

# Candidate Orientation: Assessment Processes for the Buffalo Police Department– 2017

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**INDUSTRIAL/ORGANIZATIONAL SOLUTIONS**

PUBLIC SAFETY SELECTION EXPERTS



# Background on Industrial/Organizational Solutions

- I/O Solutions, Inc.- Westchester, IL
- Public Safety Consulting Firm
- Work with Police & Fire around U.S.
- Develop promotional processes & custom entry-level selection processes
- Client work from around the U.S.
- Significant work with the DOJ and other oversight bodies
- Acquired competing company and have added their staff to ours
- I/O Psychologists with expertise in job analysis, test development, assessment development, measurement, evaluation and related issues concerns fairness of testing processes
- Same promotional vendor since 2007
- Project Team & Experience



# Introduction to IOS

- Incorporated in 1997– Coming up on 20 years in business
- I/O Solutions... employs I/O Psychologists
- We employ 25 M.S. & Ph.D. level I/O Psychologists
  - Expertise in:
    - Personnel testing, assessment development and structured interview development and science and practice of these areas
    - Measurement of behavior in the workplace
    - Legal issues related to testing and assessment
      - Work with U.S. DOJ in course of client engagements
    - Expertise in psychometrics or the statistical evaluation of tests and measures
    - Other related areas of expertise including leadership development & evaluation, teams, workplace motivation and other areas of human capital management capital assessment and management



# IOS Clients- Work with nearly 60% of the 50 largest U.S. cities!

Miami PD    FDLE    Atlanta PD    Savannah PD  
Chattanooga PD    Jacksonville PD    New York State  
Dallas FD    Austin PD    Houston PD    San Antonio PD  
Arlington FD    Ft Worth    Albuquerque P&FD    Tulsa PD  
Las Vegas FD    San Diego P&FD    San Fran PD    San Jose  
CO. Highway Patrol    Omaha    St. Louis PD    Chicago PD  
Minneapolis PD    Milwaukee FD    Indianapolis P&FD entry  
IL State PD    Ann Arbor PD    Nashville F&PD    NYSP  
Mass St. PD    Providence    Baltimore F&PD  
Virginia Beach PD    Montgomery Co. P&FD+  
Lincoln NE PD    St. Paul PD    Kansas City PD  
Tuscaloosa AL PD    Pasadena CA    Cook Co. (Chicago)



# Personal Introduction

- Oversee consulting side for I/O Solutions since 2005
- I/O Solutions since 2002
- Worked for a competing public safety consulting firm from 1997 to 2002
- Worked to develop police & fire promotional testing and entry testing for entire professional career spanning nearly 20 years
- Manage fire or police clients for Minneapolis, Chicago, Milwaukee, St. Louis, Indianapolis, Atlanta, San Diego, Austin, Houston, Arlington, Baltimore, D.C., IL State PD, Buffalo, Cincinnati, Miami, Denver, Tulsa and others...



# Overview of Promo Processes

- Job analysis and fully validated processes
- Job Analysis for multiple ranks conducted in the spring of 2017
  - Collection of relevant documentation
  - Job analysis interviews
  - Job observations
  - Job analysis questionnaire
  - Technical reporting
  - Review of information and meeting with PD Management committee & key stakeholders to discuss promotional processes



# Overview of Promo Processes

- Written Exams
  - Spring conversations to discuss promotional process
  - Feedback from Executive SMEs on sources of relevance for examination
  - Final determination of sources and sections of sources deemed relevant
  - Examination development by I/O Solutions
  - Internal reviews conducted by IOS– differs from typical process
  - I/O will work with HR to administer exams
  - Post test review of examination and appeal session immediately follow examination
  - Work with SMEs to further validate the examination relevance and applicability
    - Also collect Angoff ratings on item difficulty to assist in determination of cutoff score
    - DONE AFTER THE EXAMS are administered or simultaneously
  - Scoring by I/O Solutions within 1-2 business days of examination
  - Those meeting the predefined cutoff score will be eligible for the assessment phase- notification?
- Assessment Center in 2<sup>nd</sup> phase
  - Outside assessors
  - Custom job relevant exercises
- Eligibility list: Written, AC & other relevant factors



# The Written Examination

- Quick overview of exam as I placed detailed WE orientation on IOS website over a month ago!
- Examination Basics
  - 100 item job knowledge examination
    - NOT an SJT where SMEs determine correct answer
    - Source material determines the correct answer
  - Four response options, one correct answer & closed book
  - We use a “best answer format”
  - That said, 99% of the time, the best answer is the ONLY correct answer
  - Timed examination- 2.5 hours
  - Plan to spend approximately 3.5 hours total from check-in to exit
    - More time if you wish to stay for test review/appeals
  - Those passing at cutoff will move on to assessment





# The Written Examination

- Examination Basics
  - Test Dates— all exams at Buffalo Convention Center
    - Captain, Tuesday August 1<sup>st</sup>, sign-in from 7:30-8:00 a.m.
    - Inspector, Tuesday August 1<sup>st</sup>, sign-in from 11:45-12:15 p.m.
    - Detective, Wed. August 2<sup>nd</sup>, sign-in from 7:00-8:00 a.m.
    - Det-Sgt., Wed. August 2<sup>nd</sup>, sign-in from 12:15-12:45 p.m.
    - Lieutenant, August 22<sup>nd</sup>, sign-in from 8:00-9:00 a.m.
  - What to bring
    - Very little! Eye glasses, a snack, water and pencils if you wish— place into a clear plastic bag (Ziploc)
    - Don't bring bags, backpacks, large purses, study material
    - You can have the study material outside the room, in your car, etc. as you MAY bring this material into to the post-test session (if you elect to attend)



