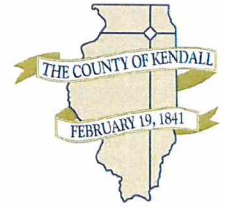




Kendall County

Merit Commission

1102 Cornell Lane Yorkville Illinois 60560
Phone: 630-553-7500 Fax: 630-553-1972
www.co.kendall.il.us



MERIT COMMISSION

Public Safety Center, 2nd floor Conference Room
January 28, 2019
2:30pm

SPECIAL MEETING AGENDA

1. Call to order
2. Roll Call
3. Approval of the agenda
4. Approval of minutes from February 2, 2018 Meeting
5. New Business
 - a. Introductions of new Merit Commission Members – Don Marrone, Janice Hightower and Rob DeLong
6. Items of Business
 - a. Nomination and vote for the position of Merit Commission Chair
 - b. Nomination and vote for the position of Merit Commission Vice-Chair
 - c. Nomination and vote for the position of Merit Commission Secretary
 - d. Approval to begin promotional testing for both the Patrol and Correctional Divisions
 - e. Approval of using C.O.P.S and F.I.R.E Personnel Testing Service for Correction Sgt. Promotional testing
 - f. Approval of using Stanard and Associates for Patrol Sgt. Promotional Testing
7. Executive Session
8. Old Business
9. New Business
 - a. Set 2019 Meeting Dates
10. Public Comment
11. Next meeting date
12. Adjournment

Kendall County Sheriff's Office Merit Commission
Public Safety Center, Conference Room
1102 Cornell Lane, Yorkville IL
February 2, 2018
Meeting Minutes

Pledge of Allegiance

Call to Order- Jack Westphall called the meeting to order at 3:30pm

Committee Members Present: Jack Westphall- here, John Shaw-here, Shawn Flaherty-present, and Rich Gaffney- here, Amy Cesich- absent. With four of five members present, a quorum was determined to conduct business.

Others Present: Commander S. Jennings, DC J. Gillespie, Tracy Page, Undersheriff H. Martin, Sgt. J. Russo

Approval of the Agenda- Member Shaw made a motion to approve the agenda, second by Member Flaherty. With all in agreement, the motion carried.

Approval of Minutes- Member Flaherty made a motion to approve the July 14, 2017 meeting minutes second by Member Flaherty and Member Shaw. With all in agreement, the motion carried.

Items of Business-

Approval of proposed changes to the Merit Commission Rules and Regulations. Sgt. Jeanne Russo presented the regulations of the Prison Rape Elimination Act (PREA) and the changes that need to take place so the Kendall County Jail stays compliant. Also adding the word "or" to promotional testing to make the wording "successfully complete and pass any written, oral or promotional examinations for said rank". Motion to approve adding PREA language and the word or to promotional testing in the Merit Commission Rules and Regulations made by Member Gaffney, second by Member Flaherty. With all in agreement, the motion carried.

Old Business- Meeting date and times, Fridays at 3pm not conducive for most, meeting time changed to 11am on Fridays. Motion made by Member Shaw, second by Member Gaffney. All in agreement, the motion carried

New Business-None

Old Business- None

Public Comment- Jack Westphall showed gratitude to Deputy Todd Brautigam that saved his neighbors life by doing CPR

Action Items for next meeting- None

Next Meeting Date- April 13, 2018 at 11am

Adjournment- Member Flaherty made a motion, second by Shaw to adjourn the Merit Commission meeting. With all in agreement, the meeting adjourned at 3:25pm

Respectfully submitted,
Tracy Page
Recording Secretary



**Comprehensive Options
for Police Selection**

C.O.P.S. and F.I.R.E.

Personnel Testing Service

Specializing in Law Enforcement and Fire Service Testing Options



**Firefighter Individual
Readiness Evaluations**

January 9, 2018

Kendall County Sheriff's Office
Attn: Tracy Page
Executive Assistant to the Sheriff

Dear Ms. Page,

Thank you for contacting C.O.P.S. and F.I.R.E. Personnel Testing Service regarding your upcoming Law Enforcement and Corrections Promotional Testing Program. We greatly appreciate being considered for the opportunity to provide our service to the Kendall County Sheriff's Office. I am submitting information regarding our program as well as the cost to conduct your Promotional Level Law Enforcement and Corrections Examination and Assessments.

C.O.P.S. and F.I.R.E. Personnel Testing Service is one of the largest resources in the mid-west specializing in municipal employee selection programs. Over 250 departments have been guided through the hiring and promotional programs incorporating our exams into their evaluation and selection procedures.

