full opportunity to submit proposals in response to this invitation and will not be discriminated against on the grounds of race, color, creed, sex or national origin in consideration for an award. It is the policy of the City that disadvantaged business enterprises and minority business enterprises have an opportunity to participate at all levels of contracting in the performance of City contracts to the extent practical and consistent with the efficient performance of the contract.

K. SPECIFICATION DESCRIPTIONS:

The specifications detailed herein represent the quality of equipment, goods or services required by the City. Whenever in this invitation any particular process, service or equipment is indicated or specified by patent, proprietary or brand name of manufacturer/developer/inventor, such wording will be deemed to be used for the purpose of facilitating descriptions of the process, service or equipment desired by the City. It is not meant to eliminate offerors or restrict competition in any RFP process. Proposals that are equivalent or surpass stated specifications will be considered. Determination of equivalency shall rest solely with the City.

L. TAXES:

The City is exempt from State Retail Tax and Federal Excise Tax. Tax Exemption No. GA Code Sec. 48-8-3. Federal ID No. 58-1097948.

M. DRUG-FREE WORKPLACE:

Per Ordinance No. 93-55, in compliance with Federal and State Drug Free Workplace Acts, the Council of Columbus, Georgia adopted a drug free Workplace Policy. Consequently, any vendor providing goods or services to Columbus Consolidated Government must comply with all applicable Federal and State Drug Free Workplace Acts.

N. FEDERAL, STATE, LOCAL LAWS:

All respondents will comply with all Federal, State and Local laws, ordinances, rules and regulations relative to conducting business in Columbus, Georgia and performing the prescribed service. Ignorance on the part of the respondent shall not, in any way, relieve the respondent from responsibility for compliance with said laws and regulations or any of the provisions of these documents.

O. PROVISIONS OF THE PROCUREMENT ORDINANCE:

The provisions of the Procurement Ordinance for the Consolidated Government of Columbus, Georgia as adopted and amended by Council shall apply to all invitations to respond to Requests for Proposals and is specifically incorporated herein by this reference. A copy of the ordinance is on file in the Purchasing Division.

P. INSURANCE:

All respondents shall maintain, and if requested, show proof of insurance applicable for services described in these specifications.

Q. HOLD HARMLESS AGREEMENT:

The successful respondent hereby agrees to indemnify, hold free and harmless Columbus Consolidated Government (The City), its agents, servants, employees, officers, directors and elected officials or any other person(s) against any loss or expense including attorney fees, by reason of any liability imposed by law upon the City, except in cases of the City's sole negligence, sustained by any person(s) on account of bodily injury or property damage arising out of or in the consequence of this agreement.

R. TERMINATION OF CONTRACT:

1. **Default**: If the contractor refuses or fails to perform any of the provisions of this contract with such diligence as will ensure its completion within the time specified in this contract, or any extension thereof, otherwise fails to timely satisfy the contract provisions, or commits any other substantial breach of this contract, the Purchasing Division Director may notify the contractor in writing of the delay or nonperformance and if not cured within **ten (10) days** or any longer time specified in writing by the Purchasing Division Director, such director may terminate the contractor's right to proceed with the contract or such part of the contract as to which there has been delay or a failure to properly perform.

   In the event of termination in whole or in part the Purchasing Division Director may procure similar supplies or services, from other sources, in a manner and upon terms deemed appropriate by the Purchasing Division Director. The contractor will continue performance of the contract to the extent it is not terminated and will be liable for excess costs incurred in procuring similar goods or services.

2. **Compensation:** Payment for completed supplies or services delivered and accepted by the City will be at the contract price. The City may withhold from amounts due the contractor such sums as the Purchasing Director deems to be necessary to protect the City against loss because of outstanding liens or claims of former lien holders and to reimburse the City for the excess costs incurred in procuring similar goods and services.

3. **Excuses for Nonperformance or Delayed Performance**. Except with respect to defaults of subcontractors, the contractor shall not be in default by reason of any failure in performance of this contract in accordance with its terms (including any failure by the contractor to make progress in the prosecution of the work hereunder which endangers such performance) if the contractor has notified the Purchasing Division Director within 15 days after the cause of the delay and the failure arises out of causes such as: acts of God; acts of public enemy; acts of the City and any other governmental entity in its sovereign or contractual capacity; fires; floods; epidemics; quarantine restrictions; strikes or other labor disputes; freight

embargoes; or unusually severe weather, If the failure to perform is caused by the failure of a subcontractor to perform or to make progress, and if such failure arises out of causes similar to those set forth above, the contractor shall not be deemed to be in default, unless the supplies or services to be furnished by the subcontractor was reasonably obtainable from other sources in sufficient time to permit the contractor to meet the contract requirements.

Upon request of the contractor, the Purchasing Division Director shall ascertain the facts and extent of such failure, and, if such director determines that any failure to perform was occasioned by anyone or more of the excusable causes, and that, but for the excusable cause, the contractor's progress and performance would have met the terms of the contract, the delivery schedule shall be revised accordingly.

S. TIME FOR CONSIDERATION:

Due to the evaluation process, proposals must remain in effect for at least **120 days** after date of receipt.

T. CONTRACT AWARD:

Award of this contract will be made in the best interest of the City.

U. REQUEST FOR EVALUATION RESULTS:

Per the City's Procurement Ordinance, evaluation results cannot be divulged until after the award of the contract. After contract award, proponents desiring to review documents relevant to the RFP evaluation results will be afforded an opportunity by appointment only.

V. GOVERNING LAW:

The parties agree that this Agreement shall be governed by the laws of Georgia, both as to interpretations and performance.

W. FINAL CONTRACT DOCUMENTS:

IT IS UNDERSTOOD THAT THE FINAL CONTRACT SHALL INCLUDE THE FOLLOWING:

1). THE RFP
2). ADDENDA
3). AWARDED VENDORS(S) RESPONSE
4). AWARDED VENDOR(S) CLARIFICATIONS
5). NEGOTIATED COMPONENTS
6). ADDITIONAL AGREEMENTS REQUIRED BY AWARDED VENDOR(S); AND
7). AWARDED VENDOR(S) BUSINESS REQUIREMENTS

X. PAYMENT DEDUCTIONS:

The City reserves the right to deduct, from payments to awarded vendor(s), any amount owed to the City for various fees, to include, but not limited to: False Alarm fees, Ambulance fees, Occupation License Fees, Landfill fees, etc.

Y. PAYMENT TERMS:

The City's standard payment term is usually net 30 days, after successful receipt of goods or services. Payment may take longer if invoice is not properly documented or not easily identifiable, goods/services are not acceptable, or invoice is in dispute.

NOTICE TO VENDORS

Columbus Council, by Ordinance 92-60 has prohibited any business, which is owned by any member of Columbus Council or the Mayor, or any business in which any member of Columbus Council or the Mayor has a substantial pecuniary interest from submitting a bid for goods or services to the Consolidated Government of Columbus, Georgia.

Likewise, by Ordinance 92-61, no business which is owned by any member of any board, authority or commission, subordinate or independent entity, or any business in which any member of any board, authority or commission, subordinate or independent entity has substantial pecuniary interest may submit a bid to the Consolidated Government if such bid pertains to the board, authority or commission.

REQUEST FOR PROPOSAL SPECIFICATION FOR ADMINISTRATION OF THE COLUMBUS FIRE AND EMERGENCY MEDICAL SERVICES PROMOTIONAL PROCEDURE

I. INTRODUCTION

The Columbus Department of Fire and Emergency Medical Services is internationally accredited and performance driven. The department is results oriented, focuses on customer service, continuous improvement, and the safety and welfare of our customers and employees.

The Columbus Department of Fire and Emergency Medical Services is dedicated to the protection of life, property, and the environment by providing professional and courteous services of exceptional quality in the areas of Fire Prevention, Fire Safety Education, Fire Suppression, Advanced Life Support, Basic Life Support, Hazardous Materials Response, Homeland Security/Emergency Management, Fire/Cause and Origin Determination, Investigation, and Rescue at an acceptable cost to the community. The established goals of the Columbus Department of Fire and Emergency Medical Services are as follows:

a. To increase the effectiveness of emergency services deliverables by providing training opportunities and resources to all personnel.
b. To meet or exceed the Commission on Fire Accreditation International, Inc. requirements for accreditation.
c. To meet the Department's standard of cover by providing adequate facilities, staffing, appropriate equipment, and reliable apparatus.
d. To provide safe, effective and efficient response, quality patient care, mitigation, and limited remediation of all emergency situations.
e. To provide safe and quality training to all department members that will meet or exceed all levels of required training for Insurance Services Office and Federal, State, and Local government standards and to create an environment that will encourage members to maintain a positive attitude.
f. To recruit, employ, and retain a professional and diverse workforce.
g. To prevent the loss of life and minimize injuries through pro-active approaches to public education and awareness, code enforcement and fire scene investigation.
h. To expand upon the "All Hazards All Emergency" concept in prevention, planning, preparation, response, and recovery from any event that threatens life, property, and the environment.

II. OBJECTIVE

The Columbus Consolidated Government (the City) desires to select a qualified firm to conduct a promotional procedure for the Department of Fire and Emergency Medical Services. The promotional procedure shall comply with Columbus, Georgia - Code of Ordinances PART II - CODE OF ORDINANCES Chapter 11 – FIRE PROTECTION ARTICLE II. - FIRE DEPARTMENT DIVISION 2. - PROMOTIONAL PROCEDURES.

The offeror will administer a promotional process that will accomplish the Fire and Emergency Medical Services' mission.

III. OVERVIEW OF THE DEPARTMENT:

The Department of Fire and Emergency Medical Services is a fully paid department with five divisions: Operations, Fire prevention, Training, Logistics and Emergency Management, with a total of 384 authorized personnel. The City has 14 stations, which respond to incidents of fire, rescue, hazardous materials, unsafe conditions, and requests for emergency medical care. The department also conducts non-emergency functions such as community risk reduction, fire prevention code enforcement, fire origin and cause investigation and public education.

IV. CONTRACT TERM

a. The term of the contract shall be five (5) years with option to renew for five (5) years. The total contract term, including renewal option, will be 10 years. The City will initiate contract renewal. The renewal will be contingent upon the mutual agreement of the City and the Contractor.

   Notice of intent to renew will be given to the contractor in writing by the City Purchasing Division Manager, normally sixty days before the expiration date of the current contract. This notice shall not be deemed to commit the City to a contract renewal.

   It should be noted that multi-year contracts may be continued each fiscal year only after funding appropriations and programs approval have been granted by the Council of the Consolidated Government of Columbus, GA. In the event the necessary funding is not approved, the affected multi-year contract becomes null and void, effective July 1st of the fiscal year for which such approval has been denied.

b. **Termination for Convenience**
   For the protection of both parties, either party giving 30 days prior notice in writing to the other party may cancel this contract.

V. REQUIREMENTS OF THE SUCCESSFUL VENDOR:

The following specifications are considered **minimum requirements.**

Part A:

1. Insure that City, State, Federal laws and ordinances are adhered to.

Part B:

1. Continue with the current Fire and Emergency Medical Services promotional procedure. The offeror will develop and administer a written test, which shall have the score of each candidate and list according to rank order.

2. The vendor will also manage and coordinate an orientation for all personnel prior to the promotional process beginning.

3. The successful offeror shall be required to complete a job task analysis of job descriptions prior to the next promotional process.

4. The successful offeror shall provide a promotional procedure, which consists of a Written test (Phase I), a multiple-choice written examination, based on the results of a current job-task analysis. The successful offeror shall also provide a promotional procedure, which consists of a Performance-based assessment (Phase II). A performance-based assessment, based on the results of a current job-task analysis. The performance-based assessment shall consist of multiple exercises such as oral presentation, role-playing, incident command, in-basket task, situational judgment, or other job-related exercises.

5. The successful offeror shall provide feedback reports to each candidate completing the assessment center (performance based) process.

6. The successful offeror shall develop a pump operator and driving test for candidates testing for sergeant, the proficiency for fire apparatus operations (PFAO) Performance-based examination shall be administered by the Department of Fire and Emergency Medical Services' Training Division.

7. The successful offeror shall furnish (40) forty copies of their final recommendation.

VI. INDEMNIFICATION

The Contractor covenants to save, defend, hold harmless, and indemnify the City, and all of its officers, departments, agencies, agents, and employees (collectively the "City") from and against any and all claims, losses, damages, injuries, fines, penalties, costs (including court costs and attorney's fees), charges, liability, or exposure, however caused, resulting from, arising out of, or in any way connected with the Contractor's intentional, negligent, or grossly negligent acts or omissions in performance or nonperformance of its work called for by the Contract Documents.

VII. INSURANCE

The offeror shall respond to this RFP specification as an independent contractor and not as an employee of this City. The offeror shall provide a Certificate of Insurance for each category listed below and carry each in force if awarded this contract for the duration of the project:

(1) General liability property damage insurance
(2) General liability bodily injury insurance
(3) Automotive/truck insurance covering all owned, hire and non-owned vehicles used in project.
(4) Workman's compensation insurance.

(5) Employer's liability insurance.
(6) Professional Liability Insurance

VIII. E-VERIFY/GEORGIA SECURITY AND IMMIGRATION COMPLIANCE ACT

In accordance with the Georgia Security and Immigration Compliance Act/E-Verify of 2006, every public employer, every contractor of a public employer, and every subcontractor of a public employer's contractor must register and participate in a federal work authorization program. Appendix C must be completed and returned with proposal.

IX. PROPOSAL SUBMISSION REQUIREMENTS

The complete proposal shall contain the following information and shall be submitted in the order shown below. Please address each section in your proposal submission and divide each section, of your proposal, with identifying tabs.

Firms should submit proposals that address each of the sections specified below. The City reserves the right to request any omitted information. Firms shall be notified, in writing, and shall have two (2) days, after notification, to submit the omitted information. If the omitted information is not received within two (2) days, the firm shall be deemed non-responsive and the proposal will not receive further consideration.

PART ONE - PROPOSAL

Part One of the offerors proposal submission shall include the following sections:

Section 1: TRANSMITTAL LETTER

Transmittal letter shall introduce the firm, describe the ownership, include complete address, phone and fax numbers (if applicable), and include the name and email of contact person(s) during this proposal process. The cover letter must contain a statement to the effect that the proposal is binding for at least 180 days from the proposal date. **An authorized agent of the business must sign the transmittal letter.**

Section 2: ADDENDA ACKNOWLEDGEMENT (IF APPLICABLE)

Provide acknowledgement of receipt of all addenda for this RFP (if any). **It is the vendor's responsibility to check for copies of addenda on the City's website.** ***(http://www.columbusga.org/finance/Excel_Docs/Bid_Opportunities.htm)***

Section 3: EXPERIENCE/QUALIFICATIONS:

Offeror shall provide a qualification statement, which demonstrates the vendor's experience in providing specified services. Include resumes of individual(s) who will be dedicated to the project.

Section 4: SERVICE PLAN:

Provide a detailed description of the proposed service plan to complete the specified services. Offers shall include a proposed work schedule in the service plan.

Section 5: REFERENCES

Provide at least five (5) entities using similar services in the southeast within the last five years. The references list shall include the name, telephone numbers, email and addresses of the entities, the full name of the responsible person to contact at each location.

Section 6: **BUSINESS REQUIREMENTS:**

a) Provide Insurance Certificates or provide a completed copy of **(Appendix A)**
b) Complete e-Verify/GSICA Affidavit **(Appendix B)**
c) Provide completed copy of W-9 **(Appendix C)**
d) Provide copy of Business License

Vendors shall submit, with their bid or proposal, a copy of the Business license (Occupation License) that is required to conduct business at your location.

If awarded the contract, the successful vendor must obtain a business license within five (5) business days from the City of Columbus. However, if the business is located in Georgia and has proof of being properly licensed by a municipality in Georgia, and paid applicable occupation taxes in that city, the contractor will not be required to pay occupation taxes in Columbus, Georgia.

If you have questions regarding this requirement, please contact Yvonne Ivey, Occupation Tax Supervisor, 706-225-3091.

Section 7: **CONTRACT SIGNATURE PAGE & TAX IDENTIFICATION NUMBER**

Complete **Appendix D**. City officials will sign the awarded vendor's copy after City Council has approved the contract award.

PART TWO - COST

Section 8: **COST:**

Provide a detailed itemization of the proposed cost.

X. RFP EVALUATION

Each firm's submittal will be evaluated to determine which vendor can provide the Columbus Consolidated Government (the City) the best service. The following criteria will be used to evaluate proposals and are weighted as follows:

Criteria	Weight
A. Experience /Qualifications	**50%**
B. Service Plan	**25%**
C. References	**20%**
D. Cost	**5%**
Total	**100%**

Each of the above criteria (A-D) will be given a rating, of 1 through 100, by each member of the Evaluation Committee. The ratings are as follows:

RATING	DESCRIPTION
1-20	Poor
21-40	Fair
41-60	Good
61-80	Excellent
81-100	Superior

After the review and rating of proposal(s) by the evaluation committee, individual scores will be averaged and ranked. Offerors will be ranked in descending order of numerical predominance.

APPENDIX A

INSURANCE CHECKLIST

RFP NO. 17-0011

ADMINISTRATION OF THE COLUMBUS FIRE AND EMERGENCY MEDICAL SERVICES PROMOTIONAL PROCEDURE (ANNUAL CONTRACT)

CERTIFICATE OF INSURANCE MUST SHOW ALL COVERAGE AND ENDORSEMENTS INDICATED BY "X"

CSL = Combined Single Limit; BI = Bodily Injury; PD=Property Damage

Required Coverage(s)		Limits (Figures denote minimums)	Bidders Limits/Response
X	1. Worker's Compensation and Employer's Liability	STATUTORY REQUIREMENTS	
	Comprehensive General Liability		
X	2. General Liability Premises/Operations	$1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
	3. Independent Contractors and Sub - Contractors	$1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
	4. Products Liability	$1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
	5. Completed Operations	$1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
	6. Contractual Liability (Must be shown on Certificate)	$ 1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
	Automobile Liability		
X	7. *Owned/Hired/Non-Owned Vehicles/ Employer non ownership	$1 Million BI/PD each Accident, Uninsured Motorist	
	Others		
	8. Miscellaneous Errors and Omissions	$1 Million per occurrence/claim	
	9. Umbrella/Excess Liability	$1 Million Bodily Injury, Property Damage and Personal Injury	
	10. Personal and Advertising Injury Liability	$1 Million each offense, $1 Million annual aggregate	

Required Coverage(s)		Limits (Figures denote minimums)	Bidders Limits/Response
X	11. Professional Liability	$1 Million per occurrence/claim	
	12. Architects and Engineers	$1 Million per occurrence/claim	
	13. Asbestos Removal Liability	$2 Million per occurrence/claim	
	14. Medical Malpractice	$1 Million per occurrence/claim	
	15. Medical Professional Liability	$1 Million per occurrence/claim	
	16. Dishonesty Bond		
	17. Builder's Risk	Provide Coverage in the full amount of contract	
	18. XCU (Explosive, Collapse, Underground) Coverage		
	19. USL&H (Long Shore Harbor Worker's Compensation Act)		
	20. Contractor Pollution Liability	$2 Million per occurrence/claim	
	21. Environmental Impairment Liability	$2 Million per occurrence/claim	
	22. Pollution	$2 Million per occurrence/claim	
X	23. Carrier Rating shall be Best's Rating of A-VII or its equivalents		
X	24. Notice of Cancellation, non-renewal or material change in coverage shall be provided to City at least 30 days prior to action.		
X	25. The City shall be named Additional Insured on all policies		
X	26. Certificate of Insurance shall show Bid Number and Bid Title		

*If offeror's employees will be using their privately owned vehicles while working on this contract and are privately insured, please state that fact in the **Bidders Limits/Response** column of the insurance checklist.

