

# COST PROPOSAL

City of Broken Arrow, OK

Development and Administration of  
Promotional Examinations for Police  
Captain & Sergeant/Corporal

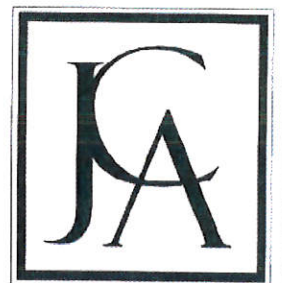
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May 24, 2016



## ***INTRODUCTION***

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May 24, 2016

Jannette McCormick  
Human Resources Director  
City of Broken Arrow  
PO Box 610  
Broken Arrow, OK 74013

Re: Police Captain & Sergeant/Corporal Promotional Examinations

Ms. McCormick,

Jack Clancy Associates is pleased to present to the City of Broken Arrow the following cost proposal outlining our approach to assisting the BAPD with its 2016 promotional examination processes for Police Captain and Sergeant/Corporal.

Our methodology for the proposed project is designed to comply with all prevailing technical and professional guidelines including the *Standards for Educational and Psychological Testing* (American Educational Research Association, American Psychological Association, and National Council on Measurement in Education, 1999), the *Uniform Guidelines on Employee Selection Procedures* (Federal Register, 1978), the *Principles for the Validation and Use of Personnel Selection Procedures* of the Society for Industrial and Organizational Psychology (2003), and the *Guidelines and Ethical Considerations for Assessment Center Operations*.

We hope this information meets with your approval and we look forward to working with you on this exciting project. If you have any questions regarding the content of this cost proposal or need any additional information, please feel free to contact me directly at 916-612-6797, or via e-mail at [MGruver@JackClancyAssociates.com](mailto:MGruver@JackClancyAssociates.com).

Respectfully,



Matt Gruver  
Principal

# **PROJECT METHODOLOGY**

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## **I. Administrative Set-up & Job Analysis Review:**

The first activity of each JCA exam development process is the job analysis. We have extensive experience designing and administering job analyses for law enforcement and are experts at identifying and collecting the information necessary to validate promotional examination processes at the supervisory and management ranks. Our job analysis methodology on this project will involve working directly with the BAPD Command Staff to review the critical job functions associated with each rank; the overall criticality of the knowledge, abilities, skills, and other characteristics (KASOs) required to perform those identified job functions; and a determination of where and when the KASOs are acquired and how important they are to job success. We would then analyze the identified critical KASOs in order to develop the criteria to be evaluated in each examination process (and each individual assessment activity).

## **II. Examination Process Design, Development & Administration:**

### **Written Examination Design and Development.**

Following the completion of the job analysis review, JCA will work closely with the BAPD's designated subject matter experts (SMEs) to design and develop a pool of test questions applicable to each rank. The test questions will each be identified as to source, edition, and page and will have specific relevance to BAPD operations. Each question will then be carefully reviewed for relevancy and appropriateness by the SMEs before selecting the specific questions to be included in the final version of the examinations. JCA will provide all materials for, and assist with, administering the written examinations in order to maintain the security and integrity of the testing process. Following the administration of the written exams, JCA will score the test and evaluate the item and test statistics; address any questions/issues surrounding the individual test items; and provide the City a ranked list of candidate scores.

### **Assessment Exercise Design and Development.**

The next step in the exam development process will be to design and develop the assessment exercises. JCA project staff will identify and document the dimensions to be measured in the assessment exercises, and discuss with the SMEs possible approaches to measure each of the critical characteristics in a manner that best represents the role of Captains and Sergeants/ Corporals within the BAPD. Based on our previous experience in this area, we recommend that each assessment process be comprised of three - four exercise components. JCA staff will work closely with the SMEs to design and develop the content and structure of each individual exercise. A description of the assessment exercises that we are recommending for use on this project is described below:

- **In Basket Exercise.** This exercise provides the candidates an opportunity to display skills in the areas of leadership and problem solving. Six to eight e-mails and other written communications are presented to the candidate with the directive to review, prioritize, and recommend a course of action for each. After a preparation period, the candidate then presents his or her recommendations and reasoning to a panel of assessors.

