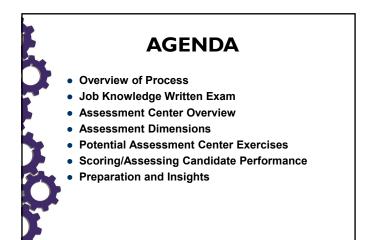


INDUSTRIAL/ORGANIZATION AL SOLUTIONS (IOS)

- Headquartered just outside of Chicago.
- Public Safety Consulting Firm Fire, Police, EMS, & Corrections.
- Develop Entry-level & Promotional Processes.
- Our consulting division develops approximately 150-160 job knowledge written tests and 75-80 custom assessments per year.
- IOS employs approximately 25 I/O Psychologists, with expertise in job analysis, test development, assessment development, measurement, evaluation, test fairness & legal defensibility, and other issues related to testing processes.



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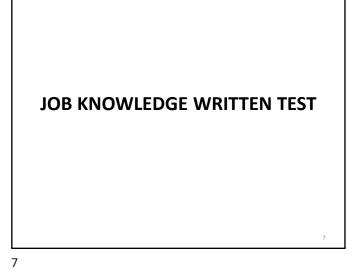


SDFD BATTALION CHIEF PROMOTIONAL PROCESS

- Your Department has decided to implement a process that is fair, objective, and thorough.
- The processes will include a written test and an assessment center.
- The goal of this session is to provide an overview of the promotional process.

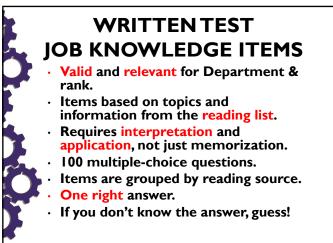


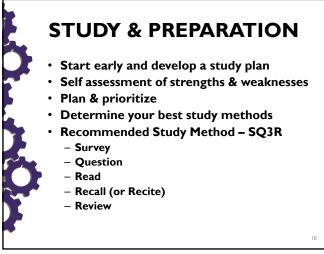
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WRITTENTEST PROCESS The Department determines the reading list and reading sources. Test items are developed by IOS. We do not work with any test prep firms! All items are reviewed by Department Subject Matter Experts (SMEs). Test is finalized based on SME review. Exam administration.

- Evaluation of candidate item appeals.
- Final scores are calculated.





WRITTENTEST CHALLENGES & APPEALS Despite IOS's strict quality control measures, sometimes poor items make it on the test. You will have the opportunity to challenge items following test administration. When writing your concerns & guestions, be

- When writing your concerns & questions, be specific & provide details. Write legibly.
- IOS will review appeals in collaboration with SMEs and the City Personnel Department.
- All successful challenges will be applied to the final scores of all candidates.

Item #	Total # of Appeals	Candidate Comment	Consultant Response	Decision
36	1	This question is too vague. The adult circulation assessment should be checked at the radial pulse if conscious. If the patient is unconscious then the carotid pulse should be assessed.	Candidate is correct. Question did not specify the condition of the victim.	Give credit for "A" and for "C".
37	3	The Laryngeal Mask Airway is not readily used by EMTs in this County.	SMEs verified that candidates are correct.	Give credit for all responses.
52	3	AIDs may also be transmitted this way according to Brady.	According to Brady, the routes of AIDS exposure are limited to direct contact with blood. This excludes "stool" and "other bodily fluids."	Keep scoring as is.

ASSESSMENT CENTER

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WHAT IS AN ASSESSMENT CENTER?

- A process, not a place.
- Series of exercises designed to simulate important aspects of the job.
- Exercises elicit behavior similar to that required for success in the job.
- Performance rated by multiple assessors trained to be fair and objective.
- Assessors rate candidate performance on job-related performance dimensions.

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• Can't promote everyone!

- Gives you the opportunity to demonstrate your abilities and what you can do.
- Fair, valid, and reliable predictors of future success on the job.

HOW ARE ASSESSMENT CENTERS DEVELOPED?

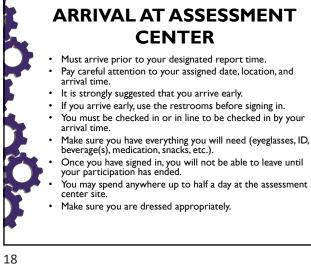
- Job analysis determines knowledge, skills, and abilities.
- Meet with SMEs to discuss critical aspects of the position and identify performance dimensions to be evaluated.
 - Develop custom exercises and questions.
- Have SMEs review draft exercises and questions to ensure content and benchmarks accurate for Department and position.

