

(R-88-285)

RESOLUTION NUMBER R- 269087

ADOPTED ON AUG 10 1987

WHEREAS, on March 5, 1987, the Civil Service Commission cancelled the eligible list for Fire Battalion Chief established by examination No. N6071; and

WHEREAS, this action was taken as part of a settlement agreement to resolve a complaint filed with the California State Department of Fair Employment and Housing (DFEH); and

WHEREAS, the complaint, alleging certain problems with the Fire Battalion Chief promotional process, was accepted by the DFEH as a legitimate complaint under state and federal law; and

WHEREAS, based upon the DFEH evaluation of evidence, a settlement between The City of San Diego and the State Department of Fair Employment and Housing was entered into to accomplish the equitable resolution of the DFEH charge in particular and to protect the interests and minimize the liability of the City as a whole; and

WHEREAS, section III of the "Battalion Chief Settlement Agreement" states that:

The City of San Diego Personnel Department will enter into an agreement within ninety (90) days with an outside agency, consultant, or company to develop and administer an examination process for the class of Battalion Chief. In addition to meeting the performance objectives as defined by the Personnel Department, the contracting party

meeting this requirement, but based upon the comprehensive evaluations made, it is recommended that the contract be awarded to Dennis Joiner and Associates since this firm was rated by the Evaluation Committee as excellent in virtually all respects; and

WHEREAS, it is now appropriate to present the matter to Council for approval and authorization to execute the agreement with Dennis Joiner and Associates, as set forth in the Personnel Director's Report for the Council docket of August 10, 1987, and the "Proposal for development and administration of a content valid examination for Fire Battalion Chief," dated June 1987, both documents appended hereto as Attachments "A" and "B" respectively; and

WHEREAS, it is further necessary to authorize the allocation of funds in the amount of \$35,000 for the accomplishment of said tasks assigned; NOW, THEREFORE,

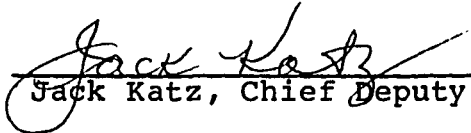
BE IT RESOLVED, by the Council of The City of San Diego, that the Personnel Director be and he is hereby authorized and empowered to execute, for and on behalf of said City, a contract with Dennis Joiner and Associates, with offices based in Sacramento, California, for the validation, development and administration of a Fire Battalion Chief examination, as fully discussed in the Personnel Director's Report appended hereto as Attachment "A" and under the terms and conditions set forth in Attachment "B" appended hereto.

BE IT FURTHER RESOLVED, that the City Auditor and Comptroller be and he is hereby authorized to transfer within the General Fund 100, the sum of \$35,000 from the Unallocated Reserve (605)

to the Allocated Reserve (901) for the sole and exclusive purpose of providing funds to defray the costs incurred in the above authorized agreement between The City of San Diego and Dennis Joiner and Associates, as set forth in Attachment "B" hereto.

APPROVED: John W. Witt, City Attorney

By



Jack Katz, Chief Deputy

JK:smm
08/06/87
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Or.Dept:Pers.
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REPORT ORIGINAL

TO THE HONORABLE MAYOR AND CITY COUNCIL FROM THE PERSONNEL DIRECTOR

ATTENTION: Council Docket of August 10, 1987

SUBJECT: Contract for the Validation, Development and Administration of a Fire Battalion Chief Promotional Examination.

SUMMARY:

Issue - Should the City accept the proposal of Dennis Joiner and Associates to validate, develop and administer a Fire Battalion Chief promotional examination?

Recommendation - Authorize the Personnel Director to execute a contract with Dennis Joiner and Associates to validate, develop and administer a Fire Battalion Chief promotional examination, expending an amount not to exceed \$35,000.00.

Other Recommendations - None.

Fiscal Impact - The proposal accepted specified an amount of \$26,725.00, however, in the event that we require additional work from the proposer, we have requested the \$35,000.00 limit. Expenditures beyond \$26,725 will be based upon actual costs incurred and an established daily rate for the additional work. Funds are budgeted in the Personnel Department for this purpose.

BACKGROUND:

On March 5, 1987, the Civil Service Commission cancelled the eligible list for Fire Battalion Chief established by examination #N6071. This action was taken as part of a settlement agreement to resolve a complaint filed with the California State Department of Fair Employment and Housing (DFEH). The complaint, alleging certain problems with the Fire Battalion Chief promotional process, was accepted by the DFEH as a legitimate complaint under State and Federal law. Based upon the DFEH evaluation of evidence, a settlement between the City of San Diego and the State Department of Fair Employment and Housing was entered into to accomplish the equitable resolution of DFEH charge #FEP 86-87-D4-0150E-0155E,0161E in particular, and to protect the interests and minimize the liability of the City as a whole.

Section III of the "Battalion Chief Settlement Agreement" states the following:

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ATTACHMENT A

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"III. The City of San Diego Personnel Department will enter into an agreement within ninety (90) days with an outside agency, consultant, or company to develop and administer an examination process for the class of Battalion Chief. In addition to meeting the performance objectives as defined by the Personnel Department, the contracting party will be subject to review and approval by the State DFEH. Further, the actual administration of the examination process will be jointly reviewed by the City of San Diego and the State DFEH."

PROGRAM DESCRIPTION:

The contractor will validate, develop and administer a Fire Battalion Chief examination for the City of San Diego. Specific services to be performed will include, but not necessarily be limited to, the following:

- (1) The criteria for the new examination must be based upon a validation study which complies with applicable State and Federal guidelines.
- (2) Specific test segments and scoring/rating criteria must be professionally developed based upon the findings of #1 above and in compliance with Equal Employment Opportunity Guidelines. Special attention must be given to the issues of test security, equal opportunity, and adverse impact.
- (3) If technical raters are required for any of the test segments developed in #2 above they must be obtained from agencies outside the City of San Diego.
- (4) The test results from #3 above must be scored and analyzed and appropriate passpoints recommended. If necessary, procedures to provide feedback to candidates will be developed and administered.
- (5) Any appeals resulting from the examination process must be evaluated and adequately addressed through the necessary means.
- (6) The contractor must meet the City of San Diego General Provisions and Affirmative Action Program Standards.
- (7) The contractor shall assume the defense of, indemnify and hold harmless the City from all claims, expenses, damages, and liability of every nature, directly or indirectly arising from, or alleged to have arisen from any operation, act or omission of the contractor or employees.

METHOD OF ADVERTISING/RESPONSE:

The City's intent to contract the validation, development, and administration of a Fire Battalion Chief examination was advertised in the May 7, 1987 edition of the San Diego Daily Transcript in accordance with Council Policy 300-7, and in the May 14, 1987 edition of the San Diego Voice and Viewpoint. In addition, requests for proposals were mailed to thirty-four individuals and/or organiza-

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tions which were obtained from various sources such as professional journals and organizations. Five of the requests for proposals were returned because they could not be delivered. An additional five agencies acknowledged receiving the request for proposals, however, they were unavailable at that time. Three agencies submitted proposals.

SELECTION PROCESS:

An Evaluation Committee, composed of four staff members with experience in administering the City's Validation and Examining Programs, conducted comprehensive reviews of each bidder's written proposal and held detailed telephone or personal interviews with key personnel from each firm. In addition, a minimum of two (2) references per bidder were consulted regarding the adequacy of contracted services for the respective agencies.