# Exam Day Procedures

- After the examination
  - Two optional sessions
  - Can attend one or both sessions
  - Occur after the examination– at most, 30-minutes after examination ends OR 30-minutes after the last candidate exits
  - Session I: Post-Test preliminary scoring
    - Allows you to get a preliminary idea of your performance
    - You receive a copy of your answer sheet and I read the key slowly
    - You have a chance to conduct a preliminary scoring of your examination
    - You turn in materials when finished if you wish to leave
    - Otherwise, you'll stay seated and await further instructions



# Exam Day Procedures, cont.

- Session II: Appeals and Exam Review
  - Immediately after session I
  - Subject to rules & procedures similar to the written examination
  - YOU MAY bring your source material to session I or II, NOT to the examination administration
  - You are prohibited from writing in your source materials as a compromise for bringing in materials
    - In fact, anything you write must be turned in!
  - Once started, you'll have 60 minutes to review your answer sheet, a copy of the answer key, an exam booklet and you can “see” what you got wrong
  - You may also file exam appeals during this time
    - This is the ONLY time that appeals will be accepted
  - All appeals must be completed in writing
  - Notion is to contest keying of items that you believe are in error



# The Appeals Process

- I have a staff of 5 full time technical writers
- Technical writing staff collaborates to reply to appeals– we take 5-6 business days after the completion of the appeals to provide a response
- We write a response for a given question, summarizes issues that are prevalent in a question (if applicable)
- This response is provided for documentation purposes
- They review appeals, our appeal responses and make a recommendation regarding appeal status
- IOS recommends double-keying, triple keying or keying all– never item removal



# Examination Cut Score

- Determined from Modified Angoff method
- Get SME ratings on item difficulty
- Use this data to assist in calculation of a cut score
- Can not be done until item pool is drafted & reviewed by SMEs
  - In the case of BPD, this occurs as the exam is being administered
- We also evaluate other psychometric variables in setting the cut score
- Defensible method that relies on quantitative data and SME input
- Place boundary conditions on final Angoff derived cut score to ensure a realistic final result (typically cap Angoff cut at 70, with cut score no lower than 57 approximately)

# ANY QUESTIONS ON THE WRITTEN EXAMINATIONS?



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# Assessment Orientation Objectives

- Assessment Background
- Overview of the Assessments
- Discussion of the potential administration process
- Discussion of potential exercises in the assessment
- Measurement focus/areas
- Assessment Dimensions & Scales
- Rating Criteria and Scales
- The use of behavioral criteria
- Sample question & criteria
- Use of assessors
- Assessment Preparation
- Day of Assessment-Focus & Avoid
- Assessment weighting, scoring, etc.
- Wrap-up



# Presentation Caveats

- Presentation to help you better understand & prepare
  - Not intended as a “contract”
- Videotaping/audiotaping by participants is not authorized
- The process is under development
  - Thus, cannot and will not divulge final elements
- We discuss “potential” exercises, potential administration methods, rationale, etc.
  - Not final decisions
- Hold all questions until the end
  - Presentation is thorough & questions are distributed later for review





# Assessment Background & Context

- Assessments started in 2007-2008– first time for the agency– lots of resistance to what is a common process
  - One of the last major cities to adopt an assessment process
- 2011-2012 process was widely accepted and many of the participants had been involved in the 2008 process
- I anticipate, at lower ranks, that many participants will be those hired in 2007-2008
- You've had federal oversight on entry-level processes and promotional processes since the mid 1970's as a result a racial discrimination
  - This is why there continues to be DOJ oversight, despite fair procedures and outcomes
- Federal monitoring & oversight in this process
- Extremely carefully developed process
  - Strong vetting of all aspects of the project
- Strong focus on fairness in procedures and processes which hopefully leads to reasonable outcomes



# What is the process

- Assessment includes— Role play exercises, structured oral interviews, presentations and sometimes, written components
- For each rank, you will meet with several separate panels, each panel handles separate exercise or portion of the process
- Focus is on eliciting job related behavior & rating your behavior
  - Via behavioral intentions (SOIs or Interview Qs) or your actual behavior (role-plays)
  - Focus on “Dimensions”- typically job analysis dimensions!



# The Assessment/ Process

- Knowledge is also evaluated, but to a lesser extent than skills & abilities and less directly (application of knowledge)
  - You are not solely evaluated based on criteria taken directly from policy & procedure and other reading list material
- Multiple assessors per panel are utilized (either 2 or 3 person panels– detective processes, which focus more on interview content, will likely have 2-person panels)
- Assessors are trained for this role
- The administration occurs over several days and involves sequestering for detective, lieutenant and potentially, captain
  - Other smaller processes should avoid sequestering



# Goals in regard to development

- Assessment and scenarios should be substantially job-related
- Dimensions assessed (if utilized) should be dimensions that are important for the job and derived from JA data
- Difficulty level of the scenarios should mirror expectation for the rank— strive for challenging scenarios that identify top performers and separate out others
- Administrative procedures should be fair and consistent
- Assessors should be well trained
- Ratings should be fair, consistent (reliable) and based on department specific criteria
- Assessment should provide all with an equal opportunity to succeed!



# The Development Process

- Working with the federal oversight and outside experts at each key stage to provide guidance
- JA consisted of:
  - Job analysis interviews with incumbents in each position in 2016-2017
  - Job observations in 2016-2017
  - The development of a draft job analysis questionnaire (task based)
    - Addresses relevant tasks, grouped into task groups and relevant knowledge, skills, abilities and other characteristics
  - Also developed a linkage questionnaire
    - Asks incumbents to link important KSAs to relevant job task groups
      - Tells us how, to what extent & why various KSAs are important to the job and PROVES this in the event of litigation
  - JAQ (Job Analysis Questionnaire) reviewed by department SMEs
  - JAQ administered to incumbents