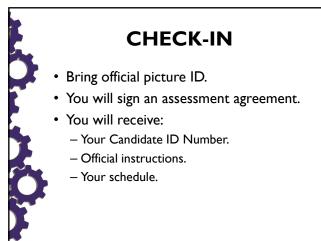
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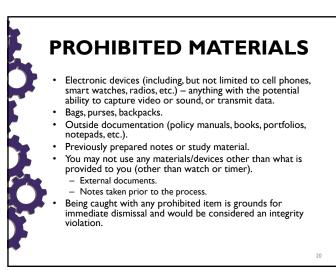
ASSESSMENT CENTER ADMINISTRATION PROCESS

- Check-in
- General Preparation Time
- Transport to exercises.
- After completing the exercises, return to the check-in area.
- 10-minute preparation times between exercises.
- Final paperwork/documents.

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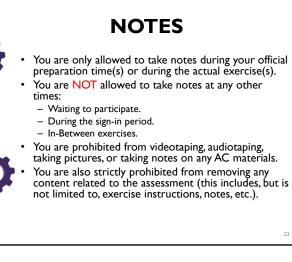


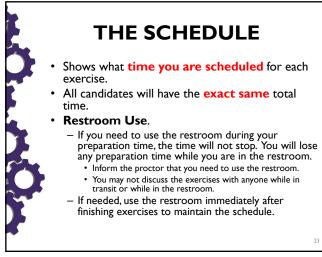




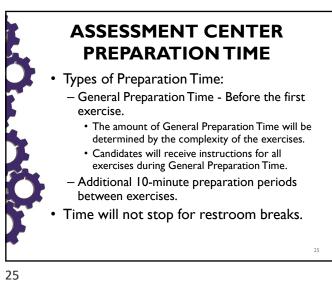


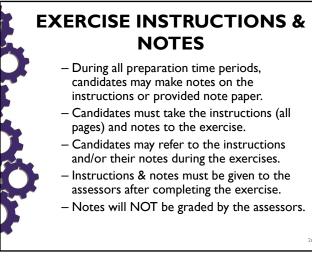
- Medical devices.
- Wristwatch, count-down timer, or stopwatch.
- Beverages & snacks.





REPORT TIME	7:00 AM		
GENERAL PREPARATION	7:10 AM	-	8:10 AM
EMERGENCY COMMAND	8:15 AM	-	8:35 AM
10 Minute Preperation Time	8:40 AM	-	8:50 AM
SUPERVISORY ASSESSMENT	8:55 AM	-	9:15 AM
10 Minute Preparation Time	9:20 AM	-	9:30 AM
STRUCTURED INTERVIEW	9:35 AM	-	9:55 AM
10 Minute Preparation Time	10:00 AM	-	10:10 AM
WRITTEN EXERCISE	10:15 AM	-	11:00 AM





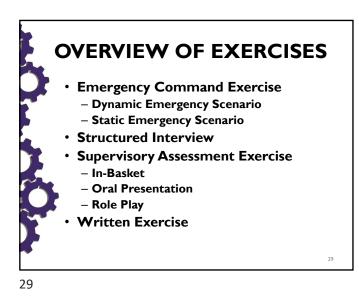


TRANSPORT TO THE EXERCISE ROOMS

- The proctors will escort you to the exercise rooms.
- Wait outside the room until an assessor invites you into the room.
- Bring the exercise instructions (every page) and your notes for the exercise with you you must turn them into the assessors at the end of the exercise.
- Do not bring any other materials into the room with you (other than a timer).



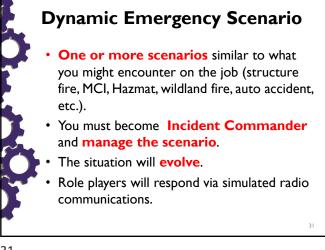
- No cell phones or smart watches ONLY wristwatches, stopwatches, or digital countdown timers.
- Give exercise instructions & notes to the assessors when the exercise is completed.
- Return to the check-in area.