In evaluating the proposals, the following factors were considered:

1. Adequacy and availability of professional, technical, and support staff for performance of the contract or the ability to obtain such staff as required.
 - Adequacy and availability of professional staff to validate exam in a timely manner.
 - Adequacy and availability of professional staff to develop and administer exam in a timely manner.
 - Availability of consultant to respond to questions from the City.
 - Availability of support staff needed to complete project and meet deadlines.
2. Expertise, prior experience, and professional and technical skills in the field of public agency test validation, construction and measurement.
 - (a) Demonstrated skills and experience in test validation, construction and measurement.
 - Educational/technical background of consultant and professional staff.
 - Professional experience in the field of public agency test validation, construction and measurement.
 - Professional experience related to the validation and construction of Fire Battalion Chief or related examinations.
 - (b) Demonstrated skills and experience in defending validation work and/or tests.

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- Background in defending validation work and/or tests to commissions or other boards.
 - Background in defending validation work and/or tests in court (expert witness).
 - Knowledge of and attention to equal opportunity considerations and EEO law.
3. Adequacy of the contractor's financial resources, organization, and administrative ability to carry out the provisions of the contract in a timely manner.
- Estimated time to complete each phase of project.
 - Adequacy of proposed procedures in relation to size and level of candidate pool.
 - Interest and willingness to accommodate City of San Diego needs and objectives.
 - Overall effectiveness of the proposer and support staff to represent the City of San Diego.
4. Reasonableness of cost as compared with the level of services to be provided.
- Hourly rates for professional and support staff.
 - Travel expenses required to complete project.
 - If costs are justified by level of service provided.
5. Reasonableness of the approach in the terms of the stated scope of service.
- (a) Conducting/updating the job analysis for Fire Battalion Chief.
- Knowledge of state and federal guidelines regarding test validation.
 - Reasonableness and technical soundness of recommended procedure(s).
 - Written documentation/reports provided to support job analysis findings.
- (b) Designing/developing examination procedures.

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- Extent to which recommended exercises are linked to and supported by job analysis findings.
- Whether there are a sufficient number and appropriate type/level of exercises to assess critical knowledges, skills and abilities.
- Appropriateness of exercises based on the size of the candidate pool.
- Impact on equal opportunity objectives.

(c) Assessor/Rater Training.

- Resources for obtaining outside raters.
- Development of written assessor training materials.
- Administration of training for assessors.
- Effectiveness of proposed training methodology.
- Length of time to complete assessor training.

(d) Candidate orientation/instructions.

- Effectiveness of procedures to disseminate necessary information.
- Knowledge of type of information candidates should be given.
- Sensitivity to test administration issues, (i.e. test anxiety; security; etc.).

(e) Administration of test exercises.

- Logistical considerations for test administration.
- Test security considerations.
- Candidate acceptance/perception.
- Ability to closely simulate actual job tasks/functions.
- Number of professional and support staff required to administer tests/exercises.
- Proposer/City responsibilities in identifying and obtaining staff.

(f) Scoring/Rating of tests/exercises.

- Determination of test weights (e.g. based on job analysis).
- Length of time needed to complete scoring/rating process.
- Objectivity of scoring/rating procedures.
- Ease with which assessors can observe, record, classify and evaluate job relevant behavior.
- Documentation resulting from scoring/rating process.
- Checks for accuracy/reliability of scoring/rating process.

(g) Candidate feedback.

- Recommended approach for candidate feedback.
- Comprehensiveness of rating materials and assessor documentation.

(h) Project time requirements.

- Reasonableness of time required to complete each phase of project.
- Availability of staff to start immediately.
- Resources available to proceed with project once begun.
- Overall length of project completion.

(i) City of San Diego responsibilities.

- City's responsibilities for providing professional and clerical staff support.
- City's responsibilities for providing facilities, equipment and supplies.
- City's responsibilities for providing technical review and assistance.

6. Contractor must be an equal employment opportunity employer.

- Did proposer sign Certificate of Compliance of Equal Opportunity Program for businesses contracting with the City of San Diego?

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7. Reference Checks.

- Applicability of provided services to current project requirements.
- Recency of services.
- Customer satisfaction with provided services.

8. Overall evaluation.

- Degree to which overall proposal meets the City's needs.
- Degree to which proposal was responsive to the City's RFP.
- Level of service relative to costs.
- Demonstrated track record of proposer.

RECOMMENDATION:

The Evaluation Committee determined that all of the firms submitting bids had the basic capability to provide the scope of service required and were therefore satisfactory in meeting this requirement. However, based upon the comprehensive evaluations made, it is recommended that the contract be awarded to Dennis Joiner and Associates. This firm was rated by the Evaluation Committee as excellent in virtually all respects.

A comparison of qualifications and product quality, as well as specific analysis and review of cost statements for all bidders indicated that Dennis Joiner and Associates was the unanimous choice. This firm demonstrated a superior understanding of the City's testing needs, had extensive technical expertise and experience, and had an established track record of supplying high quality products and services.

ALTERNATIVE:

Select another firm to provide this service.

Respectfully submitted,



RICH SNAPPER
Personnel Director

RS:BR:kw



THE CITY OF
SAN DIEGO

**EQUAL OPPORTUNITY PROGRAM FOR BUSINESSES CONTRACTING
WITH THE CITY OF SAN DIEGO**

The City Council is committed to an Equal Opportunity Program pursuant to applicable State and Federal laws and guidelines, to provide Equal Opportunity in all activities of the City and its agencies, including employment of individuals and firms which contract with the City.

— CITY COUNCIL POLICY 300-10
MAY 9, 1983

— **CERTIFICATE OF COMPLIANCE** —
(PRINT OR TYPE)

DENNIS A. JOINER & ASSOCIATES

NAME OF BUSINESS

6333 MEADOWVISTA DRIVE, CARMICHAEL CA 95608

STREET SUITE CITY STATE ZIP

The objectives of the Equal Opportunity Program for businesses contracting with the City of San Diego, recorded with the City Clerk as approved on March 4, 1985, by City Council Resolution 262633, are to promote equality of opportunity and to prohibit discrimination in employment practices. The requirements of the Equal Opportunity Program apply to individuals, vendors, consultants, grantees, lessees, and banks contracting with the City of San Diego.

As an authorized official for the above named business, I hereby certify by the signature affixed below that said business will comply with Title VII of the Civil Rights Act of 1964, as amended, the California Fair Employment Practices Act, and any other applicable federal and state laws and regulations hereinafter enacted as well as those requirements addressed by the City of San Diego's Equal Opportunity Program, recorded with the City Clerk as Document RR-262633.

Further, upon request by the City of San Diego, I will submit a current Workforce Analysis Form and if required, an Equal Opportunity Plan which addresses the affirmative actions that will be taken by business to achieve the City's goals for the employment of minorities, women, and the handicapped.

DENNIS A. JOINER

Printed Name of Authorized Official

OWNER

Title

Dennis A. Joiner
Signature of Authorized Official

JUNE 1, 1987

Date

Mail to: City of San Diego
Equal Opportunity Administration
City Administration Building
202 C Street
San Diego, CA 92101

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A PROPOSAL
FOR THE DEVELOPMENT AND ADMINISTRATION
OF A CONTENT VALID EXAMINATION
FOR
FIRE BATTALION CHIEF

PREPARED BY
DENNIS A. JOINER & ASSOCIATES
FOR
THE CITY OF SAN DIEGO

JUNE 1987

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DEVELOPMENT AND ADMINISTRATION OF A
CONTENT VALID FIRE BATTALION CHIEF PROMOTIONAL
ASSESSMENT CENTER EXAMINATION PROCESS
FOR THE CITY OF SAN DIEGO

PROPOSAL

PART I: Proposer Information

Dennis A. Joiner, doing business as
Dennis A. Joiner and Associates
Personnel Management Consultants
6333 Meadowvista Drive
Carmichael, CA 95608

Operating as an individual, sole owner with one full-time permanent
Principal Associate.