- **Oral Presentation Exercise.** This type of exercise requires the candidate to plan and organize his/her thoughts and make notes for a short presentation on a specific job-related issue such as presenting a new departmental procedure to subordinates or sharing pertinent information with the public. After the presentation, the assessors are provided with the opportunity to question the candidate relative to the information presented.
- **Background Presentation Exercise.** This type of exercise requires the candidate to plan and organize his/her thoughts and prepare a short presentation on his/her professional background and preparation for promotion. After the presentation, the raters are provided with the opportunity to question the candidate relative to the information presented, and then ask a series of structured questions designed to assess the candidate's skills in areas such as leadership, decision making, problem solving, and interpersonal relations.
- **Role Play Exercise.** This exercise requires the candidate to interact with one or more role players in connection with a specific job related problem. The problem might involve situations such as subordinate counseling, inadequate subordinate performance, or conflict resolution. Following the exercise, an interview with the candidate by the assessors might also be conducted to allow the candidate to explain his/her method and rationale for dealing with the situation. This exercise could also include a follow-up memo to the individual's supervisor to ensure that the candidate is able to adequately document and communicate information in a written format.
- **Law Enforcement Tactical/Operational Exercise.** This type of exercise is designed to assess one's ability and readiness to take command of and run a tactical situation or critical incident. JCA staff has extensive experience in creating emergency scene scenarios and tactical situations for use in promotional testing processes, including those involving computerized presentation and/or interactive communications.
- **Written Exercise.** This exercise requires the candidate to prepare a written response on a job-related topic area. It can be used as a stand-alone exercise or be paired with a follow up presentation of what the candidate has prepared in writing.
- **Structured Interview.** This exercise consists of an individual interview with a panel of evaluators where the candidate is asked specific questions relative to such areas as training, experience, personal goals, personal development, accomplishments, past behavior, management perceptions, etc. A modification of this process would be to have each candidate prepare written information which would be used to structure the interview. The written material would not need to be scored but would be employed by the assessors to question the candidate.

Once developed, the SMEs will undertake a final review of the exercises to ensure the appropriateness of the dimensions and relevance of each exercise to the BAPD's specific needs, situations, conditions, and the current and anticipated needs of the local community.



### **Assessor Recruitment and Training.**

The assessor team recruited to evaluate each candidate group will include experienced law enforcement personnel at or above the target rank. While experience is the prime criterion, attention will also be given to balancing each group of assessors by ethnicity and gender. The actual number of assessors will be determined by the final exercises to be used and the number of candidates to be assessed at each rank, however we anticipate the need for four to six assessors for each process. In addition, JCA will provide each assessor team with training on the exercises to be used. This training will be provided immediately prior to the administration of the assessment processes and include such topic areas as a:

- ✓ Review of the assessment schedule and associated assessor responsibilities.
- ✓ Review of the assessment model and the assessment dimensions to be evaluated.
- ✓ Review of the concepts underlying behavioral observation, classification and evaluation.
- ✓ Review of the assessment exercises, including observation and rating forms, possible appropriate candidate responses, and exercise administration considerations.

Lastly, just prior to the administration of each assessment process, JCA will provide the candidates with an orientation session that emphasizes the assessment dimensions, expected candidate behavior, the assessment model/schedule, and the types of exercises to be included as part of each assessment process.

### **Assessment Process Administration.**

Throughout the project JCA staff will work closely with the BAPD's Command Staff and the City's Human Resources Department to ensure that the assessment processes conform to current City administrative standards. In addition, JCA will provide all training and exercise materials, scoring guides, and rating forms; and facilitate the administration of each assessment process to ensure uniform and comparable ratings among assessors.

### **Reporting of Results.**

At the conclusion of each exam process, JCA will combine the scores from each exam component and supply the HR Director with a ranked list of scores; assist the City in responding to any questions or inquiries regarding the examination processes and the methods used to evaluate each candidate group; and provide each candidate with an individual feedback report which provides general guidance for skill improvement and enhancement and highlights his or her performance in the assessment process relative to the candidate group as a whole.

## ***PROJECT SCHEDULE***

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JCA will provide on-going formal and informal updates to the City and the BAPD throughout the project. As noted in the request, the following project timelines will be subject to negotiation and revision at the request and agreement of the involved parties:

Project Milestone	Completion Date
<ul style="list-style-type: none"><li>• Meet with HR Director, Police Chief, and Deputy Police Chief to review project timelines, expectations, and focus/emphasis of exams</li><li>• Review job analysis information and begin development of exam materials</li></ul>	by June 30, 2016
<ul style="list-style-type: none"><li>• Provide <i>draft</i> written examination items and candidate orientation materials to BAPD for review</li></ul>	by July 22, 2016
<ul style="list-style-type: none"><li>• Administer written examinations and conduct candidate orientation session</li><li>• Meet with BAPD to review <i>draft</i> assessment exercises</li></ul>	by August 5, 2016
<ul style="list-style-type: none"><li>• Administer assessment processes</li><li>• Finalize scores and provide to City</li></ul>	by August 19, 2016

## ***PROJECT COSTS***

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As an active supporter of the law enforcement community we are very aware of the financial pressures faced by agencies throughout the country and will cooperate with the City to ensure that each assessment process is conducted in the most efficient and cost effective manner possible. Project cost estimates are listed below along with the assumptions upon which they are based:

- The City will provide the time of Subject Matter Experts (SMEs) to assist JCA during both the job analysis review and exam development phases of the project. The City will also provide a site for the administration of project activities, recruit the necessary assessors, and directly provide them with any expense reimbursement necessary.
- JCA will provide all examination materials as identified in this proposal. JCA will also assist the City in responding to any protests with regard to the assessment processes and provide four hours of consulting time without charge in defense of the processes if they are legally challenged and/or litigated. Additional consulting services would be invoiced at the rate of \$250.00 per hour, plus expenses.