# The Development Process

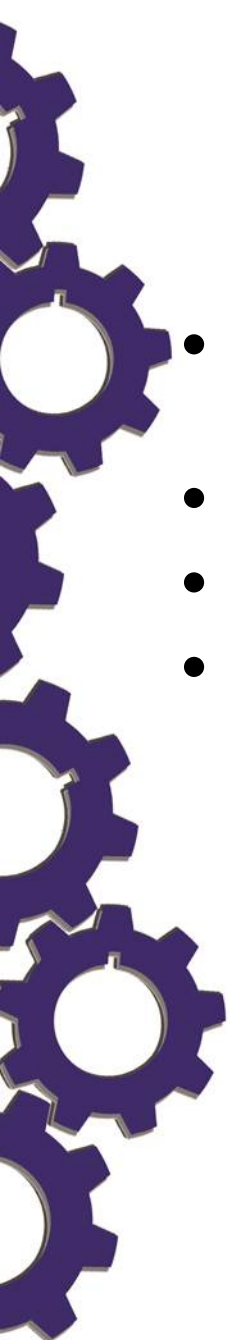
- Task analysis analyzed and linkage analysis analyzed
- Data shared with DOJ and evaluated by IOS
- Job analysis data will form majority of input for promotional process
- IOS has not sought any level from Buffalo Police personnel on previous assessments
- We may ask for “arms-length” input for these processes
  - Similar to what I do for Houston PD, who requires that we have no input
  - Essentially ask for examples in multiple areas to help us form a context for the exercises
- Otherwise, IOS develops ALL exercise content on our own, without input
  - This includes exercise content, criteria, etc.



# Looking Ahead

- Assessments are 2-3 months away– NOT developed yet– focus is on written examination first!
- Regardless, we never tell individuals what the final exercises are until you sit to compete!
- Assessments LIKELY WILL include three (3) exercises
- WILL require moderate sequestering OR, at a minimum- signed confidentiality agreement
- LIKELY WILL include meeting with multiple assessment panels
- WILL include videotaped exercises in some cases

# Framework for the Assessment

- 
- I'll review the planned parameters for each of the 5 assessments
  - I'll mention days scheduled
  - I'll mention the method of administration
  - I'll discuss the nature of each specific assessment





# Detective Assessment

- All planning is for the week of September 11<sup>th</sup> and we've started recruiting assessors from around the U.S. based on these dates.
- This is more of a structured oral assessment than an assessment center
- Focus will be more on interview exercises than role-plays and may include all interview (or perhaps a presentation) exercises
- This assessment **WILL** include sequestering
  - What is sequestering?
- You will participate on more than one day!
- Your participation days should be Tuesday September 12<sup>th</sup> and Wednesday September 13<sup>th</sup>
- Plan is to have three separate exercises, rated by three separate panels— about 10-11 minutes in length
  - Likely to have 2 person panels, unless candidate numbers drop
- Plan is to have one live exercise on Tuesday and one live exercise on Wednesday + one exercise where you will be videotaped and not appear before a panel (run by a MicroSoft Surface tablet)
  - Rated by assessors, but from video at end of the week



# Detective-Sergeant Assessment

- All planning is for the week of September 11<sup>th</sup> and we've started recruiting assessors from around the U.S. based on these dates.
- This is a mix of a structured oral assessment and an assessment center— interviews and role-plays
- May include a role-play or two, an interview and perhaps a presentation
- This assessment will **NOT** include sequestering
  - Assuming candidate numbers diminish
- You will participate on a single day
- Your participation day should be Thursday September 14<sup>th</sup>
- Plan is to have three separate exercises, rated by three separate panels— about 11-13 minutes in length
  - Likely to have 2 person panels



# Captain Assessment

- All planning is for the week of September 25<sup>th</sup> and we've started recruiting assessors from around the U.S. based on these dates.
- This is an assessment center— role-plays, perhaps a presentation or interview
- This assessment likely will not include sequestering
  - This is the only assessment where we must wait & see how many show to the written examination and how many pass the exam
- You should participate on a single day; if candidate #s remain high, we may need to move to a 2-day process
- You will participate on Tuesday September 26<sup>th</sup> and perhaps, Wednesday September 27<sup>th</sup>
- Plan is to have three separate exercises, rated by three separate panels— about 12-13 minutes in length
  - Likely to have 3 person panels



# Inspector Assessment

- All planning is for the week of September 25<sup>th</sup> and we've started recruiting assessors from around the U.S. based on these dates.
- This is an assessment center— role-plays, perhaps a presentation or interview
- This assessment will **NOT** include sequestering as candidate #s are low
- You will participate on a single day
- Your participation day will be either Wednesday September 27<sup>th</sup> or Thursday September 28<sup>th</sup>
  - Unfortunately, we won't know this until approximately two weeks after the written examination and city will announce some time after this!
- Plan is to have three separate exercises, rated by three separate panels— about 13-14 minutes in length
  - Likely to have 3 person panels



# Lieutenant Assessment

- All planning is for the week of October 2<sup>nd</sup> and we've started recruiting assessors from around the U.S. based on these dates.
- This is a mix of a structured oral assessment and an assessment center
- Focus will be more on interview exercises and role-plays and may include a presentation exercise
- This assessment **WILL** include sequestering
  - What is sequestering?
- You will participate on more than one day!
- Your participation days should be Tuesday October 3<sup>rd</sup> and Wednesday October 4<sup>th</sup>
- Plan is to have four separate exercises, rated by four separate panels— about 10-11 minutes in length
  - Likely to have 3 person panels
- Plan is to have one live exercise and one videotaped exercise on each day—
  - In videotaped exercise you will not appear before a panel (run by a MicroSoft Surface tablet)
  - You are rated by assessors, just from video



# Overview of the AC Admin

- Numerous considerations in setting up the assessment exercises/components and schedule
  - Sequestered vs. non sequestered
  - # of exercises
  - # of rooms available
  - Client rules or requests
- Consistency in the assessment administration & fairness are paramount to us!
  - The best decisions will be made based on the circumstances!
- I'll discuss what a sequestered assessment looks like versus a trust-based model
  - Listen to all of discussion to understand as I'll make points in discussing one concept that apply to the other