Tenth year developing and administering management assessment centers
for public agencies, seventh year operating as stated above.

PART II: Statement of Objectives

The purpose of this proposal is to present information on the services
we could provide to assist the City of San Diego in developing and
administering a content valid, objective promotional examination process
for the classification of Fire Battalion Chief.

Proposer would be responsible for all of the following:

- A. Updating the analysis which determined the important tasks as well
as additional analysis to determine the most important knowledge,
skills, abilities and behaviors (KSAB) necessary at time of promotion
and collection of information and materials relevant to the current
work environment.
- B. Designing exercise material for a sufficient number of situational/-
job simulation exercises (four or five) to assess the extent to which
candidates possess the required KSABs. These exercises would be
designed to simulate critical tasks which require the demonstration
of the KSABs determined to be essential.
- C. Development of training materials for assessor pre-reading and
administration of on-site training for assessors.
- D. Development of individual candidate and assessor schedules which
ensure the proper administration of the assessment process.
- E. Coordination/administration of the actual assessment process.
- F. Facilitation of the final integration/evaluation sessions through
to the development of the rank order list and recommended
pass-points.

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- G. Development of written feedback information for the City and the candidates. This feedback information would include a numerical summary of each candidate's performance on each rating factor as well as numerical scores summarizing each candidates performance in each exercise. The numerical summaries would be supported by a minimum of 16 pages per candidate of narrative documentation.
- H. Obtaining the assessors for the process.
- I. Clerical costs and services involved in producing and reproducing all job analysis and related examination materials.
- J. Any other usual and ordinary consultant time and expenses necessary to ensure the proper administration and objective and accurate final results of the examination process, such as inspecting examination facilities obtained by the City, and providing an orientation session for candidates prior to their participation in the assessment process.

PART III: Personnel and Qualifications

For more than nine years (last, past continuous) proposer has specialized in the development and administration of management and supervisory level assessment centers and related content valid examinations for public agencies. Attachment A is a brief bio-statement outlining the qualifications and prior experience of the proposer.

From August, 1977 through September, 1980, proposer worked as Project Director of the Management Assessment Center Program for the Local Government Services Division of the California State Personnel Board. Primary duties in this position were the development and administration of assessment center examinations for cities, counties and special districts throughout the State of California and providing consultation and training to the personnel staff of local government agencies to improve their employee selection and promotional practices.

Other special assignments while employed by the California State Personnel Board included a variety of written and oral test development projects for employee selection and certification. For example, in 1978 proposer was responsible for the test development, administration research and pass point recommendations for the certification of Nursing Assistants employed statewide in skilled nursing homes and intermediate care facilities as required by Section 1439.3 of the California Health and Safety Code. This project included the development of four parallel forms of a written test which were each translated into four languages and administered on four separate dates during a three month period, at locations throughout the State, to a total of 25,517 individuals. The oral test component of this examination also required the development of four parallel forms. The oral format examination was administered to 4,163 individuals over a two month period on a regional basis by six different regional panels.

Another special project completed while employed by the State Personnel Board was a job analysis study of the Eligibility Supervisor classification, published in November of 1979. This study involved analysis of data obtained from 135 subject matter experts from 29 California counties to determine the appropriate examination plan and content. Proposer was, in early 1980, responsible for development of several parallel forms of the inbasket examination recommended and supported by the job analysis study.

In 1980 proposer began his own consulting firm, Dennis A. Joiner and Associates, based in Sacramento, California, and specializing in the adaption of assessment center technology to the specific needs of public sector agencies for selection, promotion, career development and succession planning. Clients range in size from small Fire Districts to the City and County of San Francisco, the City of Los Angeles, and the California Department of Corrections. The assessment processes developed and administered range from first supervisory level law enforcement and fire service examinations to the Chief level of police and fire departments and the Department Director level for several other occupational groups. A complete list of clients and assessment processes conducted can be found as Attachment B. Also provided as Attachment C is a list containing the names, titles and telephone numbers of individuals to contact to obtain information on the quality of the assessment services provided by proposer during the last six years.

Regarding professional associations, proposer is an active member of the International Personnel Management Association at the National, National Assessment Council and Local Chapter levels. Proposer is a member of the Personnel Testing Council of Southern California, the American Society for Personnel Administration, the American Society for Public Administration at the National, Personnel Administration and Labor Relations Section and Local Chapter levels, and the American Society for Training and Development at the National and Local levels as well as being a founder and first President of the Personnel Testing Council of Northern California.

In addition to providing formal training workshops and on-the-job practical training to public agency personnel staff on contract, proposer is a frequent presenter of training and research on management assessment at international, national, regional and local conferences sponsored by personnel professional organizations. Further, proposer has been asked and has provided formal training workshops organized and sponsored by the Western Region Intergovernmental Personnel Assessment Council, the Western and Southern International Personnel Management Association, the California Peace Officers Association and several other regional and local level personnel and training professional groups.

Regarding publications, proposer has been invited and has written articles specifically on performance oriented supervisory and management testing for a number of publications including, the California Peace Officer (Vol. 6, No. 3, 1986), the special assessment issue of the Public Personnel Management Journal (Vol. 13, No. 4, Winter 1984), the Journal of California Law Enforcement (Vol. 17, No. 2, 1983) and the Journal of Assessment Center Technology (Vol. 5, No. 1, 1982). The Journal of

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Assessment Center Technology article (co-authored with K. Hurley and R. Wong of the San Francisco Police Department Consent Decree Division) describes in detail the Police Captain Assessment Center examination proposer was selected by the Consent Decree staff to develop and administer under the careful scrutiny of the Ninth District Court and all parties to the Consent Decree entered into by the Department in 1979.

Proposer's Bachelor's Degree in psychology was obtained in 1975 from California State University - Sacramento. Proposer's Master of Science Degree from California State University - Sacramento in the area of counseling psychology was granted in 1978. In terms of both graduate and undergraduate preparation, proposer has successfully completed a full range of psychology courses covering research methodology, tests and measurements and psychological statistics including reliability and validity concepts and procedures.

Regarding litigation and administrative hearings: Proposer has responded to candidate protests before Civil Service Commissions on occasions where issues or questions have been raised regarding examinations developed by proposer. These occasions include appearances and hearings before the San Francisco Civil Service Commission later reviewed and dismissed at the Superior Court level and the City of Stockton Civil Service Commission later reviewed and dismissed by FEHC. No examination developed by proposer has ever been thrown out or nullified in any way. Proposer has never been required to testify in a court of law regarding examinations developed and/or administered by proposer. However, proposer has expert witness experience at the Superior Court level. This experience was gained in assisting the County of Sacramento in successfully defending an inbasket test developed and used by the County as a screening device for their 1984 Supervising Criminal Investigator promotional examination.

Principal Associate, Sherry Joiner, joined the firm, full-time in January, 1983 after 13 years experience in personnel with the State of California. Sherry's State experience includes 7½ years with the State Personnel Board where she attained Associate Personnel Analyst status. Her State Personnel Board experience focuses primarily in the areas of classification and pay and selection. Sherry also worked for four years at the State Department of Justice where she was in charge of the Department's Delegated Testing Program (2 years) and worked in the Management Analysis Unit for 2 years. Sherry's last position with the State was at the Department of Real Estate where she acted as Assistant Personnel Officer and was primarily responsible for the classification and examining activities of the Department from July 1980 through December 1982.