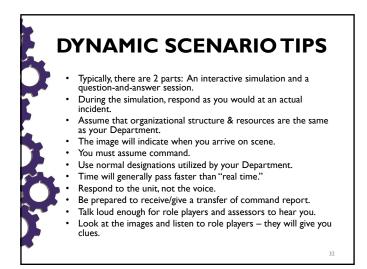


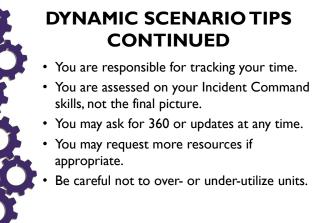
EMERGENCY COMMAND EXERCISE

- One or more emergency scenarios.
- Designed to assess:
 - Incident command.
 - Problem solving skills.
 - Leadership ability.
 - Knowledge of strategy & tactics.
 - Knowledge of Department resources.

May involve narrative information, oral information, building diagrams, computergenerated images, simulations, photos, and/or slides.







STATIC EMERGENCY SCENARIO

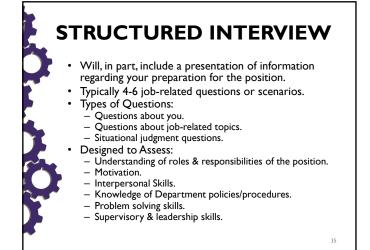
- One or more scenarios similar to what you might encounter on the job (structure fire, MCI, Hazmat, wildland fire, auto accident, etc.).
- Answer questions about strategy, tactics, concerns, etc.

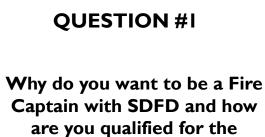
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• Describe actions to be taken and reasoning behind proposed actions.

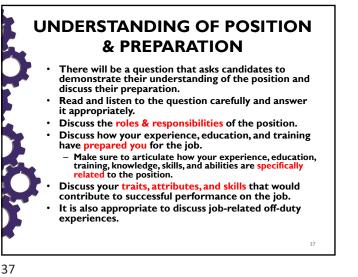
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position?

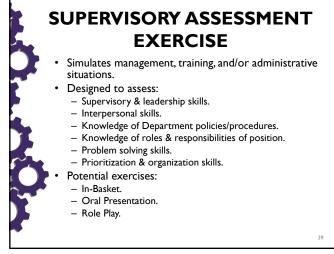


STRUCTURED INTERVIEW TIPS

- Be aware that you may or may not receive some or all of the questions during your prep time.
- You are responsible for tracking and managing your own time.
- Some questions may have multiple parts Answer the entire question.
 You will receive a score for each question Make sure you manage
- your time so you are able to answer all of the questions.
- You may use any notes that you prepare during your preparation time.
 You may return to a previous question, although this may impact your
- score.Approach the items with the appropriate mindset for the position.
- Discuss assumptions & if/then scenarios.
- Don't jump to unwarranted conclusions.
- Demonstrate skills (show, don't just tell).
- Provide details, specifics, and examples.
- Discuss relevant policies and procedures.
- Discuss documentation, notification, and follow-up.

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IN-BASKET
Multiple items and situations you might respond to in a shift.
May be memos, letters, phone calls, radio communications, e-mail, or face-to-face interactions.
State how you would prioritize the items.
State the specific actions you would take.
There are usually 2 sections – Your presentation and a question-and-answer section.
You may use your notes from your preparation time.



- When discussing items, don't explain the event to the assessors. Use the letter or label.
- Handle situations as person in rank should handle (this includes delegation and notifying chain-of-command).
- Discuss your thinking and the rationale behind your actions.
- Look at big picture.
- Look for relationships between items.
- Realize that names and locations are fictional.
- Although items are presented in chronological order, you may address them in any order you want.

MORE IN-BASKET TIPS

- Approach the items with the appropriate mindset for the position.
- Discuss assumptions & if/then scenarios.
- Don't jump to unwarranted conclusions.
- Demonstrate skills (show, don't just tell).
- Provide details, specifics, and examples.
- Discuss relevant policies and procedures.
- Discuss documentation, notification, and follow-up.

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ORAL PRESENTATION You are given a topic to present. The topic may be about any aspect of the job. The presentation will be geared to the position and the job.

• Be prepared to discuss a topic relevant to the position or to

- simulate a type of presentation that someone in the position might be expected to make.
- Consider your audience when preparing your presentation.
- Outline your presentation Be organized.
- Make sure to thoroughly address the topic.
- Be prepared for the assessors to ask you questions or make comments acting as if they were members of your audience <u>or</u> in their role as assessors.
- Present a professional image.
- Practice speaking in front of others, in front of a mirror, and/or on video.
- · You are responsible for tracking and managing your own time.
- The Oral Presentation may include role players.