# General Key Rules & Procedures

- Required that you avoid securing a room at the Hyatt (Integrity)
- Bring a countdown timer with you or a stopwatch— strongly encouraged
- Don't bring notes of any kind with you; nothing you've prepared in advance. You can bring them to the facility, but you must turn in at sign-in (can retrieve at sign-out if needed)
- No phones or electronic devices of any kind
  - If brought, must be surrendered
  - If found, we assume device is for malicious purposes
- No bags of any kind— bring clear gallon size Ziploc bags if you have reading glasses, water, snacks, medicine, etc.
- No notes may be taken until dropped into initial preparation period
  - Can't recreate notes while waiting to start in holding room



# Sequestering

- For Detective & Lieutenant ranks
- You would be “sequestered” during the assessment
  - Check in, wait, start, finish and be held at the assessment location until a particular time
  - Morning group is held until the afternoon group arrives and checks in
  - Afternoon group is held for a period of time & then released
- Ensure that no contact is made between those who have conducted an exercise vs. those who are waiting (or have not attended yet)
  - This differs from our traditional trust-based assessment model, though we use a sequestered model approximately 10% of the time (20-25% with large cities)





## General Day of Assessment- Admin.

- Prior to assessment, you will receive your schedule
  - Contains days, times & locations- **read carefully!**
  - Contains rules & prohibitions- read please several times
- Arrive & check in at your schedule time
- Receive a confidentiality agreement, indiv. schedule & rules & procedures doc.
- Sign confidentiality agreement
- We will then pass out ID badges based on who showed up at the arrival time
- Put on badge- sole means to ID you!
- Review schedule & procedures
- IOS to meet with group & take questions
- Each schedule is unique- you may be waiting to start your day or you may start, then wait for release



# Day of Assessment- Admin.

- At appropriate time, you & others will be called to participate
- In this model, several separate rating panels are operating at one time & thus several individuals will be called to start
- Brought to a preparation room to begin
- IOS, proctor or video will be used to review the procedures for the preparation period
  - We use a combined prep period where you receive ALL exercise instructions at once and have a period of time to prepare for all content for the day
  - If preparing for one exercise, typical prep time is 20-25 minutes; if preparing for 2 exercise, typical time is 35-45 minutes; if 3 exercises, typical time is 50-65 minutes
  - Concept is similar to the theme from an in-basket exercise
    - Lots of material, sort through, formulate a plan for preparation



# Day of Assessment- Admin.

- Preparation Period
  - Be sure you plan your work in this period (briefly)
  - Be sure you prepare for ALL exercises
  - Your starting exercise will be randomly determined & communicated on your schedule
- You will have little time to prepare between the exercises— essentially about 7-10 minutes between and another 3-4 minutes in transit and briefing
  - Time between exercise is minimal, even in typical admin models! Use the prep period to do all preparation



# Day of Assessment- Admin.

- Preparation Period
  - Quickly survey prep materials to determine what you have
  - Quickly look at schedule for order of appearance
  - Make estimate for time needed to prepare based on 1-minute survey of materials
  - Take notes during prep
  - Hold yourself accountable on time related to preparing for each scenario
  - Label notes clearly so you can reference them when needed— you will be nervous/tense/etc.
  - Understand what exercise you will start in— you will be held accountable for this!
- After proctor instructions, you begin prep
- Timer sounds- take materials & exit with proctor



# Day of Assessment- Admin.

- Once the prep period is finished...
  - Group escorted to exercise room
  - May have brief waiting period before entry
  - Once assessors are ready, you will be asked to:
    - Read “LAST REMINDERS” (may be read to you as a group to expedite)
    - In some instances (Field-Ops content), you may be given a field-operations question and asked to ready the question before entering your exercise room
  - Enter first exercise & conduct first exercise (discussed later)
  - Excused from exercise
  - Sit outside door to your room- very brief waiting period until assessors are ready (5 minutes)
  - No talking at this location
  - Moved to the location/room of your 2<sup>nd</sup> exercise
  - Exercises completed



# Day of Assessment- Admin.

- Once all have completed their exercises, you will either be taken to a holding room for sequestering, or to a sign-out area
  - A.M. groups are sequestered in a room without materials (including electronic devices, obviously) until P.M. groups arrive and are secured in initial holding room
- You continue this process for two consecutive days for the sequestered processes
- Your arrival times will vary each day
- Pay careful attention to these times!
- You would be informed of this time after check-in on day 1

# Example Administrations

- Lieutenant Promotional Process
  - How this might work
- Inspector and/or Detective-Sergeant process
  - How this might work
- Document placed on IOS website will provide administrative walk through on the assessment
  - It will be placed on the site the week prior to the assessment, approximately mid-week (Wednesday or Thursday of the week prior to your participation)
  - Read through this document several times for comfort and to solidify the procedures in your mind





# Admin process summary

- ID # is key
- You will have a unique schedule
- Randomly determined order of exercises (either start in A, then conduct B, or B, then A)
- Combined preparation period- use time wisely to prep for ALL
- There will be little time between exercise (time to briefly view notes)
- Technology used
  - May use ipads to read instructions, questions, etc.
  - Microsoft Surfaces used in role-plays and perhaps other components



# ANY QUESTIONS ON THE ASSESSMENT ADMINISTRATION PROCEDURES?



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# Assessment Exercises, Types

- 
- The Role-Plays
    - Staff Meeting Structured Role-Play
    - Community Meeting Structured Role-Play
    - Citizen Meeting
    - Subordinate Meeting
  - Structured Oral Interview or SOI style Components
    - Subordinate issues
    - Leadership challenges
    - Community Problem or Concern
      - Crime
      - Other Issue
    - Citizen Complaint
    - Administrative In-Box Scenario
    - Planned Event
    - Questions related to skill set, previous work or plans for promotion
    - Brief Presentation (Policy, Staffing, Org. Change & Implementation)
    - Tactical or Field-Operations Components
      - Hot-Call
      - Other



# Staff Meeting Role Play

- Typically 3 parts when used in full
  - Management introduction
  - Discussion of current issues (as framed from an e-mail or two provided with instructions)
    - Note these issues may be real
    - May be fabricated (treat as real & address)
  - Q & A with “staff”
  - How administered
  - What it measures
  - Pitfalls?