**I. Police Captain & Sergeant/Corporal Examination Processes** **\$ 28,500.00**

- Project planning and oversight
- Job analysis review
- Design of exam plan
- Written exam development & scoring
- Assessment exercise design & development
- Training of assessors
- Facilitation of assessment process
- Finalization of scores
- Support and assistance to the City
- Candidate feedback

**II. Project Expenses** **\$ 7,000.00**

## **QUALIFICATIONS & EXPERIENCE**

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Jack Clancy Associates is the premier provider of assessment center programs to the public sector. Our knowledge, expertise and customer service is unparalleled as we have been the industry leader in helping to build successful organizations since 1980.

Headquartered in Sacramento, CA our services include the design and development of assessment centers and performance examinations for recruitment, selection and promotion, and we specialize in the assessment and evaluation of public safety command personnel. We are thoroughly familiar with professional and regulatory standards in the testing area, and our associates possess significant knowledge and experience in fair employment, the *Uniform Guidelines on Employee Selection Procedures*, and the *Guidelines and Ethical Considerations for Assessment Center Operations*.

For the protection of itself and its clients, JCA carries insurance in the following amounts:

- General Liability - \$2,000,000/\$4,000,000
- Professional Liability - \$1,000,000/\$3,000,000

### **Experience of Key Personnel**

#### **Matt Gruver Principal**

Matt Gruver specializes in the development and administration of public sector selection and leadership development programs. Over the past 20+ years, Mr. Gruver has designed and developed performance tests and assessment centers for the full range of supervisory and management positions within law enforcement. He was heavily involved in the U.S. Transportation Security Administration's (TSA) efforts to federalize and staff the nation's airports following the tragic events of 9/11. He is considered an expert in the field of public safety assessment and selection and was the primary architect of the TSA's assessment interviews for Law Enforcement and Supervisory Law Enforcement Officer. Prior to joining Jack Clancy Associates, Mr. Gruver was the Senior Manager of testing and assessment services for CPS Human Resource Services in Sacramento, CA.

Mr. Gruver is a frequent presenter on issues related to selection and assessment, and is active in numerous professional organizations including the International Association of Chiefs of Police (IACP) and the International Association of Fire Chief's (IAFC). He holds a M.A. degree in Industrial/Organizational Psychology from California State University, Sacramento.



**Jack Clancy**  
**Principal Associate**

Jack Clancy has, over the past 30+ years, specialized in designing and conducting assessment procedures for the public sector. His experience has been the area of personnel assessment and development for professional-level and general supervisory/management positions. Specialty practice areas include job analysis, assessment centers, executive selection, validation research, and management coaching. Mr. Clancy has a M.S. in Industrial/Organizational Psychology, and designed his first assessment center in the 1970s. Since then, he has developed well over 300 assessment centers, and presented many training courses in this area.

Mr. Clancy is one of the founding members and Past President of the Personnel Testing Council of Northern California. He is a member of the American Psychological Association, the International Public Management Association - HR and the International Public Management Association Assessment Council. He was also a member of the international task force that drafted the 1989 *Guidelines and Ethical Considerations for Assessment Center Operations*.

**Mary Wamsley**  
**Principal Associate**

Before joining Jack Clancy Associates, Ms. Wamsley spent over twenty-seven years in Colorado law enforcement, including twice serving as the acting Police Chief of the Commerce City (CO) Police Department. Since then she has spent a considerable amount of time developing and conducting assessment centers and job performance tests for promotion and executive selection; conducting organizational and personnel assessments and investigations and lecturing and training others nationally on management and supervisory practices, organizational development issues, and communication skills for law enforcement personnel. She is also active at the federal level, having served as the national chairperson for the Defense Advisory Committee on Women in the Services (DACOWITS) and currently sits on the Alliance for National Defense national advisory board. Additionally, Ms. Wamsley is a past recipient of the Secretary of Defense award for Outstanding Public Service, and currently sits on numerous national advisory boards including the Alliance for National Defense and the Pennsylvania State University Institute for Continuing Justice Education and Research.