INSURANCE AGENT'S STATEMENT:

I have reviewed the above requirements with the bidder named below and have advised the bidder of required coverages provided or not provided through this agency. The bidder can comply with the insurance requirements stated above.

AGENCY NAME: _____

AGENTS NAME: _____

SIGNATURE of AGENT: _____

BIDDER'S STATEMENT:

If awarded the contract, I will comply with contract insurance requirements.

BIDDER NAME: _____

AUTHORIZED SIGNATURE: _____

APPENDIX B

VENDOR INFORMATION REGARDING GEORGIA SECURITY AND IMMIGRATION COMPLIANCE

and

House Bill 87, also known as,
The Illegal Immigration Reform and Enforcement Act of 2011

Section 3 of House Bill 87 amends O.C.G.A. §13-10-91.

O.C.G.A. §13-10-91(b)(1) states, in part, "A public employer shall not enter into a contract ... for the physical performance of services unless the contractor registers and participates in the federal work authorization program."

Accordingly, the affidavits on the pages that follow relate to documentation you must provide the City.

All contractors must complete the attached "CONTRACTOR AFFIDAVIT". Additionally, if you utilize subcontractors, they must complete the "**SUBCONTRACTOR AFFIDAVIT" and or the "SUB-SUBCONTRACTOR AFFIDAVIT**."

In lieu of the affidavit required by this subsection, a contractor, subcontractor, or sub-subcontractor who has no employees and does not hire or intend to hire employees for purposes of satisfying or completing the terms and conditions of any part or all of the original contract with the public employer shall instead provide a copy of the state issued driver's license or state issued identification card of such contracting party and a copy of the state issued driver's license or identification card of each independent contractor utilized in the satisfaction of part or all of the original contract with a public employer. A driver's license or identification card shall only be accepted in lieu of an affidavit if it is issued by a state within the United States and such state verifies lawful immigration status prior to issuing a driver's license or identification card.

The complete verbiage for the law is on the Purchasing Web Page:
http://www.columbusga.org/finance/Purchasing_docs/Georgia_Security_and_Immigration_Compliance_Act.pdf

CONTRACTOR AFFIDAVIT
E-VERIFY / GEORGIA SECURITY & IMMIGRATION COMPLIANCE ACT

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services on behalf of ***Columbus Consolidated Government*** has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b). Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

_____

Company ID Number ***(numerical, 4-6 digits)*** Date of Authorization

_____

Name of Contractor

ADMINISTRATION OF THE COLUMBUS FIRE AND EMERGENCY MEDICAL SERVICES PROMOTIONAL PROCEDURE (ANNUAL CONTRACT)
Name of Project

Columbus Consolidated Government
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on _____, ___, 201__ in _____ (city), _____(state).

_____

Signature of Authorized Officer or Agent

_____

Printed Name and Title of Authorized Officer or Agent

Subscribed and sworn before me on this the ___ day of _____,201___.

_____

NOTARY PUBLIC

My Commission Expires:

_____

"GEORGIA SECURITY AND IMMIGRATION COMPLIANCE"
Subcontractor Affidavit under O.C.G.A. § 13-10-91(b)(3)

By executing this affidavit, the undersigned subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract with

_____
(Name of Contractor)

on behalf of ***Columbus Consolidated Government*** has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned subcontractor will continue to use the federal work authorization program throughout the contract period and the undersigned subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the subcontractor with the information required by O.C.G.A. § 13-10-91(b). Additionally, the undersigned subcontractor will forward notice of the receipt of an affidavit from a sub-subcontractor to the contractor within five business days of receipt. If the undersigned subcontractor receives notice that a sub-subcontractor has received an affidavit from any other contracted sub-subcontractor, the undersigned subcontractor must forward, within five business days of receipt, a copy of the notice to the contractor. Subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

_____
Federal Work Authorization User Identification Number

_____
Date of Authorization

_____
Name of Subcontractor

_____
Name of Project

_____
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on _____, ___, 201__ in _____(city), _____(state).

_____
Signature of Authorized Officer or Agent

_____
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE _____ DAY OF _____,201__.

_____
NOTARY PUBLIC

My Commission Expires:

_____

"GEORGIA SECURITY AND IMMIGRATION COMPLIANCE"
Sub-subcontractor Affidavit under O.C.G.A. § 13-10-91(b)(4)

By executing this affidavit, the undersigned sub-subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation that is engaged in the physical performance of services under a contract for

_____

(Name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract)

and

_____

(Name of Contractor)

on behalf of ***Columbus Consolidated Government*** has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned sub-subcontractor will continue to use the federal work authorization program throughout the contract period and the undersigned sub-subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the sub-subcontractor with the information required by O.C.G.A. § 13-10-91(b). The undersigned sub-subcontractor shall submit, at the time of such contract, this affidavit to

_____

(Name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract)

Additionally, the undersigned sub-subcontractor will forward notice of the receipt of any affidavit from a sub-subcontractor to

_____

(Name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract)

Sub-subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

_____

Federal Work Authorization User Identification Number

_____

Date of Authorization

_____

Name of Sub-subcontractor

_____

Name of Project

_____

Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on _____, ___, 201__ in _____(city), _____(state).

_____

Signature of Authorized Officer or Agent

_____

Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME ON THIS THE _____ DAY OF _____,201__.

_____

NOTARY PUBLIC

My Commission Expires:

_____

APPENDIX C

Form **W-9**
(Rev. December 2014)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

Print or type
See Specific Instructions on page 2.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification; check only **one** of the following seven boxes:
☐ Individual/sole proprietor or single-member LLC ☐ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate
☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ _____
Note. For a single-member LLC that is disregarded, do not check LLC; check the appropriate box in the line above for the tax classification of the single-member owner.
☐ Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):
Exempt payee code (if any) _____
Exemption from FATCA reporting code (if any) _____
(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) | Requester's name and address (optional)

6 City, state, and ZIP code

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the instructions for line 1 and the chart on page 4 for guidelines on whose number to enter.

Social security number
☐☐☐ – ☐☐ – ☐☐☐☐

or

Employer identification number
☐☐ – ☐☐☐☐☐☐☐

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

Sign Here | **Signature of U.S. person ▶** | **Date ▶**

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. Information about developments affecting Form W-9 (such as legislation enacted after we release it) is at *www.irs.gov/fw9*.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding?* on page 2.

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting?* on page 2 for further information.

Cat. No. 10231X — Form **W-9** (Rev. 12-2014)

****COMPLETE AND RETURN THIS PAGE WITH SEALED PROPOSAL****

APPENDIX D

CONTRACT SIGNATURE PAGE
ADMINISTRATION OF THE COLUMBUS FIRE AND EMERGENCY MEDICAL SERVICES PROMOTIONAL PROCEDURE
(ANNUAL CONTRACT)

The undersigned hereby declares that he has/they have carefully examined the specifications herein referred to and will provide all equipment, terms and services of the Consolidated Government of Columbus, Georgia.

By:_____
Signature of Authorized Representative

_____
Witness as to the Contractor

_____
Print Name and Title of Signatory

_____
Witness as to the Contractor

_____
Business Name

(Corporate Seal)

_____
Business Address

_____
Telephone Number

_____
Fax Number

_____
Email Address

CONSOLIDATED GOVERNMENT OF COLUMBUS, GEORGIA

Accepted this___ day of _____2017

APPROVED AS TO LEGAL FORM:

_____
Isaiah Hugley, City Manager

_____
Clifton C. Fay, City Attorney

ATTEST:

_____
Tiny B. Washington, Clerk of Council

****COMPLETE AND RETURN THIS PAGE WITH SEALED PROPOSAL****

EXHIBIT C

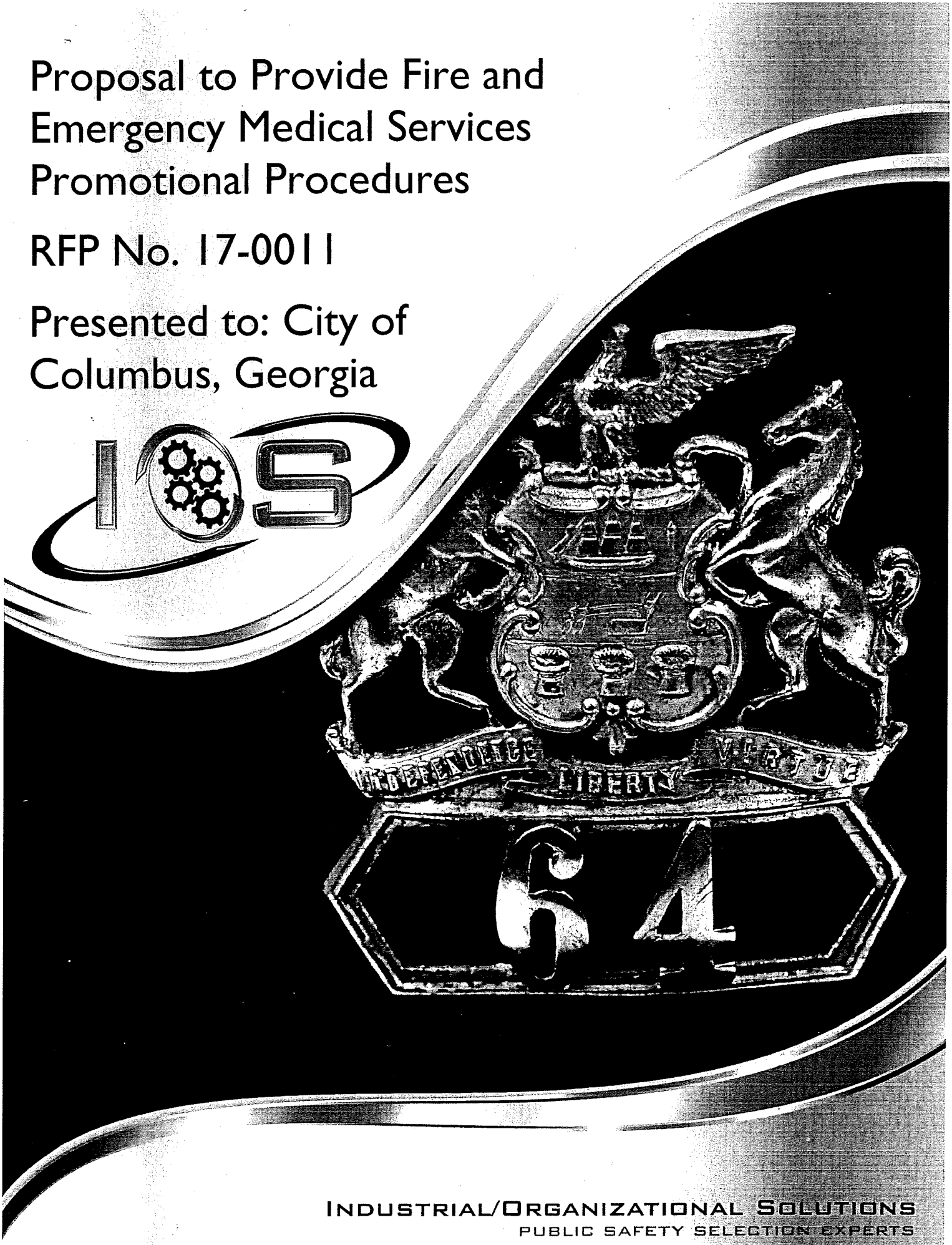
Industrial/Organizational Solutions, Inc.

Proposal

Proposal to Provide Fire and Emergency Medical Services Promotional Procedures

RFP No. 17-0011

Presented to: City of Columbus, Georgia



INDUSTRIAL/ORGANIZATIONAL SOLUTIONS
PUBLIC SAFETY SELECTION EXPERTS

1. Transmittal Letter

INDUSTRIAL/ORGANIZATIONAL SOLUTIONS
PUBLIC SAFETY SELECTION EXPERTS

1127 S. Mannheim Rd. Suite 203
Westchester, IL 60154
708. 410. 0200 (office)
708. 410. 1558 (fax)
888. 784. 1290
www.iosolutions.org
www.publicsafetyrecruitment.com

RFP Title: Proposal to Provide Fire and Emergency Medical Services Promotional Procedures

RFP Number: 17-0011

Date of Opening: January 27, 2017

Industrial/Organizational Solutions, Inc. (IOS) is pleased to have the opportunity to present this proposal to the City of Columbus, Georgia. This proposal will describe IOS's plan to provide promotional processes for the ranks of Fire Sergeant, Lieutenant, Captain and Battalion Chief. 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.

This proposal is binding for at least 180 days from January 27, 2017.

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)
1127 S. Mannheim Road, Suite 203
Westchester, IL 60154-2562
chad@iosolutions.org
Phone: 888.784.1290
Fax: 708.410.1558
www.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). Since all of the information in this Proposal and related documents concerns the core of IOS' business and competitive practices and was provided by IOS to the City as part of a proposal in response to an RFP, the Proposal clearly satisfies the first two criteria. The documents satisfy the third criterion because IOS engages in actual competition and will likely suffer substantial competitive injury as a result of disclosure. Id. at 770.

Please note that IOS considers the following sections/contents of this proposal to be confidential and trade secret: project plans and methodologies, any and all work samples that are provided with this proposal and list of projects and clients with who we work.

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2. Addenda Acknowledgment

As of January 25, 2107, the City of Columbus had posted 1 addendum, dated January 23, 2017.

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COLUMBUS CONSOLIDATED GOVERNMENT

Georgia's First Consolidated Government

FINANCE DEPARTMENT
PURCHASING DIVISION

100 TENTH STREET, P. O. BOX 1340
COLUMBUS, GEORGIA 31902-1340
706-653-4105, FAX 706-653-4109

January 23, 2017

ADDENDUM: NUMBER ONE

SUBJECT: ***RFP No. 17-0011***
Administration of the Columbus Fire & Emergency Medical Services Promotional Procedure (Annual Contract)

Acknowledgment of receipt of each Addendum must be included with sealed proposal. Initial and include a copy of each Addendum with proposal.

INITIAL: CW ***COMPANY NAME:*** I/O Solutions, Inc.

VENDORS ARE INFORMED THAT THE REFERENCED BID IS HEREBY MODIFIED, CORRECTED OR SUPPLEMENTED AS SPECIFIED, DESCRIBED AND SET FORTH IN THIS ADDENDUM.

Bid due date remains: January 27, 2017, no later than 5:00 PM EST.

City's responses to the following submitted question(s):

1. ***Question:*** *"Can the City please clarify which rank(s) the promotional procedure RFP is for?"*

   Answer: Sergeant, Lieutenant, Captain and Battalion Chief

2. ***Question:*** *"How much did the City pay for the last contract for all services requested in the RFP?"*

   Answer: The City paid approximately $170,000 in 2015. When certain parts were completed a percentage was paid for services rendered.

3. ***Question:*** *"If the services in the RFP were paid separately, and not as a lump sum, how much did the City pay for the following:"*

   I. *Job task analysis?* ***This was completed in the initial year (2003) approximately $120,000***
   II. *Written exam?* ***See above***
   III. *Performance-based assessment?* ***See above***
   IV. *Pump operator and driving test?* ***In-house currently***

4. ***Question:*** *"Who was the last company to provide the City with the proposed services proposed and what is their location?"*

Answer: CWH Management Solutions, Colorado

5. ***Question:*** *"How many candidates participated in the previous written exam for each rank?"*

   Answer: 70 for Sergeant rank, 39 for Lieutenant, 20 for Captain and Battalion Chief has no written Test.

6. ***Question:*** *"How many candidates participated in the previous assessment center for each rank?"*

   Answer: 30 plus ties from the written test for Sergeant, 20 plus ties from the written test for Lieutenant, 15 plus ties from the written test for Captain and 11 for Battalion Chief (no written test).

7. ***Question:*** *"How many candidates are eligible for the upcoming promotional process for each rank?"*

   Answer: There is an uncertainty during each promotional process due to each individual's eligibility and if they want to participate in the process. We do not know exact numbers.

8. ***Question:*** *"Will the City provide all facilities for the promotional written exam and performance-based testing administration?"*

   Answer: Yes

9. ***Question:*** *"When does the City want the promotional process for each rank completed by?"*

   Answer: Prior to December 31st of the promotional year.

10. ***Question:*** *"Are test/administration dates set, or will these be determined in conjunction with the contractor?"*

    Answer: Time frames are set by the agency and confirmed with the contractor.

11. ***Question:*** *"How many candidate orientations sessions do the City want for each rank?"*

    Answer: The orientation is usually over two days and covers all ranks.

12. ***Question:*** *"Is the City willing to conduct the candidate orientation session(s) remotely via webinar/phone conference?"*

    Answer: No

13. ***Question:*** *"Does the City have a previous job analysis for each fire rank that can be utilized during the Job analysis process?"*

    Answer: No

14. ***Question:*** *"Is the City willing to conduct development meetings for the promotional process via Webinar/phone conference?"*

    Answer: No however, there may be times when questions come up that can be conducted via phone conference.

15. ***Question:*** *"Does any part of the testing process function as a hurdle, in that only those that pass continue on to the next portion of the testing process?"*

    Answer: Top 30 written test scores for Sergeant, top 20 Lieutenant, top 15 Captain and all eligible for Battalion Chief proceed to the assessment center.

16. ***Question:*** *"Does the City want the vendor present for the administration of the written exam(s)?"*

    Answer: Yes

17. ***Question:*** *"How many questions will the written exam(s) consist of for each rank?"*

    Answer: A minimum of 100 but there should be extra questions in the event questions are challenged and removed from the scoring process.

18. ***Question:*** *Is there a protest period/item review/challenge process that candidates are allowed to participate in for the written exam?"*

    Answer: Yes

19. ***Question:*** *"How many times does the City predict administering the written exam for each rank?"*

    Answer: Once every two years

20. ***Question:*** *"How many exercises were used in the previous assessment center?"*

    Answer: Three

21. ***Question:*** *"What exercise did the previous assessment center consist of?"*

    Answer: Examples - Hot Seat, Oral Presentation, In-Basket, Role Play and Written Presentation.

22. ***Question:*** *"Over how many days was the previous assessment center conducted?"*

    Answer: Sergeant and Battalion Chief/Six Days & Lieutenant and Captain/Five Days.

23. ***Question:*** *"Does the City have any security concerns that would require all candidates to go through the performance-based assessment center exercise in one day?"*

    Answer: Each candidate will complete their assessment center in one day and the assessment center may be conducted over several days until all eligible have completed the assessment center.