# Community Meeting Role Play

- Prep materials outline issue
  - Focal problem
  - General community concerns, outlined
- Typically 2 parts when used in full
  - Introduction, explanation of your understanding of the issue, etc.
  - Q & A with “the community”
  - How administered
  - What it measures
  - Pitfalls?



# Subordinate Meeting Role Play

- Review information on issue in prep
  - Focal problem
  - General performance issue
- Meet with subordinate
- Discuss problem & address concerns-set expectations
- Administration method
- What it measures
- Pitfalls



# Citizen Meeting Role Play

- Review information on issue in prep
  - Focal problem (often)
  - Or, general concerns as outlined
- Meet with citizen
- Discuss problem & address concerns
- Administration method
- What it measures
- Pitfalls



# Background Qualifications Presentation

- Often called oral resume
- 3 parts and 3 parts for grading
  - Job related experience & qualifications
  - Training, education, military, etc.
  - Leadership experiences and management KSAs



# Background Qualifications Presentation

- Present on career highlights and achievements
- Briefly discuss work history in relation to BPD
  - Highlights, take-away experiences, KSAOs developed, etc.
- Other work experience, community involvement, etc.
- Discuss quality of work experiences
  - What you did, learned, etc.
  - Can present any awards, recognition, etc.
  - History & record of performance
- Military, education or specialized training (non standard)
- Professional organizations, boards, committees—external or internal
  - What you did, how your experience benefitted your employer





# Background Qualifications Presentation

- Discuss skill set or knowledge obtained including how this was obtained, what it includes and how it can be beneficial to BPD
- Your experience with supervision & leadership OR other formal or informal leadership experience
- Discuss your personal characteristics (as you see them) that fit the role
- You may discuss your leadership style or approach
- You may discuss what you've done to prepare, why you are seeking promotion, etc.



# SOI, Structured Oral Interview

- Typically, the interviews last 10-13 minutes
- Provided questions in advance to allow for preparation (except field-operations/hot-call scenarios)
  - Instructional material
    - Rules/expectations
    - How the process will run
    - The question content
- That said, each question is timed separately
- If there is a “Hot-Call”, it typically must be the first question
- Note that the response times are often “short”
- We only have 10-13 minutes and we wish to include as many “opportunities” for you as is possible
- Thus, if you have an area that represents a weakness, you have other questions that represent an opportunity for you to demonstrate your KSAs
- You can bring your own timer– you are very much encouraged to do so!
- In some occasions there are follow-up questions that must be read (you can’t know about in advance)– these are given to all candidates when used!

# Your Time Within a Given

## Interview

- Questions given in the initial preparation period are NOT read again
  - Why? Our rationale
- Assessors will not repeat a question that is read— you will be given a copy of such a question to review
- Once instructed to begin your response, the time will begin on a question
- Make sure your responses are logical, orderly, and hit all aspects of the response (initial actions, subsequent actions, follow-up actions, administrative work related to, etc.)
- Make sure your responses are comprehensive such that address all personnel involved or all aspects of the given problem
- Enter room, assessor greeting & begin
- Present answers
- Excusal & exit





# Your Time Within a Given Interview

- Once you complete an answer you may not go back and address
- If a hot-call field-operations scenario is included in a tactical, this will be given at the door to the exercise
- You will have a pre-determined time period to read
- This will be taken away
- A copy may be replicated in the room
- If it isn't there, let the assessors know
- Once you complete a question and move on from a question you may not add content
- You can pause before responding, though you are using your time
- You will be prompted by the scenario # and a one sentence summary
- Time period could vary from two minutes to five or six minutes, depending on content!
- In some instances, scenarios will be presented via media



# SOI Style Exercises- Exercise Content

- I'll now review the typical content of SOI exercises and what is included in these scenarios
- I'll save detective until last

# Assessment Exercises, Types

- Structured Oral Interview or SOI style  
Component: **Subordinate issues**
  - Focal Issue (e.g., Sexual Harassment)
  - Set of Issues (General performance problems, as outlined)
- Discuss how you'd address the problem
- Discuss how you'd address with all involved
- Discuss all actions you'd take, including setting up meetings, etc.
- Discuss what direction you'd provide
- Discuss who you would involve with this issue (notifications, follow-up, etc.)
- Discuss what you would do to follow-up on the issue
- Leave nothing unstated



# Assessment Exercises, Types

- Structured Oral Interview or SOI style  
**Components: Leadership Challenges**
  - Issue occurring at the shift level
  - A challenge to your authority and/or leadership
  - Could be a focal problem or a set of issues
- Discuss how you'd address the problem
- Discuss how you'd address with all involved
- Discuss all actions you'd take, including setting up meetings, etc.
- Discuss what direction you'd provide
- Discuss who you would involve with this issue (notifications, follow-up, etc.)
- Discuss what you would do to follow-up on the issue



# Assessment Exercises, Types

- Structured Oral Interview or SOI style  
Components: **Community Concern**
  - Nature?
    - Crime problem to be addressed
    - Service issue, engagement issue, etc.
    - Quality of life issue
  - Discuss how you'd address the problem
  - Discuss how you'd address with all involved
  - Discuss all actions you'd take
  - Discuss what information you'd provide
  - Discuss who you would involve with this issue (notifications, follow-up, etc.)
  - Discuss what you would do to follow-up on the issue