In her current position, Sherry acts as assistant manager of all operations, task analyst on job analysis studies and test development specialist on the construction of job simulation exercises. Given her extensive background and understanding of personnel and assessment, Sherry adds considerable continuity to the operation when proposer is on-site with client agencies in that she can respond effectively to any issues or concerns which develop in proposer's absence. Sherry is an active member of the Personnel Testing Council of Northern California and IPMA (National and National Assessment Council).

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All assessors selected for participation in this process should be individuals with prior training and experience serving as assessors in management level examinations. However, this is not an absolute requirement since sufficient training will be provided to ensure that the assessors clearly understand their role and responsibilities in the examination process. The composition of the assessor team should also reflect, to the extent possible, the ethnic characteristics of the community served by the Department. The total time commitment for the assessors will be elaborated upon further under Part V, Examination Methodology.

PART IV: Job Analysis Methodology

Conducting a thorough job analysis is a critical requirement for the development of a valid testing procedure. Proposer's approach is a content validation model based on task data with task statements written as work behavior statements consistent with the 1978 Uniform Guidelines on Employee Selection Procedures. Knowledge, skill, ability and behavioral characteristics required to successfully perform the important and critical work behaviors are identified and weighted based on the extent to which they are required for successful job performance. This content validation model has been utilized successfully by proposer for all examinations listed in Attachment B.

It is proposer's understanding that a considerable amount of task, knowledge and skill data have already been developed in preparation for prior examinations. We have no interest in duplicating work which has already been completed. However, some additional job analysis work will undoubtedly be required to verify the continued relevance of the task data and the weights of the knowledge, skill, ability and behavioral characteristic data of the job. Further, some additional data collection will be required for proposer to accurately simulate the current work environment experienced by incumbents in the Fire Department.

To keep consultant costs down and yet not sacrifice the quality of the information upon which the examination will be developed, the following procedure would be followed. First, proposer would review the 1985 Validation Study Report and position descriptions for the Battalion Chief positions in order to develop Task and Knowledge, Skill, Ability and Behavior (KSAB) inventories. Concurrent with the development of these inventories, incumbents will select relevant written work samples and complete work sample collection forms. These work samples and the forms describing them would be collected at a job analysis workshop. During this workshop, incumbents will review the inventories. After the incumbents agree that the inventories cover all aspects of the classification, the tasks will be evaluated on scales for Importance, Frequency Performed and When Required. The KSABs will be evaluated on the extent to which they are required to perform the previously identified tasks and on a Relation to Performance scale for the extent to which each KSAB differentiates between levels of successful performance on the job.

After all ratings have been assigned, situational data will be collected to supplement the work samples and the results of the task, knowledge, and KSAB statistical analysis. The assembled incumbents will respond

to open-ended questions designed to illicit information on current issues and problems in San Diego as well as typical frustrations, difficulties and obstacles encountered on the job. This portion of the job analysis is in large part "over kill" which ensures that sufficient knowledge of the classification and local environment is obtained, while concurrently ensuring that the incumbents will not be able to determine exactly which information will be developed into the actual test components. This job analysis workshop process would be conducted twice - once with incumbents and once with their supervisors. The total time required would be two hours for each of the workshops.

After the job analysis session(s), the ratings obtained will be statistically analyzed. Tasks which are not clearly important to successful performance will be eliminated. Next, a review of the average combined ratings on each KSABs will determine which to delete on the basis of the extent to which they differentiate between levels of effectiveness on the job. Finally, the relationship of the essential tasks which an individual must be able to perform at the time of appointment to the differentiating KSABs is considered. Only KSABs which are observable in simulations of essential tasks and which differentiate between levels of effectiveness on the job will be measured in the examination process.

PART V: Examination Methodology

A. Development

Working directly from the results of the job analysis study, supplemented by the situational data and work samples, proposer will be able to 1) determine the number and specific types of job simulation exercises to develop (four or five), and 2) determine the appropriate content for the simulations.

Exercises will be developed which will simulate the most essential task areas in the classification. This will allow assessors to observe, record, classify and evaluate job relevant behavior in job relevant situations. Using job simulation exercises tailored specifically to the classification of Fire Battalion Chief as used in San Diego (as opposed to psychological tests and "off the shelf exercises"), not only increases candidate acceptance and compliance with legal requirements for content validity, but also allows candidates to "get into" the simulations "as if" they were real life. In this way, candidates are in the best position to minimize the artificial stress (test anxiety) and demonstrate the extent to which they possess job relevant knowledges, skills, abilities and behaviors. Further, using performance oriented exercises helps avoid the adverse impact often associated with written multiple choice type tests.

For documentation purposes, matrixes will be prepared which illustrate the relationship of the essential tasks to the behavioral dimensions to be observed and assessed as well as the behavioral dimensions to the exercises to be used.

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Although the specific exercises will not be determined until the job analysis is complete, the proposed examination is likely to include four or five exercises similar in type or kind to those described below.

- Leaderless Group Discussion: In this exercise, candidates in groups of five to six are given a number of current issues or problems and are instructed to formulate specific recommendations or decisions. This exercise usually simulates a staff or task force meeting.

The group interaction is observed by the assessor team, each assessor paying particular attention to one or two of the candidates.

- Fire Command Problem: In this exercise, candidates are presented with a simulated fire ground situation. Candidates are required to make the kinds of decisions necessary when a Battalion Chief takes command at the fire scene.

The assessors observe and make notes as the candidate responds to the evolving fire situation. Following the fire simulation, the candidate is questioned on the actions taken and reasons for same.

- Oral Presentation Exercise: In this exercise, candidates would be allowed a brief time to plan, organize and prepare a presentation on an assigned topic to a specific audience. They would then make the presentation and respond to questions and/or challenges.

The assessors would play the role of the subordinates, peers, press, community members or other appropriate audience and ask the candidate to respond to a series of pre-determined (standardized) questions.

- In-Basket Exercise: This exercise consists of a variety of materials of varying importance and priority, which would typically be handled by an incumbent of the class.

Candidates are forced to deal with these materials in a limited amount of time. They are later interviewed by assessors who review with the candidates how they handled the material and their reasoning in doing so.

- Written Report/Analysis Exercise: Candidates, in this exercise, are given one or more job relevant documents to analyze or a topic pertinent to the position and are instructed to provide a written report, position statement, outline a new policy, etc.

The written document is received and rated independently by two assessors. Depending on the specific topic or problem, there may be an additional interview with each candidate responding to their handling of the problem.

Once the exercises have been developed, proposer will again visit San Diego. During this visit the exercises will be reviewed with Personnel Department and Fire Department Management staff. Also during this visit all final arrangements for administration of the first phase of the examination will be made.

B. Administration of Exercises

Given the size of the potential candidate group it is likely that for logistical and security reasons, the examination will need to be conducted in two phases or stages. Phase One would include any examination components for which the candidate's work product is written, e.g. Inbasket Exercise, Written Report, Proposal Analysis Exercise, etc. These written exercises could be administered to all candidates under standardized conditions through a single administration. The written products could then be evaluated over a period of several days by trained assessors. Standardization in scoring would be achieved by using specialist assessors, i.e. each assessor would evaluate every candidate's work product. Further, as a control, two assessors would evaluate each candidate's work product. This would require two or four assessors depending on whether there are one or two totally written response formatted exercises. Ideally, these exercises would account for a sufficiently high percentage of the test/job content to justify use of the first (written) phase as a screening process to reduce the candidate pool to a more manageable size group (i.e. 44-48).