24. ***Question:*** *"Does each candidate have to do all of his/her assessment center exercise in one day?"*

    Answer: See answer above

25. ***Question:*** *"Is the City or the contractor responsible for obtaining assessors for each of the assessment centers?"*

    Answer: The Contractor

26. ***Question:*** *"Who will be responsible for compensating assessors for travel to the assessment center?"*

Answer: Columbus Consolidated Government

27. ***Question:*** *"Does the City require the vendor to be onsite for job analysis purposes, such as a ride along or focus group with subject matter experts?*

Answer: Yes

28. ***Question:*** *"Who was the contractor that won the most previous contract for this work?"*

Answer: CWH Management Solutions

29. ***Question:*** *"What was the contract price for the most recent award for this work?"*

Answer: $170,000 per assessment process. (every two years)

30. ***Question:*** *"In Section V, Part B, 7 – what is (The successful offeror shall furnish 40 copies of their final Recommendation) referring to?"*

Answer:
Section V, Part B, #7 is hereby removed from this RFP Solicitation.

31. ***Question:*** *"Can you provide an estimate of the expected candidate pool numbers for each rank's testing?"*

Answer: 75-100 for Sergeant, 30 for Lieutenants and 25 for Captains.

32. ***Question:*** *"Beyond the 24-month duration of each list, can you provide any indication of the anticipated Schedule for testing each of the involved positions (as outlined in the promotion procedure Code referenced in the RFP) over the 5-year initial term of this contract?"*

Answer: The promotional process is every two years.

33. ***Question:*** *"Related to question #32, are any position tested simultaneously?"*

Answer: No. Multiple ranks are completed during a week. Example Battalion Chiefs' first part of the Week, then Sergeant's the second half of the week.

34. ***Question:*** *"Can you provide any indication of the volume of candidates that is anticipated to test for each position, or of the volume of candidates that started the testing process during the previous administration?"*

Answer: See answer #31

35. ***Question:*** *"What is meant by the reference to (40 copies of final recommendation) on page 16 of the RFP?"*

Answer: See answer #30

36. ***Question:*** *"Has the requested work been conducted by an outside entity in the past and if yes, who has*

conducted the work previously?"

Answer: See answer #28

37. ***Question:*** *"Do you anticipate needing assistance from the contractor to acquire assessors and/or to coordinate travel arrangements and payments for lodging, airfare, per diem, etc.?"*

Answer: The contractor is responsible for acquiring assessors and coordinating travel arrangements. The agency will provide lodging and per diem.

Andrea J. McCorvey
Purchasing Division Manager

RFP TABULATION

RFP NAME: Administration of the Columbus Fire & Emergency Medical Services Promotional Procedure (Annual Contract)
RFP NO: 17-0011
DATE: January 30, 2017

DESCRIPTION/ VENDOR	Fields Consulting Group (McLean, VA)	I/O Solutions, Inc. (Westchester, IL)
Section 1. Transmittal Letter	√	√
Section 2. Addendum No. 1	√	√
Section 3. Experience/Qualifications	√	√
Section 4. Service Plan	√	√
Section 5. References	√	√
Section 6. Business Requirements		
(A) Provide proof of Insurance	√	√
(B) Complete GSAIC Form	√	√
(C) Provide copy of Business License	√	?
(D) Provide completed copy of W-9 Form	√	√
Section 7. Contract Signature Page & Tax Identification Number	√	√
Section 8. Cost	√	√
"NO PROPOSAL" RESPONSES"		

This is a draft tabulation. Entries are as recorded during bid opening, may include incorrect price extensions, or transcription errors, and are subject to change if conflicting information is discovered during analysis of the bid responses.



3. Experience/Qualifications

Industrial/Organizational Solutions, Inc. (IOS) was established in 1997 and is incorporated under the laws of the state of Illinois. We are headquartered in Westchester, IL (suburban Chicago) and are comprised of approximately 40 employees.

IOS specializes in personnel selection – the development and deployment of exams and assessments to identify those individuals who are most likely to excel in specific jobs. We focus primarily on public safety testing and assessment and work with fire, police, sheriff and corrections agencies around the country. Our dedication to industry best practices, our commitment to innovation and our concern for our clients' interests makes IOS an ideal partner for your promotional testing processes.

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

Our consultants work with many of the largest and most notable agencies in the country. Within the last three years, some of the clients we have served include:

- Arlington FD (Lt. and Cpt. exams and assessments)
- Atlanta PD (Sgt. and Lt. exams and assessments)
- Austin EMS (Cpt. and Cmdr. exams and assessments)
- Buffalo PD (Sgt. and Lt. exams and assessments; entry-level examination)
- Chicago PD (Sgt. exams and assessments)
- Baltimore PD (Sgt. and Lt. exams and assessments)
- Illinois State Police (Sgt., Master Sgt., Lt. and Cpt. exams and assessments)
- Massachusetts State Police (Sgt. and Lt. exams and assessments)
- Minneapolis PD (Sgt. exams and assessments)
- Pittsburgh FD (entry-level examination)
- San Antonio FD and PD (entry-level examinations and assessments)
- San Diego PD (Sgt. and Lt. exams and assessments)
- San Jose FD (Engineer, Cpt. and BC exams and assessments)
- St. Louis PD (Lt. and Cpt. exams and assessments)
- St. Paul PD (Sgt. exams and assessments)
- Tulsa PD (Corp., Sgt. Capt. and Major exams and assessments)

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

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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.
- Miami, FL – IOS was selected to design a police lieutenant assessment process and is working with the city and DOJ to ensure a successful outcome.
- Pittsburgh, PA – IOS designed and validated a firefighter testing process that meets the requirements of the DOJ.

IOS's consulting team is highly competent. We employ over 15 individuals with Masters and/or Ph.D.s in Industrial/Organizational Psychology. Our consultants all specialize in the design and validation of selection systems and a number of our staff are skilled in the area of test measurement and psychometrics. Our principals have over 35 years of combined experience specializing in public safety selection.

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

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

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

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

Commitment to the Science of Selection

The development, validation and use of exams and assessments are based on the science of personnel selection and psychometric theory. The science of exam design and validation ensures that the exam can identify qualified candidates and can withstand the rigors of legal scrutiny should the use of the exam ever be challenged. Individuals that develop and implement exams and assessments need to be thoroughly trained in Personnel Selection and Psychometric Theory and have a firm grasp of the field of Industrial Psychology. Too often, testing tools are not constructed in a manner that ensures their validity or defensibility. Not only is this risky, but it doesn't provide any assurance that the client is finding the most qualified individuals to hire and promote. In short, when you ignore the science of testing, you risk not identifying those individuals that are going to best contribute to the success of your organization. IOS offers a team of highly qualified and experienced Industrial Psychologists who specialize in designing, validating and implementing testing and assessment processes for public safety organizations.

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

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

Commitment to the Service of Selection

Exams and assessments provide a clear service – they help you make better decisions about who to hire and promote. Testing and assessment choices need to be made in the context of local conditions and values. Collective bargaining agreements, budgets, initiatives to diversify the workforce and other critical factors greatly affect which exams and assessments you select. We

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realize that in order to best serve our clients interests, we have to understand their condition and needs. We are committed to learning about our clients and working with them to design the most advantageous selection system. A necessary element of this principle is that we are flexible and responsive to our clients. Customer service is a common claim but it is rarely delivered to the proper degree. The principal members of IOS have been successful in the testing and assessment industry by putting our customers first. We deliver on our promises and we will work vigorously to ensure that our client's interests are well-served.

Commitment to Educating our Clients

The field of testing and assessment is complicated and constantly evolving. This reality, combined with the fact that many testing conventions do not align with best practice, requires that test users are properly educated about the value and capability of various testing methods and the relative validities and usefulness of these methods. We feel strongly that we must provide both state-of-the-art testing tools and education to our clients about how to best design and deploy their selection processes. We are committed to objectively and professionally working with test user's to educate them about the strengths and weaknesses of testing methods and to impart proper expectations about the value and utility of the tools from which they can choose. The principal members of IOS are responsible for establishing an annual meeting to train test users concerning best practices and routinely provide pro bono training seminars for organizations such as the International Personnel Management Association (IPMA), the Commission on the Accreditation of Law Enforcement Agencies (CALEA), the International Personnel Assessment Council (IPAC), the Illinois Public Employer Labor Relations Association (IPELRA), and numerous state police and fire chiefs associations.

We also maintain partnerships with respected organizations

- **We are proud of our partnership with the National Organization of Black Law Enforcement Executives (NOBLE).** NOBLE promotes the value of diversity at all levels throughout the criminal justice system. IOS was founded on a desire to promote fairness in testing. Working together, we are committed to promoting and advancing testing methods that reduce disparate impact.
- **Since 2011, IOS has partnered with the National Public Employer Labor Relations Association (NPELRA) to provide exams and assessment programs to its members.** NPELRA, which provides professional development, networking and advocacy services to labor relations and human resources professionals nationwide, indicated that this partnership is aligned with their mission, which is to provide the highest standard of excellence in assisting and representing state, county, municipal, educational, federal and other governmental jurisdictions. IOS is excited about this partnership and is proud to be a resource to NPELRA's members.

Commitment to our Employees

In order to provide the best products and deliver the highest quality service, you have to employ the best people in your industry. Our employees are the brightest and most capable. You, the client, deserve to feel like you have the most dynamic people and sharpest minds working for you. This will be evident from the first time you meet them until the time they deliver the end product. We aim to foster a working environment that demands excellence,

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values personal development and rewards dedication and achievement. By doing this, we know that we will best serve our clients and ensure long and successful working relationships.

This proposal will detail our approach to managing your project. While we offer what we believe is the appropriate plan to accomplish your objective, we look forward to meeting with you and discussing the project in order to tailor our approach to best serve your interests.

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.

IOS has two offices, one main office from which it conducts most of its work out of and a satellite office. Our main office location is in Westchester, IL, which is just outside of Chicago, IL. Our satellite office is located outside of Denver, CO, in Greenwood Village, CO. Work for this project work be conducted out of our Westchester office.

The following table presents our project team.

Team Member	Qualifications	Project Role
Chad Legel, M.S. President and CEO	Industrial/Organizational Psychologist	Consultant/Project Director
Brian J. O'Sullivan, M.S. (ABD) Vice President, Consulting Services	Industrial/Organizational Psychologist	Consultant/Project Director
Mark Tawney, Ph.D. Vice President, Testing Services	Industrial/Organizational Psychologist	R&D Consultant and Psychometrician
Brian Marentette, Ph.D. Manager, Strategic Assessments	Industrial/Organizational Psychologist	Consultant
Mike Henry, Ph.D. Manager, Strategic Assessments	Industrial/Organizational Psychologist	Consultant
Nahren Cama, M.S. Manager, Consulting Services	Industrial/Organizational Psychologist	Consultant

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Courtney Nelson, Ph.D. Manager, Consulting Services	Industrial/Organizational Psychologist	Consultant
John Ford, Ph.D. Principal Consultant	Industrial/Organizational Psychologist	Consultant
Bryan Evans, Ph.D. Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Debbie Lee, M.A. Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Linda Reynaud, M.A. Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Irfan Bhanji, M.A. Assessment Consultant	Industrial/Organizational Psychologist	Consultant
Christen Dovalina, M.S. Assessment Specialist	Industrial/Organizational Psychologist	Consultant
Samantha Gleaves, M.A. Assessment Specialist	Industrial/Organizational Psychologist	Consultant
Veronica Janssen, M.A. Assessment Specialist	Industrial/Organizational Psychologist	Consultant
Amy Eitapence, M.A. Manager, Recruitment Services	Industrial/Organizational Psychologist	Consultant
Tami Hatzis Consulting Administrator	Personnel Selection Specialist	Consulting Administrator
Jubilee Westergaard Consulting Coordinator	Personnel Selection Specialist	Consulting Coordinator
Harry Vuong, M.A. Consulting Coordinator	Personnel Selection Specialist	Consulting Coordinator
Mounica Reddy Consulting Assistant	Personnel Selection Specialist	Consulting Assistant
Anela Kosic Consulting Assistant	Personnel Selection Specialist	Consulting Assistant
Karen Steiger, M.A. Manager of Technical Writing	M.A. in English/Writing; 15 years' experience writing and editing public safety exams.	Senior Technical Writer
Rob Szarek, M.A. Research Analyst	Industrial/Organizational Psychologist	Research Analyst

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Maxwell Porter, M.S. Research Analyst	Industrial/Organizational Psychologist	Research Analyst
Sara Crouch Research Analyst	Personnel Selection Specialist M.A. in Industrial/Organizational Psychology expected Spring 2017	Research Analyst
Alexa Loney, M.A. Testing Services Coordinator	Industrial/Organizational Psychologist	Testing Services Coordinator
Brie Siebert Research Associate	Personnel Selection Specialist	Research Associate

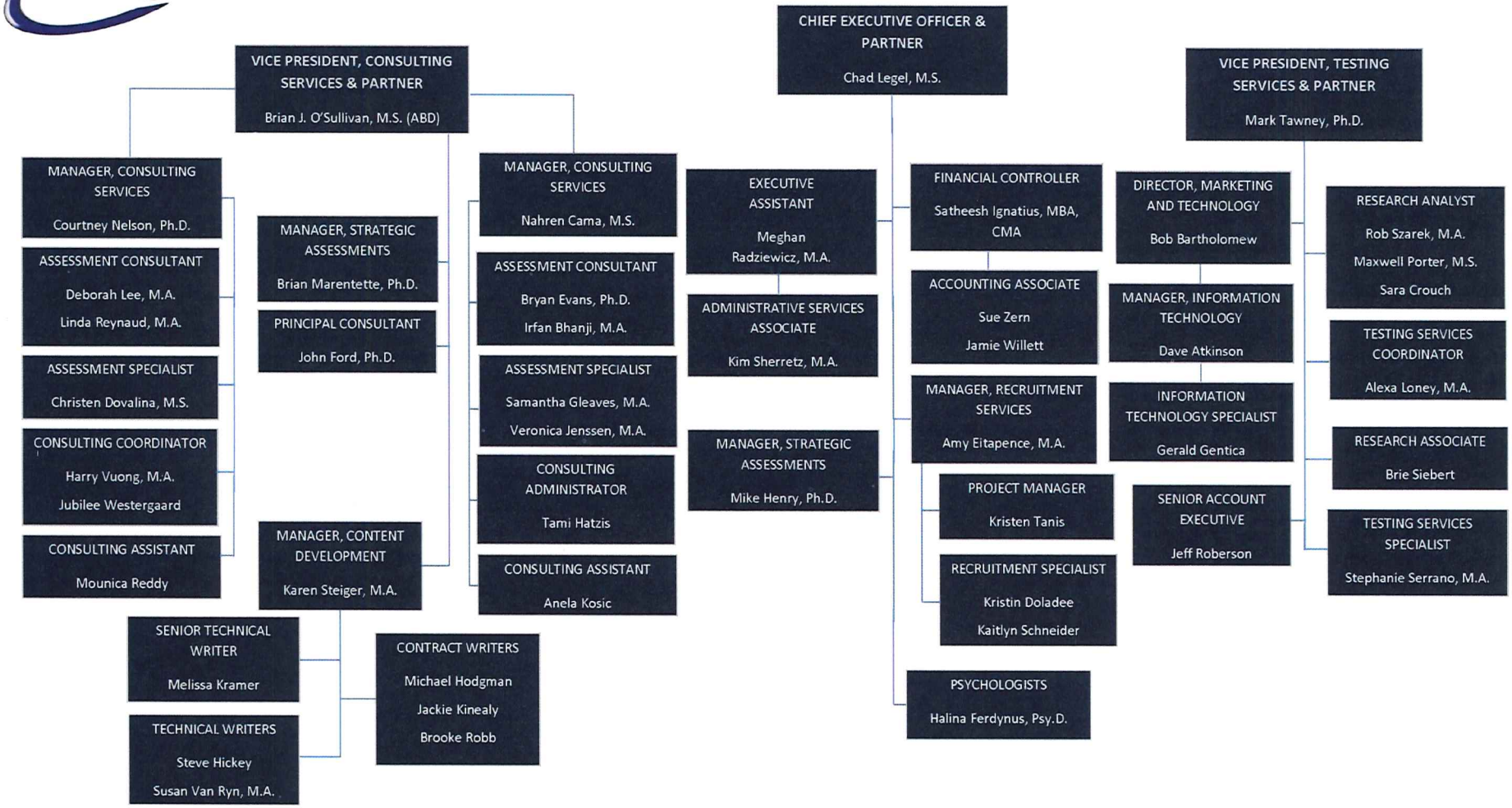
**We also have a large project support team that allows us to apply a great deal of additional resources to a project if need be. This team includes additional associate consultants, job analysts, technical writers, etc.

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

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INDUSTRIAL/ORGANIZATIONAL SOLUTIONS

EXPERTS IN THE SCIENCE OF PUBLIC SAFETY SELECTION



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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 17 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

- 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

- 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

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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 17 years:

Client	Project Description	Timeframe
Rockford, IL	Recruited and developed and administered assessment center for the rank of Police Chief.	2016
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

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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

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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

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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

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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:

- "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

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- "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

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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

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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

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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.

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- 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.