## Assessment Exercises, Types

- Structured Oral Interview or SOI style  
Components: **Citizen Complaint**
  - Discuss how you'd address the problem
  - Discuss how you'd address with all involved
  - Discuss all actions you'd take
  - Discuss what information you'd provide
  - Discuss who you would involve with this issue (notifications, follow-up, etc.)
  - Discuss what you would do to follow-up on the issue



# Assessment Exercises, Types

- Structured Oral Interview or SOI style  
Components: **Administrative Challenge/ In-Box**
  - Summary of 4-7 issues occurring that must be dealt with
  - Mirrors in-basket, except less reading and less complexity in regard to your response
  - Issues from officers, the public, staffing, scheduling, equipment, patrol, the community, superiors, outside entities, politicians, etc.
- DON'T summarize the items!
- Do summarize the problem in the item
- Discuss how you'd address the problem
- Discuss how you'd address with all involved
- Discuss all actions you'd take,
- Discuss what direction you'd provide/ delegation
- Discuss who you would involve with this issue (notifications, follow-up, etc.)
- Discuss what you would do to follow-up on the issue



# Assessment Exercises, Types

- Structured Oral Interview or SOI style  
Components: **Planned Event**
  - Planned Protest
  - Citywide event you are responsible for coordinating
- Discuss how you'd prepare for the event
- Discuss resource needs
- Discuss specific plans
- Discuss how you'd address with all involved
- Discuss what direction you'd provide/ delegation
- Depending on the question, you may want to discuss not only planning but what actions you'd take **AT THE EVENT**
- Discuss who you would involve with this issue (notifications, follow-up, etc.)
- Discuss what you would do to follow-up on the issue



# Assessment Exercises, Types

- Structured Oral Interview or SOI style  
**Components: Questions related to the skill set**
  - What have you done to prepare for this promotion
  - What experiences have you had to prepare you, set you apart?
  - What skills and abilities have you developed in your assignments (what are these assignments)— how were they developed, why are they important
  - How have you demonstrated a commitment to this city, community, department, etc.
  - How have you ensured that your behavioral has aligned yourself with the goals, mission and objectives of this agency
  - What examples do you have that demonstrate your commitment, field-operations expertise, community involvement
  - What key leadership experiences and examples do you have that have shaped you and prepared you for this role



# Assessment Exercises, Types

- Structured Oral Interview or SOI style  
**Components: Presentation**
  - Policy implementation
  - Organizational Change and work to implement change
- Address the problem presented and present on this issue
- Doesn't follow flow of other SOI style exercises necessarily, though similar once shell is stripped away



# Assessment Exercises, Types

- Structured Oral Interview or SOI style  
**Components: Tactical Scenarios**
  - Hot-call–What is this?
  - Static tactical or field-operations scenario
  - Discuss initial steps taken
  - Discuss resource needs
  - Discuss actions or tactical steps taken
  - Discuss how you'd address all aspects of the scene, with all parties involved
  - Discuss what direction you'd provide/ delegation
  - Discuss actions after initial steps
  - Discuss contingencies
  - Discuss rationale where relevant
  - Discuss who you would involve with this issue (notifications, follow-up, etc.)
  - Discuss what you would do to follow-up on the issue



# Assessment Exercises, Types

- Structured Oral Interview or SOI style  
**Components: Investigative Scenarios**
  - Hot-call–What is this?
  - Static tactical or field-operations scenario
  - Discuss initial steps taken
  - Discuss resource needs
  - Discuss actions or tactical steps taken
  - Discuss how you'd address all aspects of the investigation, with all parties involved
  - Discuss actions after initial steps
  - Discuss contingencies
  - Discuss rationale where relevant
  - Discuss who you would involve with this issue (notifications, follow-up, etc.)
  - Discuss what you would do to follow-up on the investigation



# Assessment Exercises, Types

- Structured Oral Interview or SOI style  
Components: **Application of Knowledge**
  - Understanding of key policies and how they apply to patrol operations or to investigations
    - Discuss the policy
    - Discuss all aspects of the policy
    - What is the officer responsible for
    - What are you, as the supervisor, responsible for
    - What problems can arise
    - How will you address problems with policy
    - More common for the lower ranks, including detective (especially), detective-sergeant and lieutenant







# Detective Interview Content

- Investigative scenarios
- Scenarios where you present an example of a preliminary investigation
- Questions where you discuss how you'll fit into a team of detectives
- Questions where you'll discuss your skill set and how this will result in quality work at the rank of detective



# Rating Criteria and Scales

- Skill and ability based assessment, with knowledge assessed to some degree
- Specific behavioral (step-by-step) criteria to guide assessor judgments
- Criteria grouped by relevant 'dimensions' such as Decision-making; Tactics; Problem-Solving
- Separate rating on Communication & Presentation



# Dimensions


- Management & Supervision Dimension: Consists primarily of Supervision skill, Motivational Skill and Incident Command (aspects of)
- Leadership Dimension: Consists primarily of Vision, Influence and Presence
- Administrative Management Dimension: Consists primarily of Planning, Organization, Budgeting (lesser extent) and Computer Administrative skill
- Critical Thinking Dimension: Consists primarily of Problem Sensitivity/Analysis, Problem Solving, Reasoning, Information Ordering and Observing/Listening & Recall
  - Includes sub dimension of Decision-Making Dimension: Consists primarily of Judgment and Decisiveness, with considerations for the inclusion of Reasoning



# Dimensions

- Interpersonal Dimension: Consists primarily of Relationship/Team Building, Customer Service & Public Relations, Sensitivity, Teamwork and Conflict Resolution
- Oral Communication Dimension: Consists primarily of Oral Expression and Presentation
- Tactical Skill, which includes the application of acquired tactical knowledge to select proper tactical procedures and deploy them appropriately- Incident scene management and control and use of sound judgment in making decisions at an incident scene