Phase Two of the process would consist of the oral format exercises. Since the assessors will be observing and evaluating performance (observable behavior) rather than specific content knowledge in this phase of the examination, having candidates report on different days should not present a security problem. This will allow candidates to complete the remaining exercises by appearing for three exercises in one day. During Phase Two, each candidate would be independently observed and evaluated by two assessors in each exercise. The process would be scheduled such that upon completion of the exercises, each candidate will have been evaluated once by each assessor. For three exercises, it would be necessary to obtain six assessors.

C. Candidate Orientation

Candidate orientation is a very important part of any examination process. In fact, I believe that the few protests that are filed on this type of examination are based on a lack of knowledge of the process and suspicions which result from lack of knowledge. Further, I believe a well informed candidate experiences less stress in the examination process and is better able to demonstrate his/her true level of job relevant skills which improves the predictive validity of the process.

The proposer's approach to candidate orientation is to send general information to candidates in written form. This information should be enclosed with the notice to appear for the examination.

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The general information for candidates, which proposer would provide, would address typical questions such as: How long will the examination last? What will happen? How are the assessors chosen? What information will be used to assess the candidates? What is the role of the assessors? What is the role of the assessment staff? What will the schedule be?

In addition to the written material, all candidates would report for an orientation session prior to their participation in the first examination test instrument or exercise. This portion of the orientation could be conducted when the candidates report for Phase One of the examination. During this orientation, proposer would respond to any and all questions asked which do not require a description of the specific content of the examination. This orientation session would be a mandatory portion of the examination process which would 1)ensure that all candidates receive the same orientation information, and 2)allow for an accurate last minute candidate count prior to the administration of the assessment exercises.

D. Assessor Training

Even though all individuals selected to serve as assessors may have prior training and experience in evaluating candidates at this level or above, additional training will be necessary due primarily to the custom nature of the examination and the need to standardize scoring tendencies within the specific group which is assembled. Prior to the on-site assessor training, each assessor will receive a comprehensive package of pre-reading materials. These materials will include an overview of their involvement in the process, background on the organizational and operational structure of the Department, and background information on the assessment center process including specific information on the assessor's role, the rating scale and process, potential rating errors and the definitions of the dimensions to be measured with summary information linking the dimensions to the job and job simulations.

Sending out the pre-reading material decreases the time necessary for on-site training to one full day for both Phase One and Phase Two assessors. During this training all background and overview information as well as the test dimensions and rating procedures are first reviewed and any questions or issues raised are resolved. The bulk of the on-site training then focuses on practice and feedback in observing, recording, classifying and evaluating behavior. This training will include observing and practice rating the behaviors of mock candidates in simulations of the assessment exercises. Phase One assessors will practice rate mock written responses. Training for Phase Two assessors will include live and video taped examples of candidate performance. The results of the practice rating sessions will be discussed in great detail. Through these discussions the assessors' understanding of the definitions of the dimensions will be refined. Similarly, identification and standardization of rating tendencies between assessors will occur through these discussions.

E. Scoring

The Phase One rating sessions could be conducted in Sacramento since only the written materials (and not the candidates) would be required for the scoring process. Attachment D (Summary Evaluation Form) is an example of the type of form on which the final scores would be documented. Attachment E is an example of the type of rating sheet which would be used. The rating sheets will include narrative comment on the candidate behavior which resulted in the numerical ratings. The numerical ratings will be combined by dimension and weighted based on the weights determined by the job analysis.

F. Candidate Feedback

At the conclusion of the assessment process, all materials relative to the evaluation of candidates will be turned over to the City. Included in this material will be an overall score summary by performance dimension and exercise for each candidate as well as two rating sheets for each candidate documenting performance in each exercise. This would be eight to ten rating forms, one from each assessor, for a total of 16-20 pages of descriptive narrative comments on each candidate's performance. The recommended approach for candidate feedback would be to arrange for the City representative who was thoroughly involved in the process to provide face to face feedback in the form of oral summaries of the narrative comments supplemented by specific quotations from the actual rating forms. I have found that providing feedback face to face directly from the rating documents is much more effective than providing written summaries of the information. All assessors are trained to record specific, objective descriptions of the behavior observed which results in the numerical ratings. Candidates appreciate this type of direct feedback in its original form in the words of the assessors. Additionally, each candidate could be provided with a copy of their numerical score summary.

G. Administration Time Requirements

Specific dates for project activities can only be determined once the contract has been awarded. However, we foresee no problem which would prevent the entire examination process from being completed within 90 days following receipt of the final signed contract. The City may want to extend this to 120 days, however, depending on the length of time needed for posting the exam announcement and accepting applications, notifying candidates of where to appear for Phase One, notifying candidates of the results of the first phase of the examination and allowing time for any required examination review periods before administering Phase Two.

As mentioned above, administration time required for Phase One would be one day (including the orientation session). Scoring time could vary from five to eight days depending on the specific exercises developed and total number of candidates who appear. Our best estimate at this point (based on 80 candidates) would be seven days which includes one day for rater training.

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A total group of 44-48 candidates for Phase Two would require one full day of assessor training, four full days of assessment (11-12 candidates per day) and two days of post-assessment evaluation of candidate performance by the assessors to develop the final ranked list.

PART VI: City Responsibilities

This proposal assumes that in addition to providing technical review and assistance during the test development phases of the project, the City would be responsible for:

- Providing the facilities for assessor training, examination administration and scoring, including use of video playback equipment for assessor training.
- Providing miscellaneous supplies and equipment, such as standard 8½ by 11 inch writing pads for assessors and candidates.
- Providing or reimbursing the assessors and consultant for required travel, food, and lodging expenses. (Proposer would provide the individuals to serve as assessors in the examination.)

PART VII: Cost Quotation

The total cost for development and on-site administration of the proposed examination for Fire Battalion Chief would be \$24,200.00, plus \$2,525.00 for estimated consultant travel expenses.

- Consultant Personnel Services

Senior Consultant

Job Analysis Update	3 days (24 hours)
Exercise and Rating Material Development	9 days (72 hours)
On-site Review	1 day (8 hours)
On-site Orientation and Administration of Phase One Exercises	1 day (8 hours)
Assessor Training and Scoring - Phase One	3 days (24 hours)
On-site Administration of Phase Two (includes assessor training, adminis- tration of exercises and scoring)	7 days (70 hours)
Coordination/Scheduling and Project Wrap Up	3 days (24 hours)

27 days at \$600.00 per day = \$16,200.00

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Principal Associate-Consultant

Job Analysis Update (task analysis, statistical computation and report preparation) 3 days (24 hours)

On-site Assistance with Administration - Phase One 1 day (8 hours)

Monitoring of Scoring - Phase One 4 days (32 hours)

On-site Assistance with Administration - Phase Two 7 days (70 hours)

15 days at \$400.00 per day = \$ 6,000.00

Clerical 6 days at \$180.00 per day = 1,080.00
(54 hours)

- Other Consultant Expenses

Postage Est. 40.00

Printing Est. 840.00

Telephone Est. 40.00

= 920.00

Total Consultant Expenses = \$24,200.00

- Assessor Salaries

Assessors receive no salary or honorarium. Assessors contribute their time and energy as a courtesy and a service to the profession and the City.

- Assessor Travel, Lodging and Per Diem

These amounts will vary considerably depending on whether the assessors commute or must fly in and stay over during administration of the process.

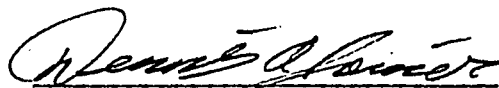
- Consultant Travel, Lodging and Per Diem

Estimate: 5 round trips (coach) airfare at \$220.00 = \$1,100.00, plus 1 overnight stay for one person and 9 overnight stays for 2 people at \$75.00 per diem each (includes food, lodging and incidentals) = \$1,425.00. Total estimated travel expenses = \$2,525.00. (Travel estimate assumes Phase One exercise materials would be evaluated in Sacramento.)