ROLE PLAY

- May be any situation with superior officer, subordinate, co-worker, member of the public, etc.
- You must play the part, and pretend any other actors or participants are actually the characters they are role playing.
- Act and interact according to the situation and the position.
- There are usually 2 sections The Role Play and a question-and-answer section.

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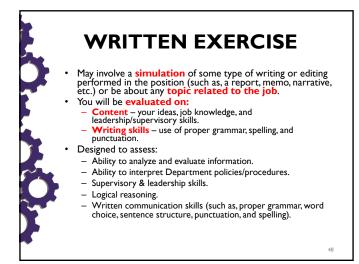


- You can ask a role player to leave the room or area (although they won't actually leave the exercise room).
- The assessors are not expecting you to completely "solve" the problem during the exercise.
- Approach the situation with the appropriate mindset for the position.
- Have a plan Determine how to effectively start the interaction.
- Maintain control of the situation.
- Understand that the role players will behave more extremely than in a normal situation.

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	V	VRITTEN EXERCISE TIPS
	•	Be prepared to write about a topic relevant to the position or to simulate a type of written document that someone in the position might be expected to make.
	•	Consider your audience. Create an outline before you start writing – Be organized.
	•	If appropriate, include an introduction and conclusion. Make sure to thoroughly address the topic.
S.	•	Use a professional writing style. Practice.
	•	You are responsible for tracking and managing your own time.
	•	Remember to allocate time for proofing and editing your document.
1		

• Don't include your name in the document – Use your candidate number.

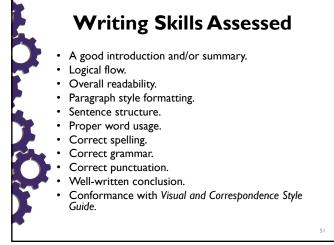
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More Written Exercise Tips

- If appropriate, a template will be provided.
- A copy of the City Style Guide will be provided.
- The document will already be saved under your candidate number. You do not need to "save as" the document, although you may want to save frequently.
- You do NOT need to print your document during the exercise time. The proctors will print your document after the exercise time is completed.
- If there are any technical issues, notify the proctor immediately.

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Written Exercise Evaluation Criteria

- Cover the entire topic.
- Present logical and real-world ideas.
- Demonstrate an understanding of the roles and responsibilities of a Battalion Chief and leader in the Department.
- Provide enough work for a fair evaluation of writing skills and ideas.
- Present a professional image.
- Be thoughtful and comprehensive in response.
- Provide a high level of detail and examples.

PERFORMANCE DIMENSIONS

- Administrative Management
- Community Relations
- Critical Thinking
- Incident Operations
- Interpersonal Skills
- Leadership
- Management and Supervision

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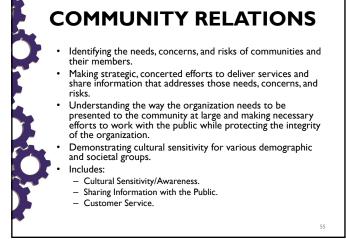
- Oral Communication
- Written Communication
- Executive Management

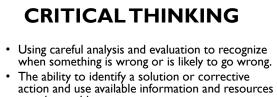
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- **ADMINISTRATIVE** MANAGEMENT
- Identifying, arranging, and organizing necessary resources (e.g., material, personnel, and financial) to accomplish objectives and tasks in an effective and efficient manner.
- Planning, directing, and controlling projects and programs to achieve set objectives.
- Managing one's time to accomplish items of highest priority while leaving sufficient time to address other less critical items.

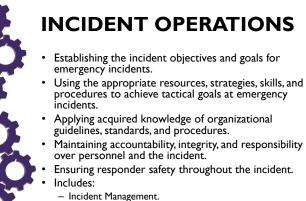
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- Includes:
 - Planning.
 - Time Management/Prioritization. - Coordination.





- to solve problems. Identifying several courses of action, the benefits
- and consequences of such courses of action, and making decisions using all available information. Includes:
- Problem Sensitivity/Analysis.
 - Problem Solving/Reasoning.
 - Judgment/Decision-Making.











- Interacting with others in a pleasant and comfortable manner to build trust and rapport.
- Working with individuals to identify problems, identify solutions, and negotiate mutually acceptable outcomes.
- Working with opposing sides to make good faith efforts to pursue solutions and honor agreements.
- Effectively working with others to accomplish mutual goals.
- The ability to rely on others to assist with a task, working interdependently to accomplish the goal.