We provide law enforcement, firefighter, and corrections pre-employment evaluations consisting of online recruiting and application program, entrance written and physical ability exams, group oral interviews, psychological assessments and polygraph evaluations. At the promotional level, we offer written rank exams and assessment centers as well as a custom written exam developed from your law enforcement or fire department operational procedures. All of the evaluation programs provided by C.O.P.S. and F.I.R.E. Personnel Testing Service receive high acclaim throughout the state from both the communities that we serve and the applicants participating in the evaluations.

Our reliable, content valid evaluations adhere to all required hiring guidelines and offer candidate selection with ease. Staff representatives are always available to help and assist you and your hiring board as well as the applicants. We function as your Hiring Board Customer Service Representatives and help you avoid expensive hiring mistakes by providing our expertise and extensive industry knowledge.

We feel confident that you will be pleased with the entire process. We would love for you to contact us with any questions or guidance. We look forward to hearing from you and hope we will be a part of your testing process.

Sincerely,

Carla Watson Purvis
Director

Sergeant Promotional Testing and Assessments Cost Proposal for Kendall County Sheriff's Office

The Sergeant Written Promotion Exam is \$85.00 per candidate.

There is a total of 187 questions on the **Sergeant Written Promotional Exam** divided between three tests. (One of the three tests is a comprehension test and does not require specific study material.) Our study guide/reading list will be provided to you to make available to the participating candidates. The scoring of the written exam is conducted in our Schaumburg office and entered into our computer for the formulation of the candidate's final score based on 100 points. If a General Orders Exam is conducted, the candidate's score from that test is incorporated with the other written exam scores and formulated in the computer for the candidate's final score. Written reports will be presented to you in rank and identification number order. Additionally, we provide you with a Candidate Profile Form for each candidate, in bar chart format, that defines their individual strengths and weaknesses for each portion of the written test. This includes the General Orders Exam as well, if it is given. The Candidate Profile Form serves as an excellent evaluation tool, simplifying the conference process between supervisor and candidate as the results of the candidate's performance is clearly defined and exhibited on their report.

The cost to develop a Kendall County Sheriff General Orders Exam is \$1000.00. (50 questions)

Our senior test developer will create the questions from material submitted in the Kendall County Sheriff Department General Orders Manual. It will take six to eight weeks from receiving the resource material to complete the test development. All questions are multiply choice or require a true or false response. You or your representative will be asked if there are specific areas of the rules that you wish to have emphasized in the development of the questions or if there are a specific number of questions related to those areas. Our test development goal is to personalize the test material to include reference areas that are most important to the duties and job requirements of your Sergeant position. Any input from you will help achieve those goals.

Our fee to administer the **Sergeant Assessment Center** is \$3200.00 per day for each eight-hour day required and/or \$1700.00 for a half day. In a typical day, eight candidates are able to go through the evaluation process. The assessment consists of evaluating each candidate's level of alertness, communication skills, emotional stability, judgment, and self confidence in small group settings. In addition, they will participate in two individual exercises to be evaluated independently including one problem-solving exercise and one tactical exercise. These scores will all be combined for one composite score.

Three assessors, each a former law enforcement senior management team member or a law enforcement expert, all staff personnel members of **C.O.P.S. and F.I.R.E. Personnel Testing Service**, will conduct the Sergeant Assessment Center. Our lead assessor will reach out to you, or your representative, for the required information to create the assessment. Each assessor has been trained in the assessment center scoring process and has years of experience with our company. Our scoring process incorporates the representation score from each of the three individual assessors. Those numbers are entered into the computer and formulated for each candidate providing their final overall score. Written reports will be presented to you listing the rank and identification number order. Individual Profile Forms will also be presented representing the candidate's strengths and weaknesses for each characteristic measured. The Candidate Profile Form will serve as an excellent evaluation tool to simplify the conference process between supervisor and candidate as the results of the candidate's performance is clearly defined and exhibited on their report. Our assessors will conduct the Sergeant Assessment Center for each candidate for the required number of days requested. All written results of the process will be provided to you within five work days.



C.O.P.S. and F.I.R.E.

Personnel Testing Service



**Comprehensive Options
for Police Selection**

Law Enforcement and Fire Service Testing Options

**Firefighter Individual
Readiness Evaluations**

“As President of C.O.P.S. and F.I.R.E. Personnel Testing Service, I bring you integrity, professionalism, and experience gained from many years committed to improving the evaluation and selection procedures for hiring and promoting public safety personnel.”