It is not anticipated that the City will require much in the way of consultant services to effectively respond to any questions, concerns or challenges on the appropriateness of the selection methods used or their content. Nevertheless, the proposer agrees to provide, at no additional charge for consultant time, a total of up to 16 hours of post-examination consultation and/or testimony in the event of litigation regarding the validity of the examination methods, procedures or content. Any travel related expenses would be billed at actual cost. Any time over the 16 hours would be billed at \$75.00 per hour, plus actual travel costs.

This proposal and cost quotation is valid if accepted by the City and notice of intent to contract is received by proposer no later than 5:00 PM, July 31, 1987.

Respectfully Submitted,



DENNIS A. JOINER

Dennis A. Joiner and Associates

Signed in Sacramento County, California on June 1, 1987.

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BRIEF BIOGRAPHICAL STATEMENT

DENNIS A. JOINER

Since 1977 Dennis has worked as a Personnel Management Consultant specializing in the development and administration of content valid assessment center examinations for personnel selection and development. From August 1977 through September 1980, Dennis was Project Director for the Management Assessment Center Program, California State Personnel Board. In September of 1980 he began his own consulting firm: Dennis A. Joiner and Associates, based in Sacramento, California.

The majority of assessment processes he has administered for employee selection, promotion and career development have been for Public Safety classifications (including all supervisory and management ranks of Police and Fire Service); other processes have included a variety of classifications such as Personnel Director, General Services Director, Welfare Director, Municipal Transit Manager, City Engineer and Airport Operations Managers.

In addition to developing and administering assessment centers, Dennis has conducted a number of formal training courses and provided a considerable amount of on-the-job training and consultation for personnel agencies who were interested in developing or improving their internal capabilities in his specialty area, including ASTD, IPMA, IPMAAC and WRIPAC sponsored workshops.

Other relevant experience includes development and administration of a number of oral and written format examinations for both employment and licensing for a variety of public agencies at the state and local levels.

Formal presentations to professional groups include presentations on assessment and assessor training at the International Conference on Assessment Centers for Police, Corrections and Fire Services (1984 & 1985), the International Personnel Management Association - Assessment Council National Conferences (1981, 1983, 1985 & 1986), the Ninth Annual International Congress on the Assessment Center Method (1981), and numerous other presentations at the national, regional, state and local levels for personnel professional groups.

Education: Bachelor of Arts in Psychology; Master of Science in Psychological Counseling; further studies in Personnel and Organizational Psychology.

Publications include "Testing for Knowledge, Skills and Abilities", in More, Harry W. and Unsinger, Peter C. (ED.): The Police Assessment Center (IN PRESS), and his articles in the California Peace Officer (Vol. 6, No. 3, Sept. 1986), "Using an Assessment Center in Career Development", the Public Personnel Management Journal (Vol. 13, No. 4, Winter 1984), "Assessment Centers in the Public Sector: A Practical Approach", the Journal of California Law Enforcement (Vol. 17, No. 2, 1983), "Use of Assessment Centers in Law Enforcement Promotions" and in the Journal of Assessment Center Technology (Vol. 5, No. 1, 1982), "Description of the San Francisco Police Captain Assessment Center" (co-authored).

Memberships include: International Personnel Management Association - National, Assessment Council, Northern California and Sacramento Motherlode Chapters; American Society for Training and Development - National and Sacramento Chapter; Personnel Testing Council of Southern California; the American Society for Personnel Administration and the American Society for Public Administration - Section on Personnel Administration and Labor Relations and Sacramento Chapter. Also, Dennis is a Co-Founder and President of the Personnel Testing Council of Northern California.

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ASSESSMENT SERVICES PROVIDED BY
DENNIS A. JOINER

<u>Date</u>	<u>Agency</u>	<u>Classification</u>
9/77	City of Santa Rosa	Police Captain
11/77	City of Stockton	Police Captain
1/78	University of California (systemwide)	Police Lieutenant
2/78	County of Sacramento	Sheriff's Captain
3/78	County of San Mateo	Sheriff's Lieutenant
5/78	City of Stockton	City Engineer
8/78	County of Sacramento	CETA Director
9/78	City of San Diego	Police Inspector (Assessor Training Only)
1/79	City of Glendale	Police Lieutenant
2/79	City of Arcadia	Police Lieutenant
4/79	County of Sacramento	Personnel Division Chief
4/79	City of Arcadia	Police Sergeant
6/79	City of Pasadena	Police Sergeant
6/79	City of Stockton	Police Captain/Deputy Chief
6/79	City of Emeryville	Fire Captain/Fire Lieutenant
8/79	City of Stockton	Fire Battalion Chief
9/79	City of Albuquerque	Police Captain
11/79	City of Los Angeles	Director, Bureau of Street Maintenance
12/79	County of Monterey	County Personnel Director
3/80	City and County of Sacramento	SETA Director
3/80	City of Glendale	Fire Battalion Chief
4/80	City of Stockton	Police Captain
9/80	City of Stockton	Police Lieutenant
11/80	City of Sacramento	Police Captain
11/80	County of Sacramento	County Welfare Director
1/81	City of Sacramento	Police Lieutenant
1/81	County of Sacramento	Personnel Division Chief
3/81	City and County of San Francisco	Police Captain
4/81	City of Santa Rosa	Police Captain
5/81	Kensington Fire District	Fire Captain
6/81	City of Glendale	Police Lieutenant
9/81	County of Kings	Sheriff's Captain
9/81	County of Sacramento	Affirmative Action Officer
10/81	City of Emeryville	Fire Captain/Fire Lieutenant
11/81	State of California Department of Corrections	Career Effectiveness Program (various classifications)
1/82	City of Los Angeles	Retirement Plan Manager
2/82	City of Stockton	Fire Battalion Chief
3/82	City of Stockton	City Engineer
5/82	City of Stockton	Police Captain
6/82	City of Tucson	Police Lieutenant

-CONTINUED ON NEXT PAGE-

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<u>Date</u>	<u>Agency</u>	<u>Classification</u>
6/82	City and County of San Francisco	Transit Manager III
7/82	City and County of San Francisco	Transit Mechanic Shop Supervisor
8/82	California Department of Corrections	Career Effectiveness Program
9/82	City of Stockton	Police Lieutenant
9/82	City of Sacramento	Fire Battalion Chief
10/82	City of Los Angeles (combined projects)	City Engineer/Chief Deputy City Engineer/Deputy City Engineer/Assistant Director, Bureau of Sanitation
10/82	City and County of San Francisco	Transit Manager II
12/82	City of Santa Rosa	Police Captain
12/82	City of Stockton	Fire Battalion Chief
1/83	City and County of San Francisco	Transit Manager I
1/83	Kensington Fire District	Deputy Fire Chief
2/83	City of Sacramento	Police Lieutenant
3/83	Kensington Fire District	Fire Captain
4/83	City of Los Angeles	Assistant General Manager, Civil Service
4/83	City of Bakersfield	Police Sergeant
5/83	City of Bakersfield	Police Lieutenant
6/83	City of Stockton	Police Sergeant
6/83	City of Oakland	Public Works Director
9/83	City of Fremont	Chief Building Official
9/83	City of Oakland	General Services Director
11/83	City of Oakland	Police Captain
12/83	City of Los Angeles (combined projects)	Director, Airport Administration Executive Officer to City Clerk Assistant General Manager, General Services
2/84	City of Oakland	Building Services Manager
3/84	City of Oakland	Police Lieutenant
4/84	City of Stockton	Police Captain
6/84	City of Tucson	Police Lieutenant
7/84	County of San Mateo	Senior Engineering Executive (Career Assessment Process)
7/84	San Francisco Bay Area Rapid Transit District (BART)	Manager, Station Operations
9/84	City of Stockton	Director, Personnel Services
10/84	City of Stockton	Police Lieutenant
10/84	City of Bakersfield	Fire Battalion Chief
12/84	County of San Mateo	Career Development Assessment Process
12/84	City of Bakersfield	Police Sergeant
12/84	County of Sacramento	Department Personnel Officer
1/85	City of Stockton	Fire Battalion Chief
2/85	San Francisco International Airport	Assistant General Manager, Operations
3/85	City of Richmond	Police Lieutenant
4/85	City of Oakland	Assistant Director, General Services
4/85	San Francisco International Airport	Airport Operations Coordinator
5/85	City and County of San Francisco	Retirement System General Manager
5/85	City of Oakland	Management Intern/Administrative Asst