# Leadership

- 
- **Creates a vision** through a set of values OR tailors the organizational vision/values to his/her division to help others attain organizational goals. Identifies a high-level goal or purpose that unifies others and **motivates others** to work together for a common purpose and work diligently toward these goals/purpose. **Set specific goals and expectations** for others that are aligned with the vision and values—monitors goal attainment and guide, shapes and directs others toward goal achievement. Works to remove organizational barriers to assist in goal attainment.
  - 
  - Serves as a role-model in behavior and action. Works to create a positive work environment and **builds positive relationships** that foster teamwork, collaboration and cooperation. Effective leaders work to **gain the trust and respect of subordinates**. Uses interpersonal influence and persuasive abilities to direct the behavior of subordinates toward goals.
  - 
  - Effective leaders create and manage their presence and **demonstrate confidence and self-assuredness**, gaining the confidence and trust of others. Fosters a work environment that supports goal achievement—drives individuals to achieve results.
  - 
  - Supports the learning and development of staff and fosters individual and group growth. Creates an effective leadership style and manages this style well—is highly self-aware and can adapt their style/approach to unique environments. Demonstrate a willingness to lead and take charge, when necessary. **Commands respect and compliance** when necessary.



# Management/ Supervision

Supervision includes:

- Oversight of subordinate work to ensure work is performed and that tasks are conducted according to appropriate standards and protocols. Evaluates subordinates and subordinate performance-identifies personal strengths and weaknesses. Monitors and documents performance. Provides training, coaching and guidance to grow and develop capabilities of subordinates. When necessary, counsels and provides additional direction. When required, enacts appropriate discipline.

The management subcomponent involves:

- Makes decisions regarding the allocation of work, how the work will be performed and who will perform the work. These decisions should align with the vision, mission and values of the organization/division. Oversees the total work performed by a unit, squad or division and determines if this work addresses organizational goals. Works to ensure that systems within a work group function well together and makes modifications as necessary. Makes assignments to subordinate personnel and ensures that the work is completed. Delegates tasks as appropriate and provides guidance on delegated tasks.



# Interpersonal Skills (Community Relations)

- Interpersonal skills are used when interacting with other people, both individually and in groups.
- When individuals have strong interpersonal skills, they are able to interact with others in a pleasant and comfortable manner so as to build trust and rapport. This skill includes working with individuals to identify problems, identify solutions and negotiate mutually acceptable outcomes. Being able to demonstrate sensitivity and empathy towards people. Individuals strong in this area are able to identify the needs and concerns of others and make a concerted effort to deliver services that address those needs and concerns. Handles difficult or unpleasant personal interactions effectively, maintaining the trust and respect of others.
- There is a strong understanding of the manner in which the organization needs to be presented to the community at large and are able to make the necessary efforts to work with the public while protecting the integrity of the organization. The interpersonal competency area includes finite skills such as relationship/team building, conflict resolution, teamwork, interpersonal sensitivity, and the important customer service and client/public relations realm.



# Critical Thinking

Critical thinking and decision making measures the ability of an individual to process various pieces of information and apply that information to reach an answer or conclusion. It includes the ability to tell when something is wrong or is likely to go wrong and being able to identify a solution or corrective action and use available information and resources to solve problems. Thus, information is often gathered through critical analysis and investigation. Individuals are able to observe and note events/incidents, actions, behaviors and details and process the information learned against known objectives while weighing various options and their respective outcomes, in order to arrive at a solution that yields the greatest benefit with the least risk. The critical thinking and decision-making competency includes several finite skills including problem analysis/evaluation, reasoning, problem solving and decision-making.





# Administrative Management

Administrative management includes the ability to maintain order and clear systems and structures that facilitate the efficient completion of tasks. Many of the tasks related to this dimension are related to the effective management of written communication, data, written responses or other administrative functions. Individuals skilled in this area are able to outline a step-by-step method for addressing challenges of various degrees of complexity. Individuals are able to manage time to accomplish items of highest priority while leaving sufficient time to address other less critical items. Also, individuals are able to make decisions regarding the allocation of limited resources and managing that allocation to ensure that budgets are not exceeded. The key skills and abilities includes in this competency are planning, organization and delegation of work.



## Tactical Skill & Incident Command

Tactical skill includes the application of acquired tactical knowledge to select proper tactical procedures and deploy them effectively to control a scene/scenario. Individuals strong in this skill are able to exercise tactical knowledge with sound judgment in the processing of numerous pieces of information during a rapidly evolving sequence of events. Tactical Skill involves incident scene management and control as well. Maintaining a calm and rational thought process and demeanor amid chaos or heightened levels of stress.



## Oral Communication

Oral communication involves the ability to speak in a clear, concise, understandable and appropriate manner that fosters understanding and acceptance. Individuals strong in this ability are able to deliver a message in such a way that others clearly understand the meaning of an intended message. It includes skill in using language and non-verbals effectively to engage a group and clearly communicate a message in a formal or semi-formal presentation setting.



# Question & Criteria Example

- Sample Interview Question
  - Shows detail
  - Shows parts of question
- Criteria
  - Shows detail
  - Shows parts



## Example Interview Question

- You are a lieutenant and two weeks ago you received an anonymous call concerning the sale of steroids at a gymnasium in your area. The caller was relatively sure that one of the people involved is a member of the police department. One of the officers assigned to your area, Officer Harold Ruhnke, is a weight lifter and frequents this gym. Officer Ruhnke has been an officer for six years and has an excellent service record. He is hard working, enthusiastic and pays attention to his appearance. Over the last several months he has greatly increased his muscle mass. Last week you received information from Officer Ruhnke's wife that his demeanor has changed recently, specifically that he is manifesting highly aggressive behavior. This morning you received two complaints against Officer Ruhnke. The first complaint concerned swearing at a motorist and the second complaint involved overly aggressive behavior. The second complainant stated that during his interaction with Officer Ruhnke he feared for his life. You advise Officer Ruhnke that you just received two citizen complaints against him. Upon advising him of these complaints he becomes very agitated and angry with you, slamming his fist on a desk. Explain how you would deal with each of these situations as they occurred and how would you deal with this situation in the aggregate?