She holds a B.S. in Criminal Justice from the University of Nebraska, and a M.S. in Business Management from Regis University, and is a trustee of the International Association of Women Police, is a founder of the Colorado Association of Women Police, and the Colorado Women in Criminal Justice; a member of the Society for Human Resource Management and the National Association of Women Law Enforcement Executives.

Property Damage		
Each Occurrence		\$100,000.00
Aggregate		\$500,000.00
Personal Injury		
Each Occurrence		\$500,000.00
Aggregate		\$500,000.00

#### CLIENT REFERENCES

Organization: City of Broken Arrow, OK

Address: P.O. Box 610, Broken Arrow, OK 74013

Contract Person: Jannette McCormick Phone: (918) 259-2400 x 5342

Date of Services: 2003 → Present

Description/Scope of Services: Design, develop, and administer promotional exams for Major, Captain, and Sergeant/corporal

Organization: City of Ontario, CA

Address: 303 East B Street, Ontario, CA 91764

Contract Person: Reed Sigler Phone: (909) 395-2461

Date of Services: 2005 → Present

Description/Scope of Services: Design, develop, and administer promotional exams for Lieutenant, Sergeant, Detective, and corporal

Organization: City of North Las Vegas, NV

Address: 2250 Las Vegas Blvd. North, North Las Vegas, NV 89030

Contract Person: Paula Casey Phone: (702) 633-1508

Date of Services: 2003 → Present

Description/Scope of Services: Design, develop, and administer promotional exams for Lieutenant and Sergeant and Detective

PROPOSAL AFFIDAVIT

The following affidavit is to accompany the proposal:

STATE OF: California

COUNTY OF: Sacramento

Matthew Gruver, of lawful age, being first duly sworn, on oath says: 1. (S)he is the duly authorized agent of Jack Clancy Associates, the proposer submitting the competitive offer which is attached to this statement, for the purpose of certifying the facts pertaining to the existence of collusion among proposer and between proposer and city officials or employees, as well as facts to pertaining to the giving or offering of things of value to government personnel in return for special consideration in the letting of any contract pursuant to the offer to which this statement is attached; 2. (S)he is fully aware of the facts and circumstances surrounding the making of the offer to which this statement is attached and has been personally and directly involved in the proceeding leading to the submission of such proposal; and 3. neither the proposer nor anyone subject to the proposer's direction or control has been a party: a). to any collusion among proposers in restraint of freedom of competition by agreement to submit an offer at a fixed price or to refrain from submitting an offer, b). to any collusion with any city official or employee as to quantity, quality or price in the prospective contract, or as to any other terms of such prospective contract, nor c). in any discussions between proposers and any city official concerning exchange of money or other things of value for special consideration in the letting of a contract.

X [Signature]

Subscribed and sworn to before me this 23 day of MAY 20 16

My Commission Expires: JUL 6 2017  
[Signature]  
Notary Public (or Clerk or Judge)

California Jurat Certificate

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California Sacramento  
County of Sacramento

Subscribed and sworn to (or affirmed) before me on this 23 day of May  
20 16 by MATTHEW GRUVER

proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

[Signature]  
Signature of Notary Public



THIS PROPOSAL IS INVALID IF NOT SIGNED BY THE PROPOSER AND NOTARIZED

INTEREST AFFIDAVIT

The following affidavit is to accompany the proposal:

STATE OF: California

COUNTY OF: Sacramento

Matthew Gruber, Of lawful age, being first duly sworn, states that s(he) is the agent authorized by the bidder to submit the attached proposal. Affiant further states that no officer or employee of the City of Broken Arrow either directly or indirectly, owns a twenty-five percent (25%) interest in the bidder's business or such a percentage, which constitutes a controlling interest. Affiant furthers states that the following officers and/or employees of the City of Broken Arrow have some direct or indirect interest in the bidder's business:

Jack Clancy Associates  
1104 Corporate Way  
Sacramento, CA 95831  
(916) 805-5920

For purposes of this affidavit, a direct or indirect interest is defined to include any relationship existing on the date of this affidavit, or which previously existed within the past year. Such an interest shall also be defined to include any business relationship between or among the proposed parties to the contract project and also to include any business relationship between the officers and directors of the proposed contracting parties of the project.

X [Signature]

Subscribed and Sworn to before me this 23 day of May 2010

My Commission Expires: July 6, 2011 [Signature]  
Notary Public

THIS PROPOSAL IS INVALID IF NOT SIGNED BY THE PROPOSER AND NOTARIZED

California Jurat Certificate

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California SACRAMENTO  
County of SACRAMENTO

Subscribed and sworn to (or affirmed) before me on this 23 day of MAY  
2010, by MATTHEW GRUBER

proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

[Signature]  
Signature of Notary Public