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- 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 12 years:

Contract Title	Time Period	Description
Buffalo Police Department	2011-2012	Job analysis written examination and structured oral assessment/assessment center development, validations, administration and scoring for Detective, Detective-Sergeant, Lieutenant, Captain and Inspector.
San Diego, CA Police Department S	2011-2012	Job analysis written examination and structured oral assessment development, validations, administration and scoring for police officer III, Detective, Sergeant and Lieutenant.
Atlanta, GA Police Department Sergeant and Lieutenant Promotional Process	2011-2012	Job analysis update, written examination and structured oral assessment development, validations, administration and scoring for police Sergeant and Lieutenant.
Tulsa, OK Police Department	2011-2012	Job analysis and written examination and assessment center development, validation, administration and scoring for the ranks of Corporal, Sergeant, Captain, Major and Deputy Chief.
Ann Arbor, MI Police Department	2011-2012	Written examination and assessment center development, validation, administration and scoring for the ranks of Sergeant and Lieutenant.
Chicago Fire Department, EMS	2011-2012	Job analysis and written examination and assessment center development, validation, administration and scoring for the rank of Ambulance Commander and Paramedic Field Chief
Omaha Police and Fire Department	2011-2012	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-

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		level fire fighter selection process.
Florida Department of Transportation, Motor Carrier Division	2011	Written examination development, validation, administration and scoring for the rank of Sergeant.
Cook County Sheriff's Office promotional process	2011	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.
Springfield, IL Police and Fire Departments	2011	Test coordination, administration, scoring/banding, analysis and reporting for entry-level positions of police officer and firefighter.
Minneapolis Police Department	2011	Written examination and assessment center development, validation, administration and scoring for the rank of Sergeant
Buffalo Police Department	2010-2011	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.
Arlington, TX Fire Department	2010-2011	Written examination and assessment center development, validation, administration and scoring for the ranks of Lieutenant and Captain.
Minneapolis Police Department	2010-2011	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant.
Dell, Inc.	2010	Implementation of the Sales Talent Predictor in evaluating the skill-set of the current sales force in Dell's Large Business Enterprise Unit.
Illinois State Police (through the State Police Merit Board)	2010	Written examination and assessment center development, validation, administration and scoring for the ranks of Sergeant and Master Sergeant.
Houston Police Department Promotional Process	2010	Written examination and assessment center development, validation, administration and scoring for the rank of Lieutenant (Additional testing from 2009 list).
Massachusetts State Police	2010	Written job knowledge development, validation and administration to the rank of Sergeant
Washington D.C. Fire Sergeant, Lieutenant and Captain Promotional Process	2009-2010	Job analysis, written examination and assessment center development, validation, administration and scoring for three ranks
Washington D.C. Fire Suppression Battalion Chief Promotional Process	2009-2010	Job analysis, written examination and assessment center development, validation, administration and scoring for Fire Suppression Battalion Chief
Washington D.C. EMS Captain Promotional Process	2009-2010	Job analysis, written examination and assessment center development, validation, administration and scoring for EMS Captain

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

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Milwaukee Fire Department Entry-Level Testing Process	2008-2009	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.
Austin, TX Police Commander and Lieutenant Promotional Process	2008	Developed, validated, and administered an assessment center for the ranks of Lieutenant and Commander.
Buffalo, NY Police Promotional Process	2008	Retesting for military candidates: Written examination and assessment center for Lieutenant, Detective and Captain.
Chicago Fire Department- FCOI Entry-Level Testing	2008	Entry-level written examination validation, administration, application processing and scoring for Fire Communications Officer I position.
Joplin MO Police Department PAT Development	2008	Development and validation of an entry-level police physical ability test for the Joplin Police Department.
Los Alamos Fire Department Promotional Process	2008	Development, validation and administration of assessment centers for the ranks of Battalion Chief and Assistant Chief for LAFD.
Lisle, IL Police Department Promotional Process for Sergeant	2008	Administration of an OTS written examination and development, validation, administration and scoring of a Sergeant assessment center.
Buffalo, NY Police Promotional Process to the ranks of Detective and Detective Sergeant	2008	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.
Buffalo, NY Police Promotional Process to the ranks of Captain and Inspector	2008	Job analysis, written examination and assessment center development, validation, administration and scoring for police Captain and Inspector.
Buffalo, NY Police Promotional Process to the rank of Lieutenant	2008	Job analysis, written examination and structured oral assessment development, validation, administration and scoring for police Lieutenant.
State of New Jersey, Department of Personnel	2008	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
Moline, IL Police Department Promotional Process to Lieutenant	2007	Development, validation and administration of a written examination and assessment center to the rank of Lieutenant in the Moline PD.
Gwinnett County, GA Protective Services	2007	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.
Chicago Fire Department- Entry-Level Fire Written Examination	2006	Entry-level written examination validation, administration coordination and scoring-- project consultant role.
Forsyth, GA Sheriff's Department	2006	Promotional written examination and assessment center development, validation and administration to the ranks of Sergeant, Lieutenant & Captain.
Tacoma, WA Police Department	2006	Lieutenant promotional examination development.

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

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Washington, D.C. Metropolitan Police Department	2004-2005	Development of a job knowledge examination for the ranks of Sergeant, Lieutenant, and Captain, for 1015, 196, and 108 candidates, respectively.
Austin, TX Police Department	2004-2005	Developed, validated, and administered an assessment center for the ranks of Lieutenant and Commander.
Massachusetts State Police	2004-2005	Written job knowledge and structured oral assessment development, validation and administration to the rank of Lieutenant.
Reading, MA Police Department	2004-2005	Assessment center development and administration to the rank of Police Chief.
Springfield, MO Police Department	2004-2005	Promotional written examination and assessment center development, validation & administration to the ranks of Corporal & Sergeant.
State of New Jersey, Department of Personnel	2004	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.
Gwinnett County, GA Protective Services	2004	Written job knowledge and assessment center development, validation and administration to the rank of Lieutenant in the Sheriff's Department.
Gwinnett County, GA Protective Services	2004	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.
Gwinnett County, GA Protective Services	2004	Written job knowledge development, validation and administration to the rank of Sergeant in the Sheriff's Department.
Gwinnett County, GA Protective Services	2004	Written job knowledge and assessment center development, validation and administration to the rank of Sergeant in the Police Department.
St. John's Island, SC Fire Protection District	2004	Entry-level and incumbent standard physical ability test development & validation and fitness program development.
McHenry County, IL Sheriff's Department	2004	Promotional written examination and assessment center development and administration to the rank of Lieutenant, 8 candidates, 7 assessors recruited.
Westchester, IL Fire Department	2004	Promotional written examination and assessment center development and administration to the rank of Lieutenant, 5 candidates (3 AC).
Norwalk, CT Police Department	2004	Conducted a job analysis, entry-level (NCJOSI) test field-testing, and criterion validation.
Orange County, FL Fire Rescue Department	Spring 2004	Job analysis, assessment center development; situation judgment test development, computer writing assessment development for the rank to Battalion Chief.
Orange County, FL Fire Rescue Department	Fall 2004	Job analysis, assessment center development; situation judgment test development, computer writing assessment development and job knowledge examination development for the rank to Battalion Chief.
New York State Police Department	2003-2004	Entry-Level written examination validation. Conducted a job analysis, field tested IOS Entry-Level Exam (NCJOSI), and validated the criterion of the NCJOSI.

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Massachusetts State Police	2003-2004	Written job knowledge examination development, validation and administration to the rank of Sergeant.
Ozark, AL and Enterprise, AL Fire Departments	2003-2004	Entry-level and incumbent standard physical ability test development & validation for two agencies.
Gwinnett County, GA Protective Services	2003	Written job knowledge development, validation and administration to the rank of Corporal in the Police Department.
Gwinnett County, GA Protective Services	2003	Written job knowledge development, validation and administration to the rank of Sergeant in the Sheriff's Department.
Gwinnett County, GA Protective Services	2003	Written job knowledge and assessment center development, validation and administration to the rank of Sergeant in the Police Department.
Schaumburg, IL Police Department	2003	Promotional written examination development and administration to the rank of Lieutenant, 3 candidates.
Westmont, IL Police Department	2003	Promotional Job Knowledge Examination Development & Assessment Center Development for 11 sergeant (8 AC) candidates and 4 lieutenant candidates (3 AC).
Clarksville, TN Police Department	2003	Promotional process development and validation for the ranks of Sergeant & Lieutenant.
Richton Park, IL Police Department	2003	Assessment center development and administration to the rank of Sergeant, 3 candidates, 3 assessors recruited.
New Haven, CT Fire Department	2003	Promotional written job knowledge examination and structured oral assessment development, validation & administration to the ranks of Lieutenant and Captain.
Frankfort, KY Fire Department	2003	Assessment center development and administration to the ranks of Driver Engineer, Lieutenant, Captain, Battalion Chief & Deputy Chief.
Gwinnett County, GA Protective Services	2002-2003	Written job knowledge and assessment center development, validation and administration to the rank of Lieutenant in the Police Department.
Gwinnett County, GA Protective Services	2002-2003	Written job knowledge and practical tactical exercise development, validation and administration to the rank of Driver Engineer in the Fire Department.
North Miami, FL Police Department	2002-2003	Promotional written examination and assessment center development, validation & administration to the ranks of Sergeant & Lieutenant.
Matteson, IL Police Department	2002-2003	Assessment center development and administration to the rank of Sergeant, 5 candidates, 3 assessors recruited.
Tulsa, OK Police and Fire Department	2002-2003	Entry-level police and fire written examination development & validation, structured oral interview development & validation and entry-level physical ability test development & validation.
Massachusetts State Police	2002	Entry-level video-based situational judgment test development, validation and administration.
Gwinnett County, GA Protective Services	2002	Written job knowledge examination development, validation and administration to the rank of Corporal in the Sheriff's Department.
Gwinnett County, GA Protective Services	2002	Written job knowledge, assessment center development and structured oral assessment development validation and administration to the rank of Sergeant in the Correction's Department.

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Gwinnett County, GA Protective Services	2002	Written job knowledge and assessment center development, validation and administration to the rank of Lieutenant in the Sheriff's Department.
Gwinnett County, GA Protective Services	2002	Written job knowledge development, validation and administration to the rank of Corporal in the Corrections Department.
Gwinnett County, GA Protective Services	2002	Written job knowledge and assessment center development, validation and administration to the rank of Captain in the Fire Department.
North Miami, FL Police Department	2002	Entry-level police written examination development & validation, B-PAD validation, entry-level physical ability test validation and entry-level selection process review.
Roselle, IL Police Department	2002	Managerial assessment for promotion to Deputy Chief.
Gwinnett County, GA Protective Services	2002	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.

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.

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

Background Statement:

Mr. Tawney has eight years of experience in public safety testing and assessment and has led the test publication and research and development of two national public safety testing firms. Mr. 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. Mr. 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 (2003)

Affiliations:

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

Professional Experience:

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

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Summary of Selection Projects:

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

Client Consulting Work		
Client	**Project Description**	**Timeframe**
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-Present
New York State 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.	2015-Present
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

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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. § Developed methodologies and strategies to establish minimally qualified cut-point for the developed examination and analyzed the testing impact on sub-groups.	2014-2015
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. § Developed methodologies and strategies to establish minimally qualified cut-point for the developed examination and analyzed the testing impact on sub-groups.	2013-2014
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. § 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

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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. § 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. § 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.	2012-2013
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. § 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.	2009-2011
Austin, TX Fire Department	§ Development and validation of entry-level selection process battery, including a cognitive ability measure, personality index, and integrity inventory. § Served as technical expert and legal support for the development, validation, and implementation of entry-level selection process.	2010-2011
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

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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	§ Validation of entry-level trooper examination process. § 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. § Developed, implemented and supported state wide web-application system for the delivery of EMT – I-Tech exam program.	2008
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

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

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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
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

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.

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- **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.

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JOHN M. FORD, PH.D.
Principal Consultant

Background Statement:

Dr. Ford is a Senior 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)

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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
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
Cobb County Fire & Emergency Services	Development and administration of job analysis for Engineer and Lieutenant. 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
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

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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
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

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.

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- **Ford, J.M.,** & Blair, M.D. (September, 2006). Adverse impact: Misconceptions, facades, and pitfalls. What practitioners need to know today. Presentation given at the Western Regional Intergovernmental Personnel Assessment Council 2006 Meeting, Berkeley, CA.
- **Ford, J.M.,** & Blair, M.D. (2006, June). How do you rate what you don't know: The impact of familiarity between raters and ratees on performance evaluations. Presentation given at the Thirtieth Annual Conference of the International Public Management Association for Human Resources Assessment Council, Las Vegas, NV.
- **Ford, J.M.,** & Blair, M.D. (2006, June). Approaches to addressing adverse impact: Opportunities, facades, and pitfalls. Presentation given at the Thirtieth Annual Conference of the International Public Management Association for Human Resources Assessment Council, Las Vegas, NV.
- Blair, M.D., & **Ford, J.M.** (2006, June). Factors influencing applicant performance when retaking employment exams. Presentation given at the Thirtieth Annual Conference of the International Public Management Association for Human Resources Assessment Council, Las Vegas, NV.
- Blair, M.D., & **Ford, J.M.** (2006, June). The next generation in firefighter selection: A new model for a new generation. Presentation given at the Thirtieth Annual Conference of the International Public Management Association for Human Resources Assessment Council, Las Vegas, NV.
- **Ford, J.M.,** Hornick, C.W., & Killian, J.H. (2005, June). Do you see what I see?: Are different rater sources evaluating the same thing? Presentation given at the Twenty-ninth Annual Conference of the International Public Management Association for Human Resources Assessment Council, Orlando, FL.
- **Ford, J.M.,** & Greguras, G.J. (2003, April). Examining the influence of organizational politics on multisource feedback systems. Paper presented at the Eighteenth Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- **Ford, J.M.,** & Greguras, G. J. (2002, April). Examining the influence of supervisor-subordinate agreement on LMX relationships. Paper presented at the Seventeenth Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Greguras, G. J., **Ford, J.,** & Brutus, S. (2001, May). Manager attention to and use of multi-source feedback. In M. P. Born & M. E. G. van der Velde (Co-chairs), Managerial behavior and assessment. Symposium conducted at the Tenth Annual Conference of the European Congress on Work and Organizational Psychology, Prague, Czech Republic.
- **Ford, J. M.** & Greguras, G. J. (2001, April). An examination of the multidimensionality of supervisor perceptions of leader-member exchange. Paper presented at the Sixteenth Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Greguras, G. J., **Ford, J. M.,** & Brutus, S. (2000, April). Which rater source matters most? A policy capturing study. Paper presented at the Fifteenth Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Publications:

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

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

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Nahren Cama, M.S.
Senior Consultant

Background Statement:

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

Education:

Illinois Institute of Technology
Ph.D. candidate in Industrial/Organizational Psychology (expected 2016)
Completed Ph.D. comprehensive exams (2007)
M.S. in Industrial/Organizational Psychology (2006)

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

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)

Professional Experience:

2014-Present **Senior Consultant, I/O Solutions, Inc.**
2008-2012

- Consult with public safety agencies to develop, validate and defend entry-level and promotional testing/assessment systems
- Provide best-practice training to public safety agencies, human resources and civil service personnel
- Develop technical reports for processes documenting all aspects of the process and validation evidence to support assessments

2012-2014 **Consultant, Daniels Consulting Group**

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

2008-2008 **Assessor – Contract Position, United Airlines**

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

2008-2008 **Consultant – Contract Position, HR Alignment, Ltd.**

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

2007-2007 **Consultant – Contract Position, Daniels Consulting Group**

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

2007-2007 **Survey Project Manager, The Foresight Group**

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

2007-2007 **Lecturer – Contract Position, Northeastern Illinois University**

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

2006-2006 **Consultant – Contract Position, Daniels Consulting Group**

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

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2004-2006 **Organizational Development Associate, Advocate Christ Medical Center**

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

Summary of Selection Projects:

Client	Project Description	Timeframe
Miami Police Department	Development of parallel assessment center for the Lieutenant rank.	2015
New York State Department of Civil Service	Development of job analysis and linkage questionnaires.	2015
State of Washington	Review and validation of new items for state driver's license exams.	2015
Las Cruces, NM PAT	Development of candidate and proctor guides for an entry-level PAT, and provided technical report.	2015
Chicago Police Department - Sergeant Merit Process	Assisted in the development of training and interview materials for the sergeant merit process.	2015
Ann Arbor, MI	Development and management of written examinations for sergeant and lieutenant. Development of assessment centers for Ann Arbor Police Department sergeant and lieutenant positions.	2015
Cook County Sheriff's Office Merit Board	Written examination development and administration for sheriff's police Lateral Entry Officer, Sergeant, and Lieutenant, court services Sergeant and Lieutenant and correctional division Sergeant, and Lieutenant.	2015
City of Kenosha - Police Chief Assessment Center	Development and administration of an assessment center for the Police Chief position in the Kenosha Police Department.	2015
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

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Cobb County Police Department - Sergeant & Lieutenant	Development and management of written examinations for sergeant and lieutenant. Development of assessment centers for sergeant and lieutenant. Conducted candidate orientations. Conducted assessor training and managed assessment center administrations. Developed candidate feedback reports.	2014-2015
Gwinnett County Police Department; Corporal, Sergeant, and Lieutenant	Development of written examination and assessment center. Delivery of candidate orientation. Conduct assessor training and administration of written exam and assessment center. Development of candidate feedback reports.	2015
Lincoln Fire & Rescue Department - Captain	Development of written examination and assessment center. Delivery of candidate orientation. Conduct assessor training and administration of written exam and assessment center. Development of candidate feedback reports.	2014-2015
Cobb County Sheriff's Office - Sergeant & Lieutenant	Development and management of written examinations for sergeant and lieutenant. Development of assessment centers for sergeant and lieutenant. Conducted candidate orientations. Conducted assessor training and managed assessment center administrations. Developed candidate feedback reports.	2014
Orleans Parish Sheriff's Office	Selection process for HR Director position	2014
Virginia Beach Fire Department - Captain rank	Conduct linkage analysis and report results. Development of written examination and assessment center. Delivered candidate orientation. Conducted assessor training and administered written exam and assessment center. Development of candidate feedback reports.	2012
Prince William County Department of Fire and Rescue- Tech II and Lieutenant ranks	Development of written examination and assessment center. Delivered candidate orientation. Conducted assessor training and administered written exam and assessment center. Development of candidate feedback reports.	2012
Lincoln Fire & Rescue Department; Re-validation	Re-validation of entry-level physical ability test.	2011-2012
East Point Police Department, Sergeant, Lieutenant, and Captain Promotionals	Development of written examinations and structured oral interviews.	2011
Los Alamos Fire Department - Company Officer	Development and management of written examination and assessment center. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2011
Los Alamos Fire Department - Fire Chief	Developed a structured oral interview with rating criteria. Developed a custom "meet and greet" rating document.	2011

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Los Alamos Fire Department - Battalion Chief	Development assessment center and interview. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports.	2011
Savannah-Chatham Metropolitan Police Department - Make-up Sergeant and Captain Promotional Processes	Development of written examinations and assessment centers. Delivered candidate orientations. Conducted assessor training and administered written exams and assessment centers. Development of candidate feedback reports. Developed technical documentation.	2011
Gwinnett County Police Department - Sergeant and Lieutenant Promotional Processes	Development of written examinations and assessment centers. Delivered candidate orientations. Conducted assessor training and administered written exams and assessment centers. Development of candidate feedback reports.	2011
Westmont Police Department - Sergeant Rank	Development of written examination and assessment center. Delivered candidate orientation. Conducted assessor training and administered written exam and assessment center. Development of candidate feedback reports.	2011
Prince William County Department of Fire and Rescue- Tech II and Captain ranks	Conducted a job analysis. Development of written examination and assessment center. Delivered candidate orientation. Conducted assessor training and administered written exam and assessment center. Development of candidate feedback reports.	2011
Broward County Community College - Tech II and Captain processes	Validation study	2011
Illinois State Police - Lieutenant and Captain promotional process	Development of lieutenant and captain written examinations and assessment centers.	2011
Gwinnett County Police Department Corporal Promotional Process	Developed written exam, conducted candidate orientation, administered exam, compiled results.	2010-2011
Evanston Police Department - Sergeant Promotional Process	Development of written examination and assessment center. Delivered candidate orientation. Conducted assessor training and administered written exam and assessment center. Development of candidate feedback reports.	2010-2011
Buffalo Police Department - entry-level process	Development and management of written exam, validation, development of technical report.	2010-2011
Massachusetts State Police - Captain make-up Promotional Process	Development and management of job knowledge written exam and structured oral interview.	2010-2011
City of Bridgeport	Developed technical report for Bridgeport Police Department's entry-level selection process.	2010