John P. Sidbeck, President



Illinois Fire and Police Commissioners Association – Executive Member – 40 years
Former Fire and Police Commissioner of Streamwood, Illinois
Member of Illinois Association of Chiefs of Police and Illinois Fire Chiefs Association

We are professional, competent, and reliable public safety human resource specialists, dedicated to serving you in a manner that will guarantee the success of your selection programs.

C.O.P.S. and F.I.R.E. Personnel Testing Service is a long-standing leader in public safety personnel testing. Our staff is comprised of seasoned professionals directing each and every phase of the recruiting and testing process. John P. Sidbeck, Founder and CEO, along with staff clinical psychologist, Dr. K. R. Juzwin, Director of Diagnostic Testing, and her associates specialize in the development of Law Enforcement and Firefighter evaluations.

Our Psychologists, Polygraph Specialists and team of experienced Employment Counselors are readily available to meet all of your testing requests. Each member of our Fire Service Promotion Assessors Panel is trained, certified and listed on the roster maintained by the Office of the Illinois State Fire Marshall. Our Advisory and Consulting Division is comprised of retired Senior Level Law Enforcement and Fire Service Professionals along with Human Resource Specialists who assist in developing all of our custom exams.

Our Physical Ability Proctors are all committed team members who have been through thorough training to provide efficient, objective, standardized scoring for each of the applicants. This enables our staff to complete a physical ability test in a fraction of the time that it would take for an inexperienced team to conduct the test.

All work is performed by our In-house Support Team, comprised of experienced counselors whose main goal is to accommodate the individual needs of each community and the public safety departments that we serve. Their attention to detail, efficiency, and courteous approach to all facets of their duties garners praise from all of our Clients.

With almost 30 years of service, C.O.P.S. and F.I.R.E. Personnel Testing Service has established a reputation for providing communities with the finest men and women to hire for Law Enforcement and Fire Service careers.

We have tested thousand of applicants; the very best are now serving communities throughout Illinois.

Call for more information or an on-site presentation. ♦ 847-310-2677 ♦ John Sidbeck, President
200 West Higgins Road, Suite 201 ♦ Schaumburg, IL 60195

Email: copsandfiretest@aol.com ♦ Website: copsandfiretesting.com



Let us help you recruit and hire your new “American Heroes”

We proudly support the police officers and firefighters who put their lives on the line every day to protect the residents of Illinois and throughout our nation



FIRE AND POLICE COMMISSION / HIRING BOARD SUPPORT SERVICE...

Our customer service/employment counselors are readily available to assist and guide you throughout the recruiting and hiring process.

- ▶ Online Application Program
- ▶ Secured E-Commerce Site
- ▶ Advertising & Recruiting Assistance
- ▶ Pre-employment Personnel Files Processed and Qualified

EVALUATIONS & ASSESSMENTS



Law Enforcement and Fire Service

- ▶ Entrance Level Written and Physical Ability Tests and Oral Interviews
- ▶ Promotion Rank Written Exams, Custom Exams and Assessment Centers

PRE-EMPLOYMENT PSYCHOLOGICAL EVALUATION

- ▶ Clinical Psychologists On-staff
- ▶ Define applicant characteristics that may enhance or be an unfavorable influence on life and career behaviors



- ▶ Identify applicant's stress management characteristics and capacities

POLYGRAPH EXAMINATION

- ▶ One number – 847-310-2677

TWO LOCATIONS TO BETTER SERVE YOU

Convenient and Easily Accessible

- ▶ Schaumburg and Yorkville, IL



Our team will partner with you to make your hiring process run smoothly and effortlessly.

LET OUR EXPERTISE BE YOUR GUIDE.

"C.O.P.S. AND F.I.R.E." IS THE RIGHT CHOICE

One Resource for ALL of your testing needs.

Our vast selection of pre-employment and promotional testing options enable us to serve as a single resource for all of your hiring and promotional requirements.



Expert Consultation and Advisory Service Complimentary to Our Clients

Renowned for our expertise on federal and state statutes pertaining to public safety personnel hiring and promotional guidelines, our consultants are readily available to assist you with planning and implementing your evaluation programs.



Select our all-inclusive testing program, personalized bundled packages or individual services. C.O.P.S. and F.I.R.E. Personnel Testing Service provides a complete line of employment evaluations dedicated to obtaining and promoting the highest quality candidates for law enforcement and fire service departments.

SPECIAL FEATURE: Our All-Inclusive Recruiting, Online Application, and Application Verification Program. Our Staff Will Manage All of Your Preliminary Human Resource Recruiting Requirements.