# Example Criteria

The Anonymous Caller	Yes?
Candidate recognizes that all anonymous complaints need to be documented in accordance with department standards	
Ensures this documentation is forwarded to the appropriate party (Division of Standards) in a particular timeframe	
Reviews documentation before forwarding	
Ensures that this complaint is appropriately documented	
Inquires as to any follow-up required from him/her in regard to this investigation	

# Example Criteria

Follow-up with wife	Yes?
Candidate attempts to determine whether Mrs. Ruhnke is in fear of her safety or if she is a victim of domestic abuse	
Attempts to determine if there are any concerns related to Officer Ruhnke	
Candidate advises Mrs. Ruhnke of her rights under appropriate department policy (SO 209)	
Candidate advises her of the availability of the department's Employee Assistance Unit	
Follow-up with Mrs. Ruhnke	

# Example Criteria

Follow-up regarding behavior observed by lieutenant	Yes?
Understands that officer's behavior is inappropriate in light of the recent complaints	
Candidate recognizes the possibility of placing this officer on administrative leave (Rule 6.1)	
Speaks with officer to determine if there are personal issues which are interfering with job performance	
Candidate submits a report, in writing, through channels to the division commander (if placed on administrative leave)	
Candidate advises the officer of the availability of the department's Employee Assistance Unit	





# Role of the Assessors

- OUTSIDE assessors from agencies around the U.S. (but outside area for LE), and nationwide.
- May interact with you and ADMINISTER process
- Observe and rate your performance in an objective manner using performance criteria and specific rating scales.



# Role of the Assessors (cont.)

LE Assessors that work with I/O Solutions are:

- At rank assessed or above.
- From outside of city and from agencies that serve larger populations
- Experienced professionals who perform their jobs at a high level. We ask for two rank or above
- Diverse in gender and race to the extent possible.
- Highly trained for this particular assessment center.
- Not personally familiar with employees. No former employees may be used.
- Monitored to ensure fair objective rating according to the performance guidelines.
- Challenges in regard to Buffalo rank structure
  - For example, we may have lieutenants from other agencies evaluate BPD Captain candidates IF the Lt. rank in the other agency is equivalent to Captain in Buffalo



# Role of the Assessors (cont.)

- When involved in an assessment:
  - Assessors get comprehensive training on the exercises, dimensions, criteria, job requirements, and specific nuances of the department.
  - Professional judgment is used! Otherwise, no need for industry professionals to conduct ratings.



# Preparation Guidelines

- Seek out information about how assessments.
- Read your departmental policies and procedures so that you will know the proper way to respond to various situations.
- You can “study” for the assessment as well!
- Practicing the skills is the single most important part of preparation
- Single best study method is forming a local study group that practices




# Preparation Guidelines

- Form a study group
  - Brainstorm area of focus
  - Brainstorm questions & submit questions/scenarios to the group
  - Prepare answers, make study guides
  - Meet to conduct mock interviews
  - Try to replicate environment
  - Critique each other's performance– all discuss together (including mock cand.)
  - Share study guides
  - Create a perfect study guide from all input
- Study on your own




# Preparation Guidelines

- Make an audio and/or video tape of your practice session or watch yourself practice in a mirror. Identify any distracting mannerisms that you may have and try to correct them.
- Conduct an interview session with a study partner. Each individual can prepare questions and you can practice by answering your partner's questions.



# Recommendations for the Day of the assessment

- Use any prep time wisely- plan what you will do, what you need to cover in a specific interview bloc & ensure you meet your goals within the timeframe.
- Manage your time within the exercise effectively.
- Use what you know about the dimensions- you don't know the specific criteria but you can surmise the dimensions based on the exercise.



# Recommendations for the Day of the SOBA

- Comprehensive (but organized & concise) responses that meet all criteria
- Answer the question! No stories please
- Answer all parts of the question
- Discuss how YOU would handle!
- Keep positive throughout the assessment-  
doing poorly on one part does not affect  
your entire performance.
- Do what is asked of you in the  
instructions for a particular exercise!!





# Common Mistakes

- Lack detail – you can only be rated on what you present
- Misses point – does not address each and every issue
- Time management – too short/too long
- Disorganized/no outline or plan
- Don't understand what exercise you are being placed in or get confused
  - You will be held accountable



# Rules Governing the process

- You must arrive on time.
- Appropriate dress
- Bring identification. Bring snacks if you wish.
- Do not bring “outside materials” with you
- Don’t stay at the SOBA site, though consider staying in city at another property with friends (support!)
- Be available in the candidate holding room so that no one has to hunt you down.
- **KEEP WHAT YOU LEARN CONFIDENTIAL.**
  - You will be asked to sign a confidentiality agreement



# Security

- You will sign a confidentiality agreement.
- Do not talk to anyone about the assessment.
- Talking about the assessment can reduce YOUR chances of success.
- Disclosing assessment details could result in elimination from this process.



# Security

- Limited number of SMEs & only top level mgmt. and no exercise content is discussed in this particular process
- Use sequestering model for larger assessments
  - WILL be somewhat inconvenient
  - Will require you to wait (sequestering)
- Note: Surveillance cameras used and videotaping may be employed



# Scoring

- Assessors take notes during interview and/or mark rating forms while observing your performance
- Checks translate into an assigned rating
- Assessors make preliminary ratings upon conclusion of the exercise
- Private review of notes
- Assessor conference to confer on ratings; your performance is discussed in detail; assessors are forced to agree within a specific range to ensure accuracy
- Final assignment of rating(s)
- Portions of assessment may be weighted differentially

# ANY QUESTIONS??



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