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

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Gwinnett County Police Department - Sergeant Rank	Managed all phases of the promotional process for the Sergeant rank. Coordinated with main contact and SMEs to finalize written exams, and create assessment center exercises. Conducted training for candidates and assessors. Managed the administration of the assessment center. Developed feedback reports.	2010
District of Columbia Fire Department	Conducted job analysis, managed subject matter experts, developed assessment center exercises, managed administration of assessment center, developed feedback reports.	2010
Gwinnett County Police Department; Corporal, Sergeant, and Lieutenant Promotionals	Managed all phases of the promotional process for the Corporal, Sergeant, and Lieutenant ranks. Coordinated with main contact and SMEs to finalize written exams, assessment center exercises. Conducted training for candidates and assessors. Managed the administration of the assessment center. Developed feedback reports.	2009
Cobb County Sheriff's Office - Sergeant Promotional Process	Development and management of written examination for sergeant. Development of assessment center for sergeant. Conducted candidate orientation. Conducted assessor training and managed assessment center administration. Developed candidate feedback reports. Developed technical report.	2009
Los Alamos Fire Department - Driver Engineer Promotional Process	Development and management of written exam and practical assessment. Conducted assessor training and managed administration of practical assessment. Developed structured oral interview. Developed candidate feedback reports.	2009
East Point Police Department, Sergeant, Lieutenant, and Captain Promotionals	Managed all phases of the promotional process for Sergeant, Lieutenant, and Captain ranks. Worked with SMEs to determine the exam reading list for the Sergeant and Lieutenant rank and finalized the written exams. Other aspects of this project included: finalizing written exams, developing assessment center exercises and a structured oral interview, creating feedback reports, candidate orientations, assessor training, overseeing administration of the assessments, and development of candidate feedback reports.	2009
Lincoln Fire & Rescue Department; Entry-level PAT development and validation	Conducted a physical task job analysis to assess which physical tasks were essential to the job of a firefighter within the Lincoln Fire & Rescue Department. Helped in the development and validation of the physical ability test. Created a candidate guide, proctor guide, and technical report.	2008-2009
Bradley Police Department; Sergeant Promotional	Developed a promotional-level oral interview for their sergeant assessment. Provided training to assessors on how to rate candidates during the interview. Facilitated the administration of the oral interviews.	2008-2009

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Norwood Park Fire Department; Entry-level firefighter oral interview	Developed an entry-level interview and other materials for their entry-level hiring. Provided training to their commissioners on administering the interview.	2008-2009
Aurora Fire Department; Captain Assessment Center	Development of assessment center exercises. Training of assessors and commissioners. Managed administration of assessment center.	2009
Gwinnett County Sheriff's Office	Work with internal SME to finalize reading lists for Corporal, Sergeant, and Lieutenant ranks. Finalize written exams and oversee administration. Development of an assessment center for the Lieutenant rank.	2009
Bradley Police Department; Lieutenant Promotional	Development of assessment center exercises. Provide training to assessors and oversee administration of the assessment center.	2009
Los Alamos Fire Department - Deputy Chief & Assistant Chief	Development of assessment center exercises and related materials. Developed candidate feedback reports.	2009

Conference Presentations:

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

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COURTNEY A. NELSON, PH.D.
Senior Consultant

Background Statement:

Dr. Nelson is a consultant at Industrial/Organizational Solutions, Inc., a personnel and human resources consulting firm that specializes in testing and assessment. Dr. Nelson 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
Master of Arts: Industrial/Organizational Psychology (2010)

Saint Louis University, St. Louis, Missouri
Bachelor of Arts, Psychology (2008)
Certificate in Human Resource Management, John Cook School of Business

Affiliations:

Society for Industrial/Organizational Psychology (SIOP)
Society of Human Resource Management (SHRM)

Professional Experience:

2016 to Present — Industrial/Organizational Solutions, Inc.
Senior Consultant
- Independently and simultaneously manage multiple test development and validation projects
- Conduct 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
- Consult with public safety agencies to develop, validate and defend entry-level and promotional testing/assessment systems
- Provide best-practice training to public safety agencies, human resources and civil service personnel

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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
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	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

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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 Fire Captain.	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

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Plano, TX	Developed and administered written examination for the rank of Fire Captain.	2014
Plano, TX	Developed written examination for the rank of Fire Lieutenant.	2014
Plano, TX	Developed written examination for the rank of Fire Apparatus Operator.	2014
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Corporal.	2014
Tulsa, OK	Developed and administered assessment center for the rank of Police Captain.	2014
Tulsa, OK	Developed and administered assessment center for the rank of Police Major.	2014
Tulsa, OK	Developed and administered written examination and assessment center for the rank of Police Sergeant.	2014
Pinellas County Sheriff's Office	Developed and administered written examination and assessment center for the rank of Sergeant LEO (Law Enforcement Officer).	2014
Pinellas County Sheriff's Office	Developed and administered written examination and assessment center for the rank of Sergeant DCB (Detention & Corrections Bureau).	2014
Pinellas County Sheriff's Office	Developed and administered assessment center for the rank of Lieutenant LEO (Law Enforcement Officer).	2014
Pinellas County Sheriff's Office	Developed and administered assessment center for the rank of Lieutenant DCB (Detention & Corrections Bureau).	2014
DFW Airport Fire and Police	Developed technical interview questions for the ranks of Police Sergeant and Lieutenant and Fire Captain and Battalion Chief.	2014
St. Paul, MN	Assisted in the development of written examination and assessment center for the rank of Sergeant.	2014
Omaha, NE	Developed and administered written examinations and assessment centers for the rank of Fire Captain.	2014
San Jose, CA	Developed written examination for the rank of Fire Engineer.	2014
San Jose, CA	Conducted job analysis, developed and administered written examinations and assessment center for the rank of fire battalion chief.	2014
Miami Beach, FL	Conducted job analysis, developed and administered written examinations and structured oral interview for the rank of Lifeguard II.	2014
Miami Beach, FL	Conducted job analysis, developed and administered written examinations and structured oral interview for the rank of Lifeguard Lieutenant.	2014
Omaha, NE	Developed and administered assessment center for Assistant Fire Chief.	2014

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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

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Organizational Questions. Symposium at the 27th Annual Conference for the Society for Industrial and Organizational Psychology, San Diego, CA.

- Palmer, A. J., Robertson, L., **Nelson, C. A.**, & Pickering, D. (April, 2012). Employability using personality assessment. Poster presented at the 27th Annual Conference for the Society for Industrial and Organizational Psychology, San Diego, CA.
- Simonet, D. V., Narayan, A., & **Nelson, C. A**. (April, 2012). Mediated relationships between psychological safety and multidimensional psychological empowerment. Poster presented at the 27th Annual Conference for the Society for Industrial and Organizational Psychology, San Diego, CA.
- Simonet, D. V., Packell, K. M., Pellebon, C., **Nelson, C. A.**, & Narayan, A. (April, 2011). Eliciting and categorizing organizational member values: Value laddering technique. Poster presented at the 26th Annual Conference for the Society for Industrial and Organizational Psychology, Chicago, IL.

Publications:

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

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

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

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Bryan Evans, Ph.D.
Assessment Consultant

Background Statement:

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

Education:

Alliant International University, San Diego, California
Doctor of Philosophy: Organizational Psychology (2016)
Dissertation: Perceived Supervisor Emotional Intelligence: Implications for Subordinate Job Engagement and Subordinate Turnover Intentions
Master of Science: Organizational Psychology (2015)

Mercy College, Dobbs Ferry, New York
Master of Science: Mental Health Counseling (2012)

University of Bridgeport, Bridgeport, Connecticut
Bachelor of Science, Psychology (2010)

Professional Experience:

2016 to Present — Industrial/Organizational Solutions, Inc.
Assessment Consultant

- Manage full life-cycle consulting projects. Including the determination of project deliverables, scheduling, communications, client relations, and ensuring the technical quality of all work to be completed
- Consult with public safety agencies to develop, validate and defend entry-level and promotional testing/assessment systems
- Conduct job analysis (interviews and observations) to identify the essential knowledge, skills, and abilities and other characteristics necessary for performance
- Provide best-practice training to public safety agencies, human resources and civil service personnel

2014 to 2015 — City of San Diego, Public Utilities Department
Organizational Effectiveness Consultant

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

2003 to 2007 B & G Commodities, New York Mercantile Exchange
Broker

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

Summary of Selection Projects:

Client	Project Description	Timeframe
Gwinnett County, GA	Conducted assessor training, developed and administered assessment center for the rank of Fire Lieutenant	2016
Gwinnett County, GA	Developed and administered written examination and assessment center for the rank of Driver Engineer	2016
Houston, TX	Conducted job analysis for the ranks of Sergeant, Lieutenant, and Captain	2016
Chattanooga, TN	Conducted job analysis for the ranks of Sergeant and Lieutenant	2016
Las Vegas, NV	Conducted job analysis for the ranks of Captain and Battalion Chief	2016
Arlington Heights, IL	Developed and administered assessment center for the rank of Police Commander	2016
Baltimore, MD	Developed assessment center for the rank of Police Sergeant	2016
Massachusetts, MA	Developed written examination for the rank of Sergeant	2016

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Christen Dovalina, M.S.

Assessment Specialist

Background Statement:

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

Education:

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

Bradley University
MBA – Management Concentration (2010)

Bradley University
B.S. in Psychology (2006)

Affiliations:

Society for Industrial/Organizational Psychology (SIOP) Student Member
American Psychological Association (APA) Graduate Student Affiliate

Professional Experience:

2015 **Assessment Specialist, I/O Solutions, Inc.**

- Assist project managers with the development, validation and defense of entry-level and promotional testing/assessment systems
- Assist project managers with development and administration of assessment centers
- Develop technical reports for processes, documenting all aspects of the process and validation evidence to support assessments

Summary of Selection Projects:

Client	Project Description	Timeframe
Los Alamos Police Department	Developed and administered Sergeant assessment center.	2016
Des Plaines Fire Department	Developed and administered Lieutenant assessment center.	2016

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Chicago Fire Department	Conducted job analysis for Ambulance Commander and Paramedic Field Chief. Developed and administered written exam and assessment center.	2016
Norwalk Fire Department	Developed and administered firefighter structured oral interview.	2016
Providence Police Department	Conducted assessor training for entry level SOI.	2016
Savannah-Chatham Metropolitan Police Department	Developed and administered Sergeant written exam and assessment center.	2016
Cook County, IL Sheriff's Office	County-wide job analysis for entry-level and promotional processes for Sheriff's Police, Department of Corrections, and Court Services which includes the ranks of Corrections Sergeant and Lieutenant, Court Services Sergeant and Lieutenant, and Sheriff's Police Officer, Sergeant, and Lieutenant.	2015
Springfield, MO Police Department	Developed and administered a written examination and assessment center for the rank of Sergeant.	2015
Montgomery County Fire and Rescue Service	Developed and administered Captain assessment center.	2015
Des Plaines Police Department	Developed and administered Sergeant assessment center.	2015
Bridgeport Police Department	Conducted job analysis for Captain. Developed and administered assessment center.	2015
Illinois State Police	Developed a Lieutenant and Captain written examination. Developed and administered Lieutenant and Captain assessment center.	2015
Gwinnett County, GA Sheriff's Department	Conducted job analysis for the ranks of Corporal, Sergeant and Lieutenant.	2015

Publications:

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

Conference Presentations:

- Asenuga, O. A., **Dovalina, C. L.**, & Berry, C. M. (2014, May). *Other-Ratings of Counterproductive Work Behaviors: A Meta-analysis.* Poster presented at the 2014 annual conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Barratt, C. L., **Dovalina, C. L.**, Zhao, P., Lomeli, L., & Berry, C. M. (2013, April). *Frequency versus time-lost: Not proxies for voluntary and involuntary absence.* Poster presented at the 2013 annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.

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- **Dovalina, C. L.**, Berry, C. M., & Sackett, P. R. (2013, April). *Self-efficacy: Incremental validity beyond ability and implications for differential prediction.* Poster presented at the 2013 annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Barratt, C. L., **Dovalina, C. L.**, Zhao, P., & Berry, C. M. (2012, April). *Effects of subgroups' variances on cognitive ability test differential validity.* Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
- **Dovalina, C. L.** & Berry, C. M. (2012, April). *Race differences in within-persons grade variability.* Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.

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WESLEY MAYO, Jr., CPM

Law Enforcement and Cultural Diversity Consultant

Background Statement:

Mr. Mayo is one of our nations' most noted, respected and active law enforcement executives specializing in all areas of cultural diversity – both within law enforcement agencies and in the communities they serve. As such, Mr. Mayo plays a critical role in ensuring all of IOS' assessments and examinations are truly free from situational-based or otherwise unintended effects of racial, gender or cultural bias. In addition, Mr. Mayo works with our clients to ensure our technical simulations and situational judgment exercises truly mirror the minutest details found in the law enforcement profession and attain the highest levels of content validity.

Mr. Mayo has received numerous commendations during his twenty-five years of law enforcement service including the James Spellman Public Service Award (National Organization of Black Law Enforcement Executives - NOBLE), the Special Award of Honor (International Narcotic Enforcement Officers Association), the New Jersey Legislature Assembly Commendation, and the President's Award, TNT Operation –Monmouth & Ocean County Intelligence Bureau.

Some of Mr. Mayo's specialized training includes the Federal Drug Enforcement Agency (DEA) National Academy in Quantico, Virginia, Federal Bureau of Investigation (FBI) Civil Rights and Culture Training, Top Gun Group Coordinator and Tactical Entry Instructor, United States Air Force Urban Tactics, Alcohol, Tobacco & Firearms (ATF) National Academy Advanced Undercover Investigative Techniques, and the Simon Wiesenthal Center New York/Los Angeles – Hate Crimes and Terrorism Task Force.

Truly, Mr. Mayo's credentials and skills are unparalleled and add a significant degree of quality, realism, and fairness to IOS' assessment projects. Mr. Mayo is deeply concerned with the validity and fairness of any assessment process we develop and with each individual candidate that is subject to our promotional and entry-level examinations.

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KAREN STEIGER, M.A.
Manager of Technical Writing

Background Statement:

Ms. Steiger has over 15 years' experience at IOS writing and editing entry-level and promotional tests for public safety agencies across the nation. Ms. Steiger developed the item-writing and editing guidelines that have now become standard company practice. She supervises the entire Technical Writing Division and assigns and evaluates the work of other team members. Ms. Steiger acts as a member of the Off-the-Shelf Testing Division, leading efforts to update and maintain our current off-the-shelf testing products as well as develop new examinations. She has written and edited IOS' entry-level and promotional off-the-shelf exams, including multiple forms of the NCJOSI, NFSI, NCJOSI^2, *Fundamentals of Law Enforcement* promotional exams and *Core Concepts of Law Enforcement Management* promotional exams, among many others. She continues to perform all technical writing duties as needed—including writing and editing entry-level and promotional tests for public safety agencies, developing and writing study guides, online practice tests and other candidate resources, and editing IOS' technical reports and marketing materials. Ms. Steiger has personally worked with nearly all of IOS' consulting clients, past and present, including the following:

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

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Irfan Bhanji, M.A.
Consultant

Background Statement:

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

Education:

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

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

Affiliations:

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

Professional Experience:

2014-Present **Consultant, I/O Solutions, Inc.**

- Manages consulting projects, including, determination of project deliverables, scheduling, communications, client relations, and ensuring the technical quality of all work to be completed
- Develops and administers assessment centers and assessor training
- Conducts subject matter expert meetings to review test content and items

2012-2014 **Associate Consultant, I/O Solutions, Inc.**

- Manages and assists project managers on consulting projects, including, determination of project deliverables, scheduling, communications, client relations, and ensuring the technical quality of all work to be completed
- Develops and administers assessment centers and assessor training
- Conducts subject matter expert meetings to review test content and items

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

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

Summary of Selection Projects:

Client	Project Description	Timeframe
IL State University Civil Service	Oral Interview development for the rank of Police Officer.	2015
IL State University Civil Service	Assessment center development for the rank of Police Sergeant.	2015
Prince William County Department of Fire & Rescue	Job knowledge written examination and assessment center development for the ranks of Lieutenant, Captain, and Technician II.	2015
Baltimore City Fire Department	Conducted Job-Analysis and developed Job knowledge written examination for the rank of EMS Lieutenant	2015
Baltimore City Fire Department	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of EMS Captain.	2015
Baltimore City Fire Department	Conducted Job-Analysis and developed Job knowledge written examination for the rank of Suppression Captain and Lieutenant.	2015
Baltimore City Fire Department	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of EMS Battalion Chief.	2015
Baltimore City Fire Department	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Sergeant and Lieutenant.	2015
Omaha, NE	Physical Ability Test (PAT) development and validation for the rank of Police Officer.	2015
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Fire Apparatus Engineer.	2015
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Police Sergeant.	2015
Omaha, NE	Assessment center development for the rank of Deputy Police Chief.	2015
Woodridge, IL PD	Job knowledge written examination and assessment center development for the rank of Sergeant.	2015

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Cedar Rapids, PD	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Sergeant and Lieutenant.	2015
Prince William County Department of Fire & Rescue	Job knowledge written examination and assessment center development for the ranks of Lieutenant, Captain, and Technician II.	2014
St. Louis PD	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Lieutenant and Captain.	2014
Omaha, NE	Assessment center development for the rank of Fire Chief.	2014
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Fire Battalion.	2014
Omaha, NE	Job knowledge written examination and assessment center development for the ranks of Police Lieutenant.	2014
Omaha, NE	Assessment center development for the rank Paramedic Supervisor.	2014
Hoffman Estates, IL PD	Job knowledge written examination and assessment center development for the ranks of Sergeant and Lieutenant	2014
Westmont, IL PD	Job knowledge written examination and assessment center development for the rank of Sergeant.	2014
Cook County Forest Preserve PD	Job knowledge written examination and assessment center development for the rank of Sergeant and Deputy Commander.	2014
Darien, IL PD	Job knowledge written examination and assessment center development for the rank of Sergeant.	2014
Prince William County Department of Fire & Rescue	Job knowledge written examination and assessment center development for the ranks of Lieutenant, Captain, and Technician II.	2013
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Police Sergeant.	2013
Omaha, NE	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Assistant Fire Marshal.	2013
Omaha, NE	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Paramedic Supervisor.	2013
Omaha, NE	Job knowledge written examination and assessment center development for the rank of Fire Apparatus Engineer.	2013
Prince William County Department of Fire & Rescue	Job knowledge written examination and assessment center development for the ranks of Lieutenant, Captain, and Technician II.	2012

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Omaha, NE	Conducted Job-Analysis and developed Job knowledge written examination and assessment center for the rank of Assistant Fire Chief.	2012
Darien, IL PD	Job knowledge written examination and assessment center development for the rank of Sergeant.	2012

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Linda H. Reynaud, M.A.

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 Consultant, I/O Solutions, Inc.

- Consult with public safety agencies to design, develop and validate entry-level and promotional testing/assessment systems
- Conduct job analyses
- Develop technical reports for processes documenting all aspects of the process and validation evidence to support assessments

2000-2011 Contract Consultant, e-Selex.com

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

1997-2000 Consultant, SHL, Inc.

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

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

- Developed and implemented assessment centers for store management positions
- Developed Competency Model, 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

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- 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, Morris & McDaniel, Inc

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

Summary of IOS Selection Projects:

Client	Project Description	Timeframe
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

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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

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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

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Amy Eitapence, M.A.
Manager, Recruitment Services

Background Statement:

Ms. Eitapence is the manager for the recruitment and testing 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.