- On-line Application Verification Program
- Recruit Orientation Program
- Law Enforcement and Fire Service Physical Ability Evaluations
- Law Enforcement and Fire Service Entrance Level Written Exams
- Law Enforcement and Fire Service Entrance Level Group Oral Interviews
- Pre-employment Psychological Evaluation
- Psychological Fitness for Duty Evaluation
- Pre-employment Polygraph Examination
- Law Enforcement and Fire Service Rank Promotion Written Exams
- Law Enforcement and Fire Service Custom Written Policy Exams
- Law Enforcement and Fire Service Promotion Assessment Centers

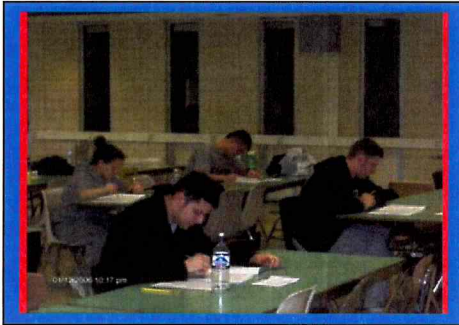
Our rapid return of detailed reports and summaries will enable you to proceed through each phase of the evaluation process without delays.

As professional, competent, and reliable public safety human resource specialists we are dedicated to serving you in a manner that will guarantee the success of your selected programs.

PUBLIC SAFETY PERSONNEL SCREENING WITH INTEGRITY

LAW ENFORCEMENT AND FIRE SERVICE ENTRANCE LEVEL TESTING

“Hire the very finest to protect your community”



Applicant Recruitment - On-line Application Verification Program

Join the successful approach to recruiting applicants and easing your workload while saving money by participating in our on-line recruiting program. We will assist with developing your advertising plan, provide web-based applications, manage contacts with applicants, collect fees, verify that each applicant has provided the necessary documents, and generate a pool of applicants for your testing process.

Recruit Orientation Program

Our informative presentation will educate potential applicants by explaining how to prepare for, and what to expect, throughout the testing process. Also incorporated into the program is an open discussion of the lifestyle that will surround a public safety career and the possible effect it may have on their professional and private life.

Physical Ability Evaluations

An effective physical fitness evaluation will ensure that your candidates have the potential to meet the arduous physical demands required of law enforcement and fire service personnel. Select either the State of Illinois P.O.W.E.R. Test required for acceptance into the police training academies or a Job Simulation Physical Ability Test designed for firefighters. The Job Simulation Physical Ability Test can be tailored to your department specifications.

Entrance Level Written Exams

Designed specifically for Illinois municipalities, our exams were created in strict compliance with all federal and state testing regulations. They provide the highest level of validity, fairness, and reliability to all applicants. Our written exams require no study material for applicants and takes approximately two hours to complete. The C.O.P.S. and F.I.R.E. Entrance Level Written Exams enable you to identify candidates with the greatest potential to protect your community and advance through the ranks.

Entry Level Group Oral Interview

The Group Oral Interview is a significant and highly conclusive portion of the hiring process. It is very objective, behavior based and defensible. This interview style provides a constant standard for each group of participants and has consistently been found to be valid, reliable and an accurate means of assessing applicants.

The Group Oral Interview, a preplanned dialogue with structure and purpose, allows trained assessors to evaluate the behavior, maturity level, intellectual plane, and communication skills of each applicant under standardized conditions. It guarantees an evaluation process that is fair and equal to all while identifying candidates with the best skills and traits necessary for continued career growth and advancement.

Pre-employment Polygraph Examination

The pre-employment polygraph is a cost effective method of screening out high risk candidates who may have participated in various criminal behaviors but have avoided having an actual criminal record. Topics addressed in the polygraph examination include illegal drug use, employment related dishonesty, use of alcohol habits, and theft and felony involvement. Additionally, the polygraph serves as a means to confirm that the information offered by the applicant throughout the application process has been presented thoroughly and honestly.

Pre-employment Psychological Evaluation

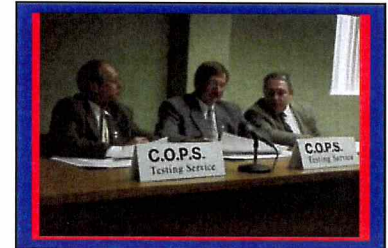
Our expert clinical staff psychologists, proficient in evaluating public safety personnel, will analyze the test data to determine if the applicant has the appropriate mental ability to pass the training program, emotional stability to withstand the stresses associated with being in law enforcement or fire service, and the psychological soundness to work within the department.