- Includes:
 - Sensitivity.
 - Relationship Building.
 - Conflict Resolution.
- Teamwork.



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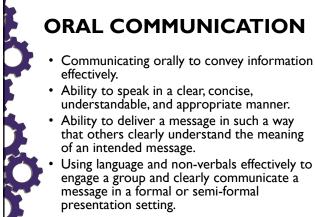


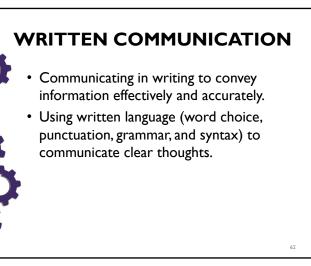
MANAGEMENT AND SUPERVISION

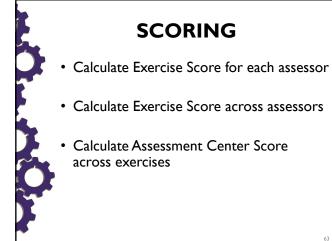
Day-to-day monitoring of personnel to ensure the effective completion of assigned tasks and position-specific responsibilities including the oversight and improvement of employees to achieve the highest level of employee performance.

Includes:

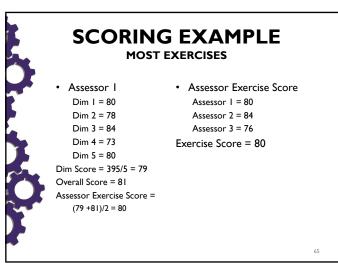
- Personnel Management.
- Supervision Skills.
- Delegation.

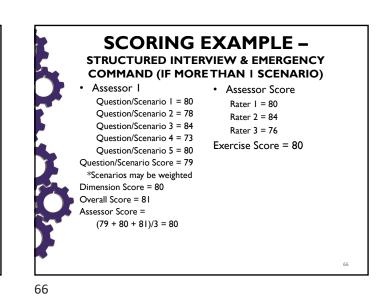






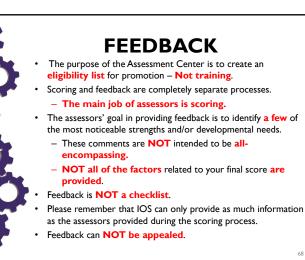
Rating	Description
0 - 49	Totally unacceptable, lacking any effort
50 - 59	Needs significant improvement
60 - 69	Approaches minimally acceptable
70 - 79	Meets or slightly exceeds minimum requirements
80 - 89	Very good, approaching excellent performance
90 - 99	Excellent to outstanding performance





CONFIDENTIALITY

- The content and nature of the assessment center exercises are confidential.
- You cannot take any of your notes or exercise instructions with you when you leave the AC facility.
- You cannot discuss the contents of the assessment with anyone, including other candidates (even those who have already participated), individuals of the same rank who are not participating in the process, or individuals of differing ranks.
- If you leave the AC facilities with any test materials, or if anyone observes you discussing the content of the assessment, you will be disqualified from the process and this will be considered an integrity violation.



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HOW TO PREPARE FOR AN ASSESSMENT CENTER

- Practice, practice, practice!
- Evaluate and understand the needs of the Department.
- Think about and study the **role & responsibilities** of the position.
- Know your Department policies & procedures.
- Anticipate questions and scenarios and plan your responses.
- Ensure that you are addressing the **performance dimensions.**
- Review the example exercises.
- Video tape your practice sections and review them.
- Identify any distracting mannerisms and correct them.
- Practice managing your time.
- We do NOT work with any test prep firms.

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- Address ALL of the relevant performance dimensions.
- State your **assumptions**.
- Pay attention to time limits.
- Look at the "big picture."
- Read the exercise instructions carefully.
- Present appropriate details.
- Address all parts of the questions/scenario/exercise.
- All candidates receive the same questions. If you have already answered a question, don't get frustrated.

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Moi RECO When you con prior to the ti done. Label your n If there are an the proctors of Remember the independent you hoped, do exercises.

MORE DAY OF AC RECOMMENDATIONS

- When you complete an exercise or part of an exercise prior to the time limit, tell the assessors you are done.
- Label your notes for each exercise clearly.
- If there are any **technological issues**, report them to the proctors or assessors **immediately**.
- Remember that the exercises are separate and independent - If you don't do as well on an exercise as you hoped, do not let your performance impact other exercises.

WE WISH YOU SUCCESS IN THIS PROMOTIONAL PROCESS!