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2013 to 2014 Excelsior College
Data Analyst

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

2011-2013 Chequed.com
Research Analyst

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

2011-2013 NYS Department of Civil Service
Intern, Testing Services Assistant

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

Summary of Selection Projects:

Client	Project Description	Timeframe
Western Springs Police Department	Development of structured oral interview for entry-level officers. Conduct assessor training and manage interview administration.	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
Norwood Park Fire Protection District	Development of structured oral interview for entry-level firefighters.	2016
Arlington Heights Police Department	Written exam development, administration and scoring for rank of sergeant.	2016
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.	2015-2016

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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
Morton Grove Fire Department	Written exam development, administration and scoring for rank of sergeant.	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
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
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
Woodridge Police Department	Development of structured oral interview for entry-level officers.	2015
Wilmette Fire Department	Written exam development, administration and scoring for rank of lieutenant.	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
Long Grove Fire Department	Written exam development, administration and scoring for rank of lieutenant.	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
Palatine Fire Department	Written exam development, administration and scoring for rank of lieutenant.	2015
Maywood Police Department	Development and administration of oral interviews for entry-level officer.	2015

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Maywood Fire Department	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

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Project Management

IOS' project management system is simple and effective. Our corporation employs a large team of Industrial/Organizational Psychologists who serve as project managers/ consultants. From this team, a single individual is identified to manage the day-to-day responsibilities associated with a given project/client. While there is one point of contact in order to simplify the communication process between client and consultant, there is also a team of individuals available to support the project and multiple consultants who are familiar with the project status. Following is an overview of the tenets of our project management system:

1. Sole Point-of-Contact: A single, primary consultant/project director is designated to head a project. This ensures a consistent source of information for the client and simple, effective lines of communication. This individual will be available by email, office phone and cell phone on a regular basis. A secondary contact person will also be designated should the agency have an urgent need to contact someone at IOS to discuss the project.
2. Team Support: While a single person is managing the project, that person is supported by a large team of consultants, technical writers, project assistants, job analysts, and administrative staff to ensure that the necessary manpower is always available to accomplish the job at hand. The project manager will leverage this assistance to accomplish the proposed project plan according to the stated schedule. The project director is responsible for quality control measures and for transfer of all project deliverables. IOS maintains one of the largest professional staffs in the public safety selection consulting industry, allowing us to meet your agencies needs with a great deal of flexibility and responsiveness.
3. Team Leader Oversight: The project director is supervised by the Team Leader, who ensures that all timelines are met and all project works meets our high standards. The Team Leader regularly meets with project director to discuss project progress and strategies. We constantly analyze and evaluate our methodologies in a 'group think' setting to ensure an efficient, effective and state-of-the-art solution.
4. Planning and Scheduling System: The project director will be the main client contact and will conduct weekly planning and coordination meetings with the entire project time to ensure that work is efficiently allocated and project managers/coordinators and technical writing staff are on schedule and producing work that follows our methodology and meets our high standards.

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4. Service Plan



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 ranks of Sergeant, Lieutenant, Captain and Battalion Chief for the City of Columbus Fire Department. Following is an overview of the project methodology that will be undertaken to complete this project.

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

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carefully document the job analysis review process to create a record of the review and updating process.

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

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

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

JAQ data gathered from incumbents will be analyzed to identify those tasks and KSAPs that are essential to the target job. This will be done by combining the "importance" and "frequency" ratings. Generally, the ratings given to any task or KSAP will be weighted using the following formula: .666(importance rating) + .333(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

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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	Fire Service Exams
Technical Knowledge	Fireground Tactics
	Building Construction
	Hoseline Operations
	Ladder Operations
	Safety and Survival
	Incident Command
Management Knowledge	Supervision
	Administration
	Leadership/Motivation
Internal Sources	Policy, Procedure, or Operating Guidelines
	Collective bargaining

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	agreement

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.

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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 a 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.

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- **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.

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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.

Exam Administration, Scoring, Results Generation and Analysis
IOS will provide all materials and will be onsite to oversee the administration of the written examination. All materials will return to our office at the conclusion of the examination and IOS will begin analyzing the exam data. 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 commonplace to conclude an examination by allowing candidates to participate in a challenge/appeal process where candidates can scrutinize test items and draft appeals to the validity or accuracy of items. IOS generally handles appeals processes in one of two ways. The first option is preferable, but we work with the department to determine the best solution based on standard procedures, convention, circumstances, etc. Following are the two options for challenge processes:

1. Immediately following the administration of the written exam, candidates are provided with an answer key, their test booklet and a copy of their answer sheet. Candidates are allowed to manually score their exam while being proctored by an IOS representative. Candidates are instructed that this score is preliminary and that tests will be carefully scored at a later time. Following this scoring period, candidates are instructed that they will be afforded the opportunity to file appeals to test items if they so choose. As

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candidates have been able to review the questions (in the test booklet) and make a determination of which items they answered correctly, they can reasonably determine whether or not they wish to file any appeals at that time. Candidates will be allow a fixed period of time (usually one hour) to draft written appeal on appeal sheets provided by IOS. Candidates will be allowed access to the source materials as well as an exam specification that indicated a citation for each test item. IOS will collect all appeals and prepare a written response to these appeals. Appeal responses will be turned over to the agency with a recommended action for each item. IOS will engage a discussion with the agency to determine if any changes should be made to the scoring of test items. Once a determination is made, final scores will be calculated and submitted to the agency.

2. Within a few days of the test, candidates will be allotted a structured time period to review the test booklet, copy of their answer sheet, exam specification, answer key and test source materials. Candidates will be allowed to draft appeals which will be submitted, reviewed and responded to in the manner described above. The agency will likely be responsible for monitoring candidates during these structured time periods.

Assessment Center Development and Validation

The development of the Sergeant practical assessment will follow the same development process as described below for the development of an assessment center.

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

A comprehensive IOS assessment center will incorporate the following components:

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

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

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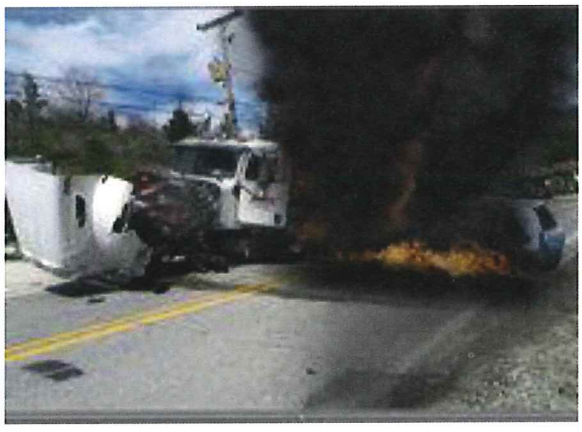
assessments. We are able to use a variety of simulations that assess many different skills and abilities. This is a desirable feature as your goal in promotions is to select the most well-rounded candidate. Candidates are also more prone to feel that IOS assessment centers are fair evaluations of their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

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

Exercise Selection and Development

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

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





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

One-on-One Role-Play Scenarios

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

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

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

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

Presentation-Style Role-Plays

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

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

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

Written Exercises

Exercise	**Written problem-solving exercise**
Description	This exercise requires the candidates to compose a written narrative related to an important departmental issue. The goal of this exercise is to outline the thought process that is used in solving a problem or reasoning through a difficult issue. This exercise is useful for evaluating basic problem solving skills, judgment and reasoning, and written communication. This exercise can also be administered to many candidates at the same time and does not require the use of role-players.
Themes	Following are optional topics that can be used: ▪ The candidate must identify critical issues facing the department and how he/she would handle these issues. ▪ The candidate is faced with a difficult personnel issue (subordinate performance deficiency or sexual harassment) and must outline in a narrative how he/she would handle this issue. ▪ The candidate will be asked to make suggestions for improving and better implementing a current departmental policy. The policy will be selected by the agency.
Time	The candidate will be allowed one to two hours, depending on the complexity of the questions, to complete this exercise.
Resources	A large classroom will be necessary to administer this exercise to a large number of candidates.
Dimensions	Judgment and reasoning, written communication, planning and organization, management and supervisory skills.

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

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

In-Basket Exercise

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

Situational Structured Oral Assessment

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

Performance Dimensions

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

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

General Management Dimensions

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

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

Exercise Review

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

Assessment Center Scale and Scoring

All assessment center scores will be compiled in scoring booklets used by assessors during the course of the assessment process. These booklets will contain all behavioral rating criteria for each exercise as well as the scoring scale that will be used by assessors. The scale normally used by IOS is a 10-point scale that defines '6' as minimally qualified. The 10-point scale is used because it easily translates into a percentage score. The minimally qualified designation creates an effective cut-off score. During assessor training, assessors are informed that any score below '6' is considered less-than-qualified. Therefore, the assessment process has a built-in cut-off score that assessors are keenly aware of and use to distinguish qualified candidates from unqualified.

1	2	3	4	5	6	7	8	9	10
Exceptionally Poor	Very Poor		Poor	Below Average	Adequate	Above Average	Strong	Very Strong	Exceptional

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

Candidate Orientation

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

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opportunity to learn about and prepare for the assessment center, we will increase the reliability of candidate scores and reduce the risk of group score differences in the assessment center process.

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

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

IOS anticipates the orientation sessions will be held over two days, allowing all shifts and ranks an opportunity to attend. IOS will work the City to determine an agreeable schedule.

Assessor/Role-player Recruitment

Assessors are recruited based on a recruitment plan that is accepted by the department/agency. This plan include the target geographic (national vs. state), the acceptable rank/level of assessors, gender and race diversity goals, personal qualifications, and any other criteria valued by the department.

Following are the common rules that IOS imposes on assessor recruitment:

- All assessors must be one rank/level above the rank for which the assessment center is being administered.
- All assessors must possess at least two years tenure at the minimally required rank.
- All assessors should be from a similarly sized agency that is organized in a substantially similar manner.
- Racially diverse assessors will be sought to participate in all assessments. Our standard goal will be that one third of all assessors be classified as racial minorities.
- We will seek maximum gender diversity in assessor recruitment.

Role-players will also often be required during the assessment center process. IOS prefers to use professional actors to perform this function. Many consultants tend to use law enforcement

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of fire service personnel to serve as role-players. While we understand the convenience associated with this practice, we disagree with the appropriateness. Professional actors are far superior for a number of reasons:

- Consistency/standardization: A professional actor is able to play the same role over and over again without altering presentation. This is a difficult task that requires training and endurance, but it is absolutely essential to the standardization and reliability of the process that each candidate experience the same scenario.
- Role-fidelity: Assessment roles are scripted to accomplish a very specific goal. Professional actors are able to aptly model the role that was intended. Often, amateur actors will morph the role to a persona that better suits their personality. This practice can be detrimental to the assessment process as the primary performance dimensions may not be assessed as reliably in this instance.
- Realism: Simply put, professional actors do a much better job of making the scenario 'real' for the candidate. Given the challenge of role-playing, most candidates find it difficult to treat a scenario as 'real.' A gifted actor will help draw the candidate into the process by making the exchange high-fidelity.
- Reliability: Ultimately, the superior performance of professional actors, increase the accuracy of candidate performance/scores and give us more confidence that we have fairly and accurately assessed the true ability level of the candidate.

IOS will recruit role-players from professional acting guilds and talent organizations. We have established partnerships with talent agencies in various part of the country from which we recruit actors that have been used in past assessment centers. Where it is cost prohibitive to bring actors in from distant locations, we will contact local acting guilds to recruit role-players.

Assessor Training

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

Role-Players: During this time role-players will be briefed on their characters and the requirements of the roles. Role-players will be allowed ample time to ask questions concerning their roles and to practice their roles with IOS' consultants. Standardization and consistency of presentation will be reinforced during the training session. The culmination of this training will be a mock assessment center that will combine the assessors and role-players.

Assessors: Prior to the administration of the assessment centers, assessors will receive an in-depth training session that focuses on a thorough description of the target rank and its responsibilities within the department, the assessor's role, the dimensions that are measured for the exercise with which the assessor will be involved, careful note-taking, behavioral observation, scoring, common rating errors, reliability of assessment, providing candidate feedback comments and specific assessor duties. Ideally, a representative of the department can

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be present to answer any specific questions that may arise. This training will also allow ample time for assessor questions and for practice with mock candidates. This training session will end with a mock assessment center that involves the role-players.

Assessment Administration

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

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

Traditional Model of Assessment Administration

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

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

While this system allows for many advantages (i.e., fewer assessors required, less staffing burden on the agency, greater standardization of rating panels, etc.), the one major concern is that this system allows for a potential breach of security should a candidate from day one inform other candidates in subsequent days of the content of the assessment. Certainly, this concern can be preempted by requiring candidate confidentiality agreements, but these are not a perfect protection. Therefore, we seek to inform agencies of the strengths and weakness of various models and select the system that best meets the needs and concerns of the agency. An alternate option is the use of a sequestered assessment model.

Sequestered Assessment Administration Model(s)

In a sequestered assessment, all candidates compete in a given exercise in a single day. A sequestering approach may utilize an a.m. arrival group and a p.m. arrival group. All candidates are sequestered in the process for 4-6 hours to ensure there are no security leaks. There are

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numerous variations on this approach. In the most typical version of this approach, all candidates are processed through all exercises in a single day. This approach becomes challenging with a large number of candidates but is entirely workable. For example, if there are 48 candidates scheduled for an assessment and two live exercises (with a third written exercise), a city would require six (6) rating panels to run the assessment and a large number of rooms. All exercises could be administered in a single day and the two live exercises could be evaluated on the first day. The written exercise could then be evaluated on a second day. If a third live exercise was introduced instead of a written exercise, nine (9) rating panels would be required in this example, assuming that 16 candidates could be processed by a panel in a single day.

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

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

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

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

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

IOS will produce all exercise materials needed for the administration of the assessment center and will develop an administration schedule that allows for the efficient processing of all eligible

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candidates through the assessment center in the most secure manner possible. IOS will work with the department to ensure that the administration schedule is effective based on personnel staffing and manpower concerns and any specific concerns that the department may have about test security.

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

Candidate Feedback

IOS will be responsible for providing candidates with a written feedback report. This report will provide information about the candidates' performance on each assessment center exercise, each dimension and on the assessment overall. The report will also highlight assessor observations. Finally, the report will provide information about candidate strengths and developmental needs.

During the assessment center, assessors will be required to document the candidates' primary strengths and developmental needs for each assessment exercise. During assessor training, assessors will be instructed as to what information to include as feedback. Assessors will also be encouraged to highlight points for each assessment exercise that increased the candidates' performance for that scenario or decreased the candidates' performance. All comments will be screened to ensure that assessors are identifying behaviors that will be understandable to the candidate. This screening will also ensure that there are no inappropriate comments included in the candidates' feedback reports. Candidates will also be offered normative information so that they can compare their performance with that of the rest of their peer group. This information will assist the candidates in understanding the scale and how other candidates performed as a group.

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5. Project References



Client	**Augusta, GA**		
Contact	Chris James Fire Chief	Address/Phone/E-mail	3117 Deans Bridge Road Augusta, GA 30906 cjames@augustaga.gov 706.821.2909
Contract Title	Development and administration of Fire Sergeant, Lieutenant and Captain Processes		
Contract Period	December 2015 – April 2016		
Description: • Developed and administered written exams for Fire Sergeant, Lieutenant and Captain • Developed and administered assessment centers for all ranks			
Contract Title	Development and administration of Fire Sergeant, Lieutenant, Captain and Battalion Chief Promotional Processes		
Contract Period	September 2014 – November 2014		
Description: • Developed and administered written exams for Fire Sergeant, Lieutenant, Captain and Battalion Chief • Developed and administered assessment centers for all ranks			
Contract Title	Development and administration of Fire Sergeant and Lieutenant Promotional Processes		
Contract Period	October 2013 – March 2014		
Description: • Developed and administered written exam for Fire Sergeant and Lieutenant • Developed and administered assessment centers for both ranks			
Contract Title	Development and administration of Fire Sergeant, Lieutenant, Captain and Battalion Chief Promotional Processes		
Contract Period	October 2007 – September 2008		
Description: • Conducted job analysis for the ranks of Fire Sergeant, Lieutenant, Captain and Battalion Chief • Developed and administered written exams for all ranks • Developed and administered assessment centers for all ranks			

Client	**Miami Beach, FL**		
Contact	Roman Suarez HR Specialist	Address/Phone/E-mail	1700 Convention Center Drive Miami Beach, FL 33139 RomanSuarez@miamibeachfl.gov 305.673.7000 x6395
Contract Title	Development and administration of Ocean Rescue Lifeguard II and Lieutenant Promotional Processes		
Contract Period	August 2016 – November 2016		
Description: • Developed written exam for both ranks			

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• Developed and administered structured oral interview for both ranks	
Contract Title	Development and administration of Fire Lieutenant and Captain Promotional Processes
Contract Period	November 2014 – April 2015
Description: • Conducted job analysis for the ranks of Lieutenant and Captain • Developed written exam for both exams • Developed and administered oral assessment for both ranks	
Contract Title	Development and administration of Ocean Rescue Lifeguard II and Lieutenant Promotional Processes
Contract Period	October 2013 – May 2014
Description: • Conducted job analysis for the ranks of Lifeguard II and Lieutenant • Developed written exam for both ranks • Developed and administered structured oral interview for both ranks	

Client	**City of Virginia Beach**		
Contact	Monika Kopin Human Resources Analyst	Address/Phone/E-mail	2424 Courthouse Drive Virginia Beach, VA 23456 mkopin@vbgov.com 757-385-1361
Contract Title	Development and administration of Fire Captain Promotional Process		
Contract Period	January 2017 – Present		
Description: • Development of written exam for Fire Captain • Development and administration of an assessment center			
Contract Title	Development and administration of Fire Captain and a Fire Battalion Chief Promotional Processes		
Contract Period	March 2016 – December 2016		
Description: • Developed written exam for Fire Captain • Developed and administered an assessment center for both ranks			
Contract Title	Development and administration of Fire Captain and a Fire Battalion Chief Promotional Processes		
Contract Period	February 2015 – January 2016		
Description: • Developed written exam for Fire Captain • Developed and administered an assessment center for both ranks			
Contract Title	Development and administration of Fire Captain and a Fire Battalion Chief Promotional Processes		
Contract Period	January 2014 – August 2014		
Description: • Developed written exam for Fire Captain • Developed and administered an assessment center			

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Contract Title	Development and administration of Fire Captain and a Fire Battalion Chief Promotional Processes
Contract Period	August 2013 – December 2013
Description: • Developed written exam for Fire Captain • Developed and administered assessment centers for both ranks	
Contract Title	Development and administration of Fire Captain and a Fire Battalion Chief Promotional Processes
Contract Period	August 2012 – February 2013
Description: • 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	