<u>Date</u>	<u>Agency</u>	<u>Classification</u>
6/85	City of Oakland	Fire Captain
6/85	City of Union City	Police Captain
7/85	City of Stockton	Police Sergeant
8/85	City of Bakersfield	Police Lieutenant
8/85	City of Union City	Personnel Director
9/85	County of Sacramento	County Affirmative Action Officer
10/85	California Department of Justice	Special Agent Supervisor (Career Development Assessment)
10/85	City of Oakland	Employment Operations Supervisor
10/85	City of Fort Worth, TX	Chief of Police
11/85 &	California Department of Social Services	Staff Manager I Level (Career Development Assessment)
12/85		
1/86	City of Oakland	Police Lieutenant
2/86	City of Union City	Police Captain
3/86	City of Bakersfield	Police Chief/Assistant Police Chief (Career Development, Succession Planning Assessment Center)
3/86	County of San Mateo	Police Lieutenant (Technical Assistance)
4/86	California Highway Patrol	Traffic Lieutenant (Exercise Development)
5/86	City and County of San Francisco	Superintendent, Building Inspection and Property Conservation
5/86	City of Kansas City, MO	Police Captain
5/86	City of Lubbock, TX	Fire Chief
6/86	City of Stockton	Municipal Utilities Director
6/86 &	California Department of Social Services	Management Skills Assessment Lab (Career Development Program)
7/86	University of California - Systemwide Police Services	Police Lieutenant
8/86	Kensington Fire District	Fire Captain
8/86	City of Bakersfield	Police Sergeant
8/86	City of Tucson, AZ	Police Lieutenant
9/86	California Department of Social Services	Career Development Assessment
10/86	City of Bakersfield	Fire Battalion Chief
11/86	City of Stockton	Finance Director
12/86	City of Ventura	Police Lieutenant
12/86	City of Ventura	Police Captain
1/87	City of Oakland	Assistant Employee Relations Manager
2/87	City of Sacramento	Fire Battalion Chief
3/87	City of San Francisco	Retirement System Actuary
4/87	City of Oakland	City Manager's Office - Intern
4/87	City of Oakland	Police Captain

In Progress

California Department of Justice	DOJ Administrator I (Career Development Assessment)
California Commission on POST	Bureau Chief
City of Oakland	Director of Parks & Recreation

Current 4/10/87

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ASSESSMENT SERVICES REFERENCES
JANUARY 1981 - PRESENT

<u>ORGANIZATION</u>	<u>RESPONSIBLE PARTY</u>	<u>TELEPHONE</u>
City of Sacramento	Ms. Donna Giles Personnel Director	(916)449-5726
County of Sacramento	Ms. Betty Prestwich Personnel Division Chief	(916)440-7097
City and County of San Francisco	Mr. Geoff Rothman Deputy Director, Civil Service	(415)558-3202
City of Santa Rosa	Ms. Joann Wexler Personnel Director	(707)576-5361
Kensington Fire District	Mr. Donald Markert Fire Chief	(415)526-7300
City of Glendale	Mr. Jim Patric Assistant Personnel Director	(213)956-2110
County of Kings	Mr. Dennis Berry Personnel Director	(209)582-3211
City of Emeryville	Mr. Ramon Vittori Fire Chief	(415)652-4575
State of California, Department of Corrections	Mr. Charley Graham Chief, Training Division	(916)445-7475
City of Los Angeles	Mr. Phil Henning Assistant General Manager Civil Service	(213)485-2482
City of Stockton	Mr. Roger Fong Personnel Director	(209)944-8236
City of Tucson	Mr. Phil Carlin Manager, Employment and Examination Division	(602)791-4241
City of Bakersfield	Mrs. Stel Elmore Personnel Coordinator	(805)326-3013
City of Oakland	Mr. Cedric Williams Personnel Manager	(415)273-3299
City of Fremont	Mr. Tom Pratt Personnel Director	(415)791-4203
San Francisco International Airport	Ms. Sandra Dell-Agostino Examination Supervisor	(415)876-2187
County of San Mateo	Mr. Steve Boles Assistant Personnel Director	(415)363-4337
City of Richmond	Mr. Donald Rae Personnel Director	(415)620-6602
City of Union City	Ms. Karen Smith City Manager	(415)471-3232
City of Fort Worth, Texas	Mr. Charles Shapard Personnel Director	(817)870-7770

<u>ORGANIZATION</u>	<u>RESPONSIBLE PARTY</u>	<u>TELEPHONE</u>
State of California Department of Justice	Mr. Robert P. Mannen Chief, Bureau of Investigation	(916) 739-5446
State of California Department of Social Services	Mr. Michael McIntyre Training Bureau Chief	(916) 445-6271
California Highway Patrol	Mrs. Sharon Watkins Assessment Center Administrator	(916) 372-5620
San Francisco Department of Public Works	Ms. Teri Harkey Personnel Analyst	(415) 558-5454
Kansas City Police Department	Mr. Michael Travis Executive Officer, Personnel Division	(816) 234-5412
City of Lubbock, Texas	Ms. Rita Harmon Assistant City Manager	(806) 762-6411
University of California Systemwide Police Services	Mr. John Barber Vice Chancellor	(213) 825-1633
City of Ventura	Mr. William Colston Chief of Police	(805) 654-7702
City of Oakland Employee Relations Division	Mr. James McCormick Manager, Employee Relations	(415) 273-3423
San Francisco Employees' Retirement System	Ms. Clare Murphy General Manager	(415) 558-2515
City of Oakland City Manager's Office	Mr. Craig Kocian Assistant City Manager	(415) 273-3304

CITY OF OAKLAND
POLICE CAPTAIN EXAMINATION
INDIVIDUAL CANDIDATE SCORE SUMMARY

CANDIDATE NAME _____

CANDIDATE ID# _____

WRITTEN

ORAL

Management Skill Dimensions	Percent Weight	Inbasket Exercise	Report Analysis	Add Across For Dimension Total	Multiply For Correct Weight	Add Down For Written Total	Group Discussion	Oral Presentation	Add Across For Dimension Total	Multiply For Correct Weight	Add Down For Oral Total		
Judgment and Decision Making Skills	16%				X 8.0		---	---	---	---	---		
Problem Analysis Skills	14%				X 3.5					X 3.5			
Planning and Organizing Skills	14%				X 3.5					X 3.5			
Leadership Skills	12%	---	---	---	---	---				X 6.0			
Interpersonal Relations Skills	12%		---		X 4.0					X 4.0			
Decisiveness	12%				X 6.0		---	---	---	---	---		
Management Control Skills	8%				X 4.0		---	---	---	---	---		
Oral Communication Skills	6%	---	---	---	---	---				X 3.0			
Written Communication Skills	6%				X 3.0		---	---	---	---	---		
Total Score Written Exercises							Total Score Oral Exercises						

WRITTEN PLUS ORAL = GRAND TOTAL

FINAL PERCENT SCORE = _____

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ATTACHMENT D

ASSESSOR REPORT FORM

GROUP DISCUSSION EXERCISE

CANDIDATE _____ ASSESSOR _____
Name No. Name Letter

BRIEF OVERALL DESCRIPTION OF CANDIDATES PERFORMANCE DURING THE EXERCISE

Describe the candidate's actions, reactions to others, the reactions of others to the candidate, and the candidate's contributions to the group recommendations.