LAW ENFORCEMENT AND FIRE SERVICE PROMOTION EVALUATIONS

“Promote the very best to serve your community”

Law Enforcement and Fire Service Promotion Written Exams

Our C.O.P.S. and F.I.R.E. rank promotion exams identify candidates that display significant managerial and decision-making knowledge and analyze additional traits vital for successful leadership. Rank-level exams were developed from selected managerial and supervisory text as well as comprehension and decision making assessments. Fire Service exams additionally include IFSTA and other fire industry related materials. Our exams meet all governing legislation, and are valid, reliable and fair to all.



Assessment Center Panel

Custom Written Exam Development / Standard Operating Procedures

Our professional test developers will create a custom written promotion exam taken from the information stipulated in your department's standard operation procedures manual. The Standard Operating Procedures/General Orders Exam can be incorporated with any of our C.O.P.S. or F.I.R.E. Written Rank Promotion Exams. The custom Standard Operating Procedures Exam is personalized to the particular requirements of each department. It enables supervisors to identify every promotional candidate's level of knowledge pertaining to required operating procedures.

The Operating Procedures Exam is scored as part of the whole written test battery generating an overall numerical score that represents the achievement of each candidate participating in the testing process. Your management team can easily review each individual's accomplishments on the Candidate Profile Report provided. The report indicates their success, by bar graph, for each dimension evaluated.

Required time to develop and produce your custom exam is four to six weeks from receiving your printed resource material.

Promotion Assessment Center

C.O.P.S. and F.I.R.E. Assessment Centers are an excellent instrument designed to scrutinize each candidate's effective leadership and managerial expertise. Multiple customized scenarios, drawn from department operation procedures, require group and individual participation to comprise the unbiased and valid C.O.P.S. and F.I.R.E. Promotional Assessment Centers. This process integrates several exercises simulating job responsibilities and tasks required of rank personnel. **The F.I.R.E. assessment incorporates a visual fire ground scenario to determine each participant's ability to manage an active fire scene.**

Our expert assessment panels are comprised of department senior management personnel and law enforcement and fire service specialists. They are specifically trained to analyze verbal articulation, communication skills, problem solving ability, decision-making style, intellectual plane, conflict resolution skills, ability to work under pressure, maturity, behavior, and knowledge of department operations to assess each candidate's leadership abilities. **Our Fire Service Assessors are trained, certified and listed on the roster maintained by the Office of the Illinois State Fire Marshall.**

All C.O.P.S. and F.I.R.E. Promotion Assessment Centers are very objective and remove much of the bias and uncertainty common to one-on-one interviews because a constant standard between candidates can be maintained. The tension produced serves as both distractions from what is actually being evaluated, and as pressure-based motivators that drive performance to the highest capacity.

Our Promotion Assessment Centers, for purposes of structure and content, comply with professional standards, federal, state, and local guidelines and has consistently been found to be valid, reliable, and an accurate means of assessing candidates.

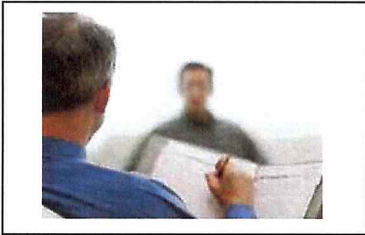


John . . . "On behalf of my fellow commissioners, I want to use the opportunity this letter hopefully affords to again compliment you and your colleagues for the outstanding manner in which you conducted the Oral Assessment Center for the Fire Captain's Promotional Testing we now have underway." "As you know, the assessment center concept was our first experience with this method of screening candidates; and admittedly, we were a bit apprehensive! However, after seeing how effective it can be . . . we regret that we didn't use the same concept last year, when we convened an Oral Review Panel for promotional testing for the police department." "...the additional skills that I believe that your firm brought to the table, guarantees that our process will provide us the means to insure the ideals for which we've always striven—fair, objective and unbiased selection."

Roger Huber, Secretary to the Board
Board of Fire and Police Commissioner, City of Edwardsville

PSYCHOLOGICAL EVALUATION

Leading instruments, with specific regard to public safety criteria are utilized to provide test data while our staff clinical psychologists specializing in the field of public safety applicant screening, will analyze the data, conduct the clinical interview, and present a conclusion to the appropriate hiring authority.



Identify . . .

- **Positive psychological characteristics associated with successful job performance**
- **Traits that may interfere with effective job performance**
- **Emotionally