Client	**Cobb County, GA**		
Contact	Shirene Douglas, PHR, SHRM-CP Human Resources Manager	Address/Phone/E-mail	100 Cherokee Street Marietta, GA 30090 shirene.douglas@cobbcounty.org 770.528.2538
Contact	Randy Crider Fire Chief	Address/Phone/E-mail	1595 County Services Parkway Marietta, GA 30008 Randal.Crider@cobbcounty.org 770.528.8301
Contract Title	Development and administration of Fire Engineer and Fire Lieutenant Promotional Processes		
Contract Period	January 2017 – Present		
Description: • Conduct job analysis for the Fire Engineer and Lieutenant ranks • Development and administration of a written examination for both ranks • Development and administration an assessment center for both ranks			
Contract Title	Development and administration of Fire Battalion Chief and Fire Deputy Chief Promotional Processes		
Contract Period	February 2016 – May 2016		
Description: • Developed and administered an assessment center for Fire Battalion Chief and Deputy Chief ranks			

Client	**Forsyth County, GA**		
Contact	Jason Shivers Division Chief	Address/Phone/E-mail	3520 Settingdown Road Cumming, GA 30028 RJShivers@forsythco.com 678.513.5898
Contract Title	Development and administration of Fire Apparatus Operator Promotional Process		
Contract Period	January 2017 - Present		
Description: • Development written exam for Fire Apparatus Operator rank			

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• Development and administration of a practical assessment for Fire Apparatus Operator and an assessment center for Fire Lieutenant	
Contract Title	Development and administration of Fire Apparatus Operator and Fire Lieutenant Promotional Processes
Contract Period	December 2015 – July 2016
Description: • Developed written exam for Fire Apparatus Operator and Lieutenant ranks • Developed and administered a practical assessment for Fire Apparatus Operator and an assessment center for Fire Lieutenant	
Contract Title	Development and administration of Fire Apparatus Operator, Fire Lieutenant and Fire Battalion Chief Promotional Processes
Contract Period	July 2015 – November 2015
Description: • Conducted job analysis for the rank of Fire Apparatus Operator • Developed written exam for Fire Apparatus Operator, Lieutenant and Battalion Chief ranks • Developed and administered assessment centers for Lieutenant and Battalion Chief ranks	
Contract Title	Development and administration of a Fire Battalion Chief Promotional Process
Contract Period	June 2013 – October 2013
Description: • Conducted job analysis for the rank of Battalion Chief rank • Developed and administered written exam for Battalion Chief rank • Developed and administered assessment centers for Battalion Chief rank	

Additional Law Enforcement and Fire Service Promotional Selection Processes

Client	**City of Chicago**		
Contact	Jill May, M.S. Testing Specialist	Address/Phone/ E-mail	121 N. LaSalle, 1102 Chicago, IL 60602 312-744-9062 Jill.May@cityofchicago.org
Contract Title	EMS Promotional examinations for Ambulance Commander and Paramedic Field Chief		
Contract Period	February 2016 – Present		
Description: • 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: • 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: • Developed and validated a written job-knowledge examination for each position • Developed and validated a structured oral interview process for each position			
Contract Title	EMS Promotional examinations for Ambulance Commander and Paramedic Field Chief		
Contract Period	January 2006 – December 2006		
Description:			

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• 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
Contract Period	Fire: 2006, 2012, 2013, 2014

Client	**San Diego Police Department**		
Contact	Douglas Edwards Personnel Deputy Director	Address/Phone/E-mail	1200 Third Ave - Suite 300 San Diego, CA 92101 619-236-7241 DEdwards@SanDiego.Gov
Contract Title	Development of Sergeant, Lieutenant, Detective and POIII Exams and Structured Oral Assessments		
Contract Period	January 2016 – June 2016		
Description: • 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: • 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: • 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: • Developed written exams for sergeant and lieutenant • Delivered a candidate orientation presentation • Developed sergeant and lieutenant structured oral assessments • Trained 24 assessors and administered assessment centers for 116 sergeant and 45 lieutenant candidates			
Contract Title	Development of Sergeant and Lieutenant Exams and Assessment Centers		
Contract Period	April 2007 – Present		
Description: • 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.***			

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No post-test litigation or complaints filed.

Client	**Atlanta Police Department, GA**		
Contact	George N. Turner, Chief	Address/Phone/E-mail	226 Peachtree SW Atlanta, GA 30303 404-546-6900
Contract Title	Police Promotional Written Exams and Oral Assessments (2 cycles)		
Contract Period	2009, 2011-2012, 2013-2014, 2016		
Description: • Conducted job analyses in 2009 and 2016, with reviews/updates in 2011 and 2013 • 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	**City of Omaha, NE**		
Contact	Rebecca Nunley, PHR, MS Employment Manager	Address/Phone/E-mail	1819 Farnam Street, Suite 506 Omaha, Nebraska 68183 402-444-5326 rebecca.nunley@cityofomaha.org
Contract Title	Police and Fire Promotional Processes		
Contract Period	September 2011 - Present		
Description: • Conducted job analysis for 13 ranks: entry-level police officer, sergeant, lieutenant, captain, deputy chief, chief, entry-level firefighter, fire apparatus engineer, captain, battalion chief, assistant fire chief, assistant fire marshal and paramedic shift supervisor • Developed written examinations and/or assessment centers for 12 police processes and 18 fire processes • Created and validated Physical Ability Test for police officer candidates			
No post-test litigation or complaints filed.			

Client	**Austin, TX**		
Contact (1)	Barry Cook (Police and Fire) Civil Service Administrator	Address/Phone/ E-mail	Civil Service Office/HR Dept. 505 Barton Springs Road – Ste 600 Austin, TX 78704 512-974-3312 Barry.Cook@ci.austin.tx.us
Contact (2)	Brian Tanzola (Fire) Division Chief	Address/Phone/ E-mail	Office of Professional Standards Austin Fire Department 4201 Ed Bluestein Blvd Austin, TX 78721 (512) 974-0148 Brian.Tanzola@ci.austin.tx.us
Contract Title	Development of Police Sergeant, Lieutenant, and Commander Written Exams and Development and Administration of Police Lieutenant and Commander Assessment Centers		
Contract Period	October 2015 - present		
Contract Title	Development of Fire Specialist, Lieutenant, Captain, and Battalion Chief Written Exams		
Contract Period	January 2015 – October 2015		
Contract Title	Development of Fire Battalion Chief Written Exam and Development and Administration of Fire Battalion Chief Assessment Center		
Contract Period	June 2010 – October 2010		

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Contract Title	Development of Fire Specialist, Lieutenant and Captain Written Exams
Contract Period	January 2010 – May 2010
Contract Title	Development of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center
Contract Period	March 2008 – July 2008
Contract Title	Development of Police Sergeant Written Exam
Contract Period	May 2008 – August 2008
Contract Title	Development of Police Corporal Written Exam
Contract Period	February 2007 – July 2007
Contract Title	Development of Police Detective Written Exam
Contract Period	February 2007 – June 2007
Contract Title	Development of Police Commander Written Exam and Development and Administration of Police Commander Assessment Center
Contract Period	February 2006 – August 2006
Contract Title	Development of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center
Contract Period	February 2006 – August 2006
Contract Title	Development of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center
Contract Period	August 2006 – February 2007
Contract Title	Development of Police Sergeant Assessment Center
Contract Period	April 2005 – June 2005
Contract Title	Development of Police Corporal Written Exam
Contract Period	October 2005 – March 2006
Contract Title	Development of Police Detective Written Exam
Contract Period	October 2005 – February 2006
Contract Title	Development and Administration of Police Commander Assessment Center
Contract Period	November 2004 – January 2005
Contract Title	Development and Administration of Police Lieutenant Assessment Center
Contract Period	November 2004 – January 2005
Contract Title	Development of Fire Battalion Chief Written Exam
Contract Period	June 2008 – August 2008
Contract Title	Development of Fire Captain Written Exam
Contract Period	February 2008 – August 2008
Contract Title	Development of Fire Lieutenant Written Exam
Contract Period	May 2008 – September 2008
Contract Title	Development of Fire Specialist Written Exam
Contract Period	February 2008 – August 2008
Contract Title	Development of Fire Battalion Chief Written Exam
Contract Period	February 2006 – August 2006
Contract Title	Development of Fire Captain Written Exam
Contract Period	February 2006 – August 2006

Client	**Cook County (Chicago), IL**		
Contact	John Koch, Merit Board	Address/Phone/E-mail	69 W. Washington Suite 1100 Chicago IL 60602 312-603-0164
Contract Title	Development of Police Sergeant and Lieutenant Exams and Corrections Sergeant, Lieutenant and Captain Exams		
Contract Period	Reawarded contract for 2013 - ongoing		
Contract Title	Development of Police Sergeant and Lieutenant Exams and Corrections Sergeant, Lieutenant and Captain Exams		

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Contract Period	2010
Contract Title	Development of Police Lieutenant Written Exam
Contract Period	July 2007 – October 2007
Contract Title	Development of Police Sergeant Written Exam
Contract Period	June 2007 – October 2007
Contract Title	Development of Corrections Captain Written Exam
Contract Period	September 2007 – November 2007
Contract Title	Development of Corrections Lieutenant Written Exam
Contract Period	September 2007 – November 2007
Contract Title	Development of Corrections Sergeant Written Exam
Contract Period	September 2007 – November 2007
Contract Title	Development of Court Services Lieutenant Written Exam
Contract Period	August 2007 – October 2007
Contract Title	Development of Court Services Sergeant Written Exam
Contract Period	August 2007 – October 2007

Client	**Buffalo, NY**		
Contact	Carolyn Lenczyk Acting Administration Director	Address/Phone/E-mail	Buffalo Human Resources 65 Niagara Square City Hall Room 1001 Buffalo, NY 14202 716-851-9613 CS02@ch.ci.buffalo.ny.us
Contract Title	Development of Police Detective Written Exam and Development and Administration of Police Detective Assessment Center		
Contract Period	December 2011 – August 2012		
Contract Title	Development of Police Inspector Written Exam and Development and Administration of Police Inspector Assessment Center		
Contract Period	December 2011 - August 2012		
Contract Title	Development of Police Detective-Sergeant Written Exam and Development and Administration of Police Detective-Sergeant Assessment Center		
Contract Period	December 2011 - August 2012		
Contract Title	Development of Police Captain Written Exam and Development and Administration of Police Captain Assessment Center		
Contract Period	December 2011 - August 2012		
Contract Title	Development of Police Captain Written Exam and Development and Administration of Police Captain Assessment Center		
Contract Period	September 2007 – September 2008		
Contract Title	Development of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Structured Oral Assessment		
Contract Period	September 2007 – September 2008		
Contract Title	Development of Police Inspector Written Exam and Development and Administration of Police Inspector Assessment Center		
Contract Period	September 2007 – September 2008		
Contract Title	Development of Police Detective Sergeant Written Exam and Development and Administration of Police Detective Sergeant Structured Oral Assessment		
Contract Period	September 2007 – September 2008		
Contract Title	Development of Police Detective Written Exam and Development and Administration of Police Detective Structured Oral Assessment		
Contract Period	September 2007 – September 2008		

Client	**Massachusetts State Police Department**		
Contact	Maribel Fournier	Address/Phone/E-mail	470 Worcester Road

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	Division of Administrative Services		Framingham, MA 01702 508-820-2366 Maribel.Fournier@state.ma.us
Contract Title	Development of Police Lieutenant Written Exam and Structured Oral Interview		
Contract Period	December 2014 - Present		
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	Destiny Xiong HR Generalist	Address/Phone/E-mail	350 S. 5th Street, Room 100 Minneapolis, MN 55415 (612) 673-2792 destiny.xiong@minneapolismn.gov
Contract Title	Development and Administration of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center		
Contract Period	January 2016 – June 2016		
Contract Title	Development and Administration of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	March 2015 – August 2015		
Contract Title	Development and Administration of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center		
Contract Period	January 2014 – June 2014		
Contract Title	Development and Administration of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	January 2013 – November 2013		
Contract Title	Development and Administration of Police Sergeant Written Exam and Development and Administration of Police Sergeant Assessment Center		
Contract Period	January 2011 – June 2011 (Reawarded for 2012-13)		
Contract Title	Development and Administration of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	June 2010 – December 2010		

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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	**Gwinnett County, GA**		
Contact	Erica Queen	Address/Phone/E-mail	Human Resources 75 Langley Drive Lawrenceville, GA 30045 770-822-7949 Erica.Queen@gwinnettcounty.com
Contract Title	Police, Sheriff, Corrections and Fire Promotional Exams and Assessment Centers		
Contract Period	June 2002 – present		

Description:

- 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:
    - Police Corporal: 9 cycles
    - Police Sergeant: 10 cycles
    - Police Lieutenant: 9 cycle
    - Sheriff Corporal: 12 cycle
    - Sheriff Sergeant: 14 cycles
    - Sheriff Lieutenant: 13 cycles
    - Corrections Corporal: 5 cycles
    - Corrections Sergeant: 8 cycles
    - Corrections Lieutenant: 6 cycles
    - Fire Engineer: 9 cycles
    - Fire Lieutenant 9 cycles
    - Fire Captain: 4 cycles
- Helped develop and maintain the candidate appeal and review process associated with protective service examinations

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

Client	**Cobb County Police Department, GA**		
Contact	Mike Williams	Address/Phone/E-mail	Human Resources Department 100 Cherokee St. Marietta, GA 30090-9679 770-528-1194 Mike.Williams@cobbcounty.org
Contract Title	Sergeant and Lieutenant Promotional Processes		
Contract Period	2012-2015		

Description:

- Developed and administered job knowledge written exams for sergeant and lieutenant
- Conducted candidate orientations

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• Developed and administered assessment centers for sergeant and lieutenant • Trained assessors • Developed candidate feedback reports
No post-test litigation or complaints filed.

Client	**City of Tulsa, OK**		
Contact	Marty Drobinko Testing Coordinator	Address/Phone/E-mail	200 Civic Center, Room 105, Tulsa, OK 74103 918-596-7433
Contract Title	Police Sergeant, Corporal, Captain and Major		
Contract Period	2011- ongoing		
Description: • Developed and administered written exam and assessment center for Police Sergeant • Developed and administered written exam and assessment center for Police Corporal • Developed and administered written exam and assessment center for Police Captain • Developed and administered written exam and assessment center for Police Lieutenant			

Client	**Bridgeport, CT Police Department**		
Contact	Lisa Kollman Civil Service Examiner	Address/Phone/E-mail	45 Lyon Terrace Bridgeport, CT 06604 Lisa.kollman@bridgeportct.gov 203-576-7109
Contract Title	Development and Administration of Police Captain Assessment Center		
Contract Period	September 2015 – November 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 Detective Written Exam and Development and Administration of Police Detective Assessment Center		
Contract Period	December 2014 – April 2015		
Contract Title	Development of Police Lieutenant Written Exam and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	March 2013 – December 2013		

Client	**Savannah, GA**		
Contact	Joy Wilkinson Interim Human Resources Director	Address/Phone/E-mail	City of Savannah 132 E Broughton St Savannah, GA 31401 912-651-6925
Contact	Maurice Lee, Sr. Human Resources Technician	Address/Phone/E-mail	Employment Services 132 E Broughton St 5th Floor Savannah, GA 31401 912-525-3100 ext. 1245
Contract Title	Development and Administration of Police Lieutenant and Captain Assessment Centers		
Contact Period	September 2014 – December 2014		
Contract Title	Development and Administration of Police Sergeant Assessment Center		
Contact Period	February 2013 - April 2013		

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Contract Title	Development and Administration of Police Lieutenant Assessment Center
Contact Period	April 2012 – September 2011
Contract Title	Development and Administration of Police Sergeant and Captain Assessment Centers
Contact Period	September 2011 – November 2011
Contract Title	Development and Administration of Police Captain Assessment Center
Contact Period	May 2010 – October 2010
Contract Title	Development and Administration of Police Sergeant and Lieutenant Assessment Centers
Contact Period	July 2010 – October 2010

Client	**Los Alamos, NM**		
Contact	Denise Cassel Employee Services Manager	Address/Phone/ E-mail	Los Alamos County Human Resources 2451 Central Ste. B Los Alamos, NM 87544 505-662-8047 denise.cassel@lacnm.us
Contract Title	Development and Administration of Fire Captain Written Exam, Oral Interview and Assessment Center		
Contract Period	September 2014 – January 2015		
Contract Title	Development of Fire Driver Engineer Written Exam, Development of Fire Driver Engineer Structured Oral Interview. and Development and Administration of Fire Driver Engineer Assessment Center		
Contract Period	August 2014 – January 2015		
Contract Title	Development and Administration of Fire Battalion Chief Written Exam, Oral Interview and Assessment Center		
Contract Period	August 2013 – January 2014		
Contract Title	Development and Administration of Fire Captain Written Exam, Oral Interview and Assessment Center		
Contract Period	June 2013 – January 2014		
Contract Title	Deputy Chief Assessment Process		
Contract Period	January 2012 – April 2012		
Contract Title	Development of Written Exam and Structured Oral Interview for Deputy Chief		
Contract Period	December 2011 – January 2012		
Contract Title	Development and Administration of Police Captain Assessment Center		
Contract Period	September 2010 – October 2010		
Contract Title	Development of Police Lieutenant Structured Oral Interview and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	September 2010 – October 2010		
Contract Title	Development of Police Sergeant Written Exam, Development of Police Sergeant Structured Oral Interview, and Development and Administration of Police Sergeant Oral Assessment		
Contract Period	July 2010 – October 2010		
Contract Title	Development of Police Captain Structured Oral Interview and Development and Administration of Police Captain Assessment Center		
Contract Period	September 2007 – December 2007		
Contract Title	Development of Police Lieutenant Structured Oral Interview and Development and Administration of Police Lieutenant Assessment Center		
Contract Period	September 2007 – December 2007		
Contract Title	Development of Police Sergeant Written Exam, Development of Police Sergeant Structured Oral Interview, and Development and Administration of Police Sergeant Assessment Center		
Contract Period	September 2007 – December 2007		
Contract Title	Development and Administration of Fire Chief Assessment Center		
Contract Period	July 2011 – August 2011		
Contract Title	Development of Fire Battalion Chief Structured Oral Interview and Development and Administration of Fire Battalion Chief Assessment Center		

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Contract Period	October 2011 – December 2011
Contract Title	Development of Fire Company Officer Written Exam, Development of Fire Company Officer Structured Oral Interview, and Development and Administration of Fire Company Officer Assessment Center
Contract Period	May 2011 – August 2011
Contract Title	Development and Administration of Fire Deputy Chief Assessment Center and Development of Fire Deputy Chief Structured Oral Interview
Contract Period	January 2010 – March 2010
Contract Title	Development of Fire Battalion Chief Structured Oral Interview and Development and Administration of Fire Battalion Chief Assessment Center
Contract Period	January 2010 – March 2010
Contract Title	Development of Fire Captain Written Exam, Development of Fire Captain Structured Oral Interview. and Development and Administration of Fire Captain Assessment Center
Contract Period	April 2010 – August 2010
Contract Title	Development of Fire Driver Engineer Written Exam, Development of Fire Driver Engineer Structured Oral Interview. and Development and Administration of Fire Driver Engineer Assessment Center
Contract Period	October 2010 – January 2011
Contract Title	Development and Administration of Fire Assistant Chief Assessment Center
Contract Period	September 2009 – February 2010
Contract Title	Development and Administration of Fire Deputy Chief Assessment Center
Contract Period	September 2009 – February 2010
Contract Title	Development of Fire Company Officer Written Exam, Development of Fire Company Officer Structured Oral Interview, and Development and Administration of Fire Company Officer Assessment Center
Contract Period	January 2009 – April 2009
Contract Title	Development of Fire Driver Engineer Written Exam, Development of Fire Driver Engineer Structured Oral Interview. and Development and Administration of Fire Driver Engineer Assessment Center
Contract Period	March 2009 – June 2009
Contract Title	Development of Fire Assistant Chief Structured Oral Interview and Development and Administration of Fire Assistant Chief Assessment Center
Contract Period	September 2008 – November 2008
Contract Title	Development of Fire Battalion Chief Structured Oral Interview and Development and Administration of Fire Battalion Chief Assessment Center
Contract Period	September 2008 – November 2008
Contract Title	Development of Fire Driver Engineer Written Exam and Development and Administration of Fire Driver Engineer Assessment Center
Contract Period	August 2007 – December 2007

Law Enforcement and Fire Service Entry-Level Selection Processes

Client	**City of Chicago**		
Contact	Stefanie Pugliese, M.S. Testing Specialist	Address/Phone/ E-mail	121 N. LaSalle, 1102 Chicago, IL 60602 312-744-1240 Stefanie.pugliese@cityofchicago.org
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		

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Contract Title	Entry-level Firefighter Exam
Contract Period	January 2006 – December 2006 (Military make-up examination sessions in 2009 and 2010), December 2014

Description:

- 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 Pittsburgh**		
Contact	Daniel Regan, J.D. City Solicitor	Address/Phone/E-mail	414 Grant Street Pittsburgh, PA 15219 412-256-2010 daniel.regan@pittsburghpa.gov
Contract Title	Entry-level firefighter exam		
Contract Period	October 2011 – July 2012		

Description:

- 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 Indianapolis**		
Contact	Bruce Henry, M.A. Director of Human Resources	Address/Phone/E-mail	200 E. Washington Indianapolis, IN 46204 317-327-2596 Bruce.Henry@indy.gov
Contract Title	Entry-level firefighter exam process		
Contract Period	June 2011 – June 2012		

Description:

- 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	**Bridgeport, CT Police and Fire Departments**		
Contact	Lisa Kollman Civil Service Examiner	Address/Phone/E-mail	45 Lyon Terrace Bridgeport, CT 06604 Lisa.kollman@bridgeportct.gov 203-576-7109
Contract Title	Development, validation and administration of entry-level written examinations for both the Police Officer and Firefighter positions.		
Contract Period	2010 – Present		

Description:

- 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.