CLASSIFY BEHAVIOR AND EVALUATE CANDIDATES PERFORMANCE IN EXERCISE

Evaluate the candidate on the extent to which the candidate demonstrated behavior which resembles the core definition of the critical work behaviors listed below. Use the following scale:

- 0: Demonstrated very little or none of the dimension. (Definition not at all descriptive of behavior demonstrated.)
- 1-2: Demonstrated only a small amount of the dimension. (Definition not very descriptive of behavior demonstrated.)
- 3-4: Demonstrated a moderate amount of the dimension. (Definition is a fairly good description of behavior demonstrated.)
- 5-6: Demonstrated a great deal of the dimension. (Definition is quite descriptive of behavior demonstrated.)

DIMENSIONS

RATING

ORAL COMMUNICATION SKILLS: Expresses ideas clearly, concisely and persuasively in individual and group situations; speaks directly to a question or issue without confusion, disorganization or rambling; demonstrates sensitivity to the varying communication requirements of different audiences and situations; gestures and other non-verbal communication facilitates rather than distracts from presentation; listens attentively and with comprehension.

PROBLEM-SOLVING SKILLS: Gathers and evaluates information; identifies the problem(s) and makes a logical decision based on same; recognizes when to take action and what kind of action is appropriate. Correlates facts and evidence into a logical sequence so that similarities and differences between situations can be seen and inferences drawn.

DIMENSIONS - continuedRATING

PLANNING SKILLS: Determines and establishes priorities, sets standards and/or provides broad general guidelines; identifies potential problem situations and develops appropriate courses of action and alternative procedures; anticipates consequences.

INITIATIVE: Demonstrates self-starting behavior; actively influences events rather than passively accepting them; takes action beyond what is necessarily called for; originates action without instruction; assumes responsibility and control in situations requiring prompt action; makes suggestions to improve operations.

INTERPERSONAL SKILLS: Interacts with people in a manner that shows concern for the individual and sensitivity to personal differences and feelings; demonstrates ability to establish rapport and evoke confidence; talks and corresponds effectively with people without arousing antagonism; helps people to feel at ease in his/her presence.

LEADERSHIP SKILLS: Effectively directs the behavior of others to accomplish a task or goal without arousing hostility. Commands positive attention and respect and generates impression of self confidence; influences others to accept ideas and support positions; directs group discussions without dominating others; acts effectively as a mediator between opposing groups; encourages free flow of ideas and cooperative resolution of problems; acts in ways to encourage, include and coordinate the ideas of others.

BEHAVIORAL FLEXIBILITY: Perceives and accepts need for change; modifies behavioral style or position in response to changes in situations or priorities; modifies approach to obtain goals; demonstrates resourcefulness in implementing alternatives while working to obtain goals; backs off position when situation has changed or group support is absent.

BRIEF SUMMARY REMARKS/SPECIFIC FEEDBACK FOR CANDIDATE:

C1279

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DENNIS A. JOINER & ASSOCIATES

Specializing in
Management Assessment Center Programs

PRODUCERS OF THE VIDEO TAPES:

Assessment Centers: What are They?

An Introduction to Assessment Centers (50 minutes)

Assessor Training: The Leaderless Group Discussion

An Aide for Training Assessors (31 minutes)

Assessment Centers in the Fire Service

An Introduction to Fire Service Assessment Centers (35 minutes)

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*All Programs Tailored to Meet the
Specific Needs of Client Agencies*

FOR MORE INFORMATION ON PRODUCTS AND SERVICES CONTACT:

Dennis or Sherry Joiner
Dennis A. Joiner & Associates
Personnel Management Consultants
P.O. Box 2341
Sacramento, CA 95811
(916) 338-3131

01280

R-269687

The City of San Diego
CERTIFICATE OF CITY AUDITOR AND COMPTROLLER

CERTIFICATE OF UNALLOTTED BALANCE AC 8800172

ORIGINATING DEPT. NO.: 060

I HEREBY CERTIFY that the money required for the allotment of funds for the purpose set forth in the foregoing resolution is available in the Treasury, or is anticipated to come into the Treasury, and is otherwise unallotted.

Amount \$ _____ Fund _____

Purpose _____

Date _____, 19____ By: _____

AUDITOR AND COMPTROLLER'S DEPARTMENT

ACCOUNTING DATA										
ACCTG. LINE	CY PY	FUND	DEPT	ORG.	ACCOUNT	JOB ORDER	OPERATION ACCOUNT	BENF/EQUIP	FACILITY	AMOUNT
TOTAL AMOUNT										

FUND OVERRIDE

CERTIFICATION OF UNENCUMBERED BALANCE

I HEREBY CERTIFY that the indebtedness and obligation to be incurred by the contract or agreement authorized by the hereto attached resolution, can be incurred without the violation of any of the provisions of the Charter of the City of San Diego; and I do hereby further certify, in conformity with the requirements of the Charter of the City of San Diego, that sufficient moneys have been appropriated for the purpose of said contract, that sufficient moneys to meet the obligations of said contract are actually in the Treasury, or are anticipated to come into the Treasury, to the credit of the appropriation from which the same are to be drawn, and that the said moneys now actually in the Treasury, together with the moneys anticipated to come into the Treasury, to the credit of said appropriation, are otherwise unencumbered.

Not to Exceed \$ 35,000.00

Vendor DENNIS JOINER AND ASSOCIATES

Purpose Authorizing a contract to validate, develop and administer a promotional examination for the Fire Battalion Chief Classification

Date August 5, 19 87 By: Lillian Pease

AUDITOR AND COMPTROLLER'S DEPARTMENT

ACCOUNTING DATA										
ACCTG. LINE	CY PY	FUND	DEPT	ORG.	ACCOUNT	JOB ORDER	OPERATION ACCOUNT	BENF/EQUIP	FACILITY	AMOUNT
1			060	640	4222					\$35,000.00
TOTAL AMOUNT										\$35,000.00

FUND OVERRIDE

#5407

AUG 10 1987

Passed and adopted by the Council of The City of San Diego on....., by the following vote:

Council Members	Yeas	Nays	Not Present	Ineligible
Abbe Wolfsheimer	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bill Cleator	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gloria McColl	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
William Jones	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Ed Struiksma	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mike Gotch	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Judy McCarty	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Celia Ballesteros	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mayor Maureen O'Connor	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

AUTHENTICATED BY:

MAUREEN O'CONNOR
Mayor of The City of San Diego, California.

CHARLES G. ABDELNOUR
City Clerk of The City of San Diego, California.

By: *Paul A. Blackwell*, Deputy.

(Seal)

Office of the City Clerk, San Diego, California

Resolution Number R-269087 Adopted AUG 10 1987

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