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- Delivered a candidate orientation presentation

Client	**Florida Department of Law Enforcement (FDLE)**		
Contact	Dr. Roy Gunnarson Testing Director	Address/Phone/E-mail	2331 Phillips Rd., Tallahassee, FL 32308, (850) 410-8654.
Contract Title	Statutory Statewide Academy Entrance Examination Program		
Contract Period	June 2001 - present		

Description:
Developed and validated a statewide law enforcement and corrections officer certification program for entrance into state-approved academies.

- **All candidates entering an academy must pass the examination before they can be hired by a department in Florida. This statewide program is overseen and maintained by IOS and the FDLE.**

Client	**New Jersey Department of Personnel (NJ DOP)**		
Contact	Mr. Daniel Hill Director of Selection Services	Address/Phone/E-mail	NJ Personnel Dept. 44 South Clinton Ave. Trenton, NJ 08625 609-984-9319
Contract Title	Entry-level Civil Service Law Enforcement Officer Written Exams Promotional Civil Service Correctional Officer Exams and Assessments		
Contract Period	January 2004 – present		

Description:

- 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.
- Currently developing new versions of the exam for another test cycle.
- Currently developing new exam forms and conducting on-going validation research.
- Currently conducting a Statewide job analysis of Correctional officer positions

Contract renewed in 2012 for new statewide exam development

Client	**City of Virginia Beach**		
Contact	Monika Kopin Human Resources Analyst	Address/Phone/E-mail	2424 Courthouse Drive Virginia Beach, VA 23456 mkopin@vbgov.com
Contract Title	Validation and implementation of Firefighter entrance examination		
Contract Period	2010-2011		

Description:

- Validated and administered the firefighter entrance examination
- Administered exam to over 900 candidates – no litigation ensued

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Public Safety Organizational Studies

Client	**Florida Department of Law Enforcement**		
Contact	Dr. Roy Gunnarson Testing Director	Address/Phone/E-mail	2331 Phillips Rd., Tallahassee, FL 32308, (850) 410-8654
Contract Title	Statewide Comparative Analysis of Standards and Training		
Contract Period	May 1997 – December 1997		

Description:

- Conducted a comparative analysis of training for law enforcement, corrections and correctional probation officers and performed a statewide evaluation along with a comparison of programs and standards in 14 other states.
- Results have been used to help develop new statewide criminal justice entry-level employment and training standards, career development programs, and to meet the requirements of the new Florida performance based funding program (Senate Bill 1688) that took effect on July 1, 1998.

Client	**Vermont Department of Public Safety**		
Contact	Francis Aumand	Address/Phone/E-mail	802-241-5488 paumand@dps.state.vt.us
Contract Title	Statewide Law Enforcement Officer Retention Study		
Contract Period	2006		

Description:

- Surveyed Vermont police departments, agency administrators and officers that recently left law enforcement to identify predictors of officer turnover

Client	**Ohio Law Enforcement Foundation**		
Contact	Ted Darrow Project Manager	Address/Phone/E-mail	6277 Riverside Drive Dublin, OH 43017-5067 614-761-0330
Contract Title	Statewide Law Enforcement Training Needs Analysis		
Contract Period	2007		

Description:

- Identified 24 law enforcement positions/job titles statewide
- Identified knowledge bases, skills and abilities for each position
- Outlined training needs and recommended training modules for each position

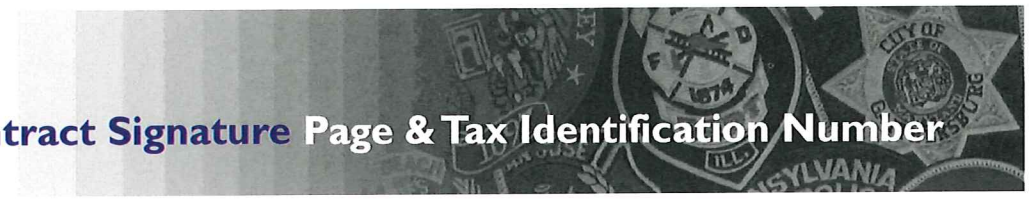
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6. Business Requirements

- Insurance Checklist and Sample ACORD Form
    - Should IOS be awarded this project, we will provide an updated ACORD form noting that the City of Columbus is additionally insured.
- Completed e-Verify/GSICA Affidavit
- Completed W-9
- Copy of IOS Business License

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7. Contract Signature Page & Tax Identification Number

- Contract Signature Page

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8. Investment



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

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Columbus, GA Fire Promotional Processes

Fire Sergeant (Estimated 100 candidates)

Project Step	*Consultant Hrs.*	*Consulting Assoc. Hrs.*	*Tech. Wrtr. Hrs*	*Admin. Hrs.*	*Cost*
Job Analysis	***15***	***14***	***0***	***6***	**$4,035**
Incumbent interviews/observations.	8	8			
Job analysis questionnaire development and admin.	3	4		4	
Analysis and technical reporting.	4	2		2	
Written Job Knowledge Examination	***14***	***11***	***51***	***0***	**$6,985**
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	8	45		
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	4				
Administer exam on-site.	3				
Score exam.	1	3			
Assist in designing/coordinating appeals process and respond to candidate appeals.	2		6		
Practical Assessment Development	***38***	***27***	***0***	***4***	**$9,195**
Design a job-related pump operation simulation and driving test based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	28	8			
Review exercises 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 8 assessors to create 2 panels)		10			
Compile assessment scores and conduct quality controls.	3	5			
Develop candidate feedback reports.		4		4	
Candidate Orientation Presentation	***3***	***0***	***0***	***0***	**$555**
Prepare and deliver a candidate preparation/orientation presentation.	3				
Project Expenses					**$5,025**
Consultant travel-related costs		$4,500			
Administrative costs (shipping, freight, printing)		$525			
TOTAL PROJECT INVESTMENT					$25,795

Project Notes

Client will be responsible for providing a suitable site at which to conduct exams and assessments.

Client will be responsible for the administration of the practical assessment.

Client will be responsible for all assessor related costs.

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Fire Lieutenant (Estimated 30 candidates)

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Job Analysis	***15***	***14***	***0***	***6***	**$4,035**
Incumbent interviews/observations.	8	8			
Job analysis questionnaire development and admin.	3	4		4	
Analysis and technical reporting.	4	2		2	
Written Job Knowledge Examination	***14***	***11***	***48***	***0***	**$6,775**
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	8	45		
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	4				
Administer exam on-site.	3				
Score exam.	1	3			
Assist in designing/coordinating appeals process and respond to candidate appeals.	2		3		
Assessment Center Development	***65***	***48***	***0***	***3***	**$15,730**
Design three assessment center exercises based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	36	12			
Review exercises with SMEs to refine exercise details and ensure accuracy of criteria.	4				
Develop efficient assessment schedule and coordinate needs for assessment site.	4				
Recruit assessors and coordinate travel logistics (estimated 10 assessors to create 3 panels)		10			
Administer the assessment center (estimated 20 candidates: 2 days, 2 staff)	16	16			
Compile assessment scores and conduct quality controls.	5	7			
Develop candidate feedback reports.		3		3	
Candidate Orientation Presentation	***3***	***0***	***0***	***0***	**$555**
Prepare and deliver a candidate preparation/orientation presentation.	3				
Project Expenses					**$5,725**
Consultant travel-related costs		$5,200			
Administrative costs (shipping, freight, printing)		$525			
TOTAL PROJECT INVESTMENT					**$32,820**

Project Notes

Client will be responsible for providing a suitable site at which to conduct exams and assessments.

Client will be responsible for all actor and assessor related costs.

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Fire Captain (Estimated 25 candidates)

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Job Analysis	***15***	***14***	***0***	***6***	**$4,035**
Incumbent interviews/observations.	8	8			
Job analysis questionnaire development and admin.	3	4		4	
Analysis and technical reporting.	4	2		2	
Written Job Knowledge Examination	***14***	***11***	***48***	***0***	**$6,775**
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	8	45		
Review questions with SMEs to assess job-relatedness and difficulty. Identify final 100 questions and establish appropriate cut-off score.	4				
Administer exam on-site.	3				
Score exam.	1	3			
Assist in designing/coordinating appeals process and respond to candidate appeals.	2		3		
Assessment Center Development	***65***	***48***	***0***	***3***	**$15,730**
Design three assessment center exercises based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	36	12			
Review exercises with SMEs to refine exercise details and ensure accuracy of criteria.	4				
Develop efficient assessment schedule and coordinate needs for assessment site.	4				
Recruit assessors and coordinate travel logistics (estimated 10 assessors to create 3 panels)		10			
Administer the assessment center (estimated 15 candidates: 2 days, 2 staff)	16	16			
Compile assessment scores and conduct quality controls.	5	7			
Develop candidate feedback reports.		3		3	
Candidate Orientation Presentation	***3***	***0***	***0***	***0***	**$555**
Prepare and deliver a candidate preparation/orientation presentation.	3				
Project Expenses					**$5,725**
Consultant travel-related costs		$5,200			
Administrative costs (shipping, freight, printing)		$525			
TOTAL PROJECT INVESTMENT					**$32,820**

Project Notes

Client will be responsible for providing a suitable site at which to conduct exams and assessments.

Client will be responsible for all actor and assessor related costs.

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Fire Battalion Chief (Estimated 15 candidates)

Project Step	Consultant Hrs.	Consulting Assoc. Hrs.	Tech. Wrtr. Hrs	Admin. Hrs.	Cost
Job Analysis	***15***	***14***	***0***	***6***	**$4,035**
Incumbent interviews/observations.	8	8			
Job analysis questionnaire development and admin.	3	4		4	
Analysis and technical reporting.	4	2		2	
Assessment Center Development	***65***	***48***	***0***	***3***	**$15,730**
Design three assessment center exercises based on input from SMEs, including candidate preparation materials, scripts, and rating criteria/guidelines.	36	12			
Review exercises with SMEs to refine exercise details and ensure accuracy of criteria.	4				
Develop efficient assessment schedule and coordinate needs for assessment site.	4				
Recruit assessors and coordinate travel logistics (estimated 10 assessors to create 3 panels)		10			
Administer the assessment center (estimated 15 candidates: 2 days, 2 staff)	16	16			
Compile assessment scores and conduct quality controls.	5	7			
Develop candidate feedback reports.		3		3	
Candidate Orientation Presentation	***3***	***0***	***0***	***0***	**$555**
Prepare and deliver a candidate preparation/orientation presentation.	3				
Project Expenses					**$4,825**
Consultant travel-related costs		$4,300			
Administrative costs (shipping, freight, printing)		$525			
TOTAL PROJECT INVESTMENT					**$25,145**
Project Notes					
Client will be responsible for providing a suitable site at which to conduct the assessments.					
Client will be responsible for all actor and assessor related costs.					

Schedule of Hourly Rates - IOS 2017

Category	*Rate*
Consultant/Industrial Psychologist	$185/hour
Consulting Associate	$75/hour
Technical Writer	$70/hour
Administrative Assistant	$35/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.

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IOS will provide counsel, deposition and expert testimony services for the purpose of defending the development, validation and administration of selection processes in which we participate. Following are the fees associated with these services:

Service	Fee
Expert counsel, deposition or expert testimony provided by a Ph.D. level Industrial/Organizational Psychologist.	$250/hour
Administrative services related to litigation support.	$25/hour

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Appendix A



Disclosure:

While we have served as experts, we have never been successfully challenged in litigation.

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COLUMBUS CONSOLIDATED GOVERNMENT

ANNUAL CONTRACT RENEWAL MEMORANDUM

TO: Isaiah Hugley, City Manager

FROM: Patti Postorino, Buyer, Purchasing Division

SUBJECT: Annual Contract Renewal

DATE: March 22, 2022

Your signature is required for final approval of the attached renewal letter, which is for the below listed annual contract:

Annual Contract	Resolution	Renewal Period	New Expiration Date
1. Promotional Procedure for Columbus Fire & EMS Dept RFP 17-0011	Res. No. 80-17 March 14, 2017	1 of 1	May 7, 2027

Signatories	Signatures Required (*No initials please*)	Date
Purchasing Manager Signature of Approval		3/22/22
City Manager Signature Required on Letter		3/22/22
Clerk of Council Attest		3/23/22
Purchasing Buyer Signature on Return		03/23/2022

Please contact Patti Postorino, ext 3070, after signing is complete.

C.M. 03-14-17(11)(B)

"ITEM B"

80-17

A RESOLUTION
NO. 80-17

A RESOLUTION AUTHORIZING THE EXECUTION OF AN ANNUAL CONTRACT WITH INDUSTRIAL/ORGANIZATIONAL SOLUTIONS (WESTCHESTER, IL) TO PROVIDE PROMOTIONAL PROCESSES FOR RANKS OF SERGEANT, LIEUTENANT, CAPTAIN AND BATTALION CHIEF FOR COLUMBUS FIRE AND EMERGENCY MEDICAL SERVICES.

WHEREAS, an RFP was administered (RFP No. 17-0011) and two proposals were received; and,

WHEREAS, the proposal submitted by Industrial/Organizational Solutions (Westchester, IL) met all proposal requirements and was evaluated most responsive to the RFP; and,

WHEREAS, the initial term of the contract shall be for five (5) years, with the option to renew for five (5) years. The total contract term, including renewal options, will be ten (10) years. The City will initiate contract renewal. The renewal will be contingent upon the mutual agreement of the City and the Contractor.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES AS FOLLOWS:

That the City Manager is hereby authorized to execute an annual contract with Industrial/Organizational Solutions (Westchester, IL) to provide promotional processes for ranks of Sergeant, Lieutenant, Captain and Battalion Chief for Columbus Fire and Emergency medical Services Funds are budgeted each fiscal year for this ongoing expense: General Fund – Department of Fire and Emergency Medical Services – Fire/EMS Operations – Promotional Exam Board Fees; 0101-410-2100-FOPR-6356.

Introduced at a regular meeting of the Council of Columbus, Georgia, held the 14th day of March 2017 and adopted at said meeting by the affirmative vote of nine members of said Council.

Councilor Allen voting	YES
Councilor Baker voting	YES
Councilor Barnes voting	ABSENT
Councilor Davis voting	YES
Councilor Garrett voting	YES
Councilor Henderson voting	YES
Councilor Huff voting	YES
Councilor Thomas voting	YES
Councilor Turner Pugh voting	YES
Councilor Woodson voting	YES

Tiny B. Washington, Clerk of Council

Teresa Pike Tomlinson, Mayor

COLUMBUS CONSOLIDATED GOVERNMENT

Georgia's First Consolidated Government

FINANCE DEPARTMENT
PURCHASING DIVISION

100 TENTH STREET, P.O. BOX 1340
COLUMBUS, GEORGIA 31902-1340
706.225.4087, FAX 706.225.4086
www.columbusga.org

March 17, 2022

Industrial Organizational Solutions, Inc.
Attn: Mr. Chad C. Legel, President
1520 Kensington Road, Suite 110
Oak Brook, IL 60523

Email: ccl@iosolutions.com
satheesh@iosolutions.com

Re: Promotional Procedure for Columbus, GA Fire & EMS Department (Annual Contract)
RFP No. 17-0011

Per Resolution No. 80-17 (March 14, 2017), Columbus Council of Columbus, Georgia, awarded the referenced contract to your company for five (5) years with the option to renew for five (5) additional 12-month periods. The contract commenced on May 8, 2017 and **the current term expires on May 7, 2022.** Pending approval by the City Manager, the City wishes to exercise its option to renew the contract; however, a written confirmation is required from you. Please indicate below if you agree to renew the contract, for **one, five-year (5 yr) renewal period (05/08/2022 to 05/07/2027)**, under the existing specifications and pricing/cost proposal.

This renewal is contingent upon final approval of the City Manager. You will receive written confirmation of the renewal or non-renewal of the contract. Please complete and email this form to postorino.patti@columbusga.org *no later than Friday, April 1, 2022* and include the following four documents with your email:

1. **IL Good Standing Cert 2022** 2. **E-Verify Affidavit** 3. **Certificate of Insurance 2022**

Sincerely,

Patti Postorino
Buyer

Andrea J. McCorvey
Purchasing Manager

EXECUTION AUTHORIZED
By Resolution No. 80-17
Clerk of Council

VENDOR'S RESPONSE		COLUMBUS CONSOLIDATED GOVERNMENT
X Yes ___ No	***OR *** ___*Yes, contingent upon the acceptance of the attached new terms and conditions.*	Approval of Contract Renewal:
Chad C Legel Signature of Representative	3.18.2022 Date	Isaiah Hugley, City Manager 3/22/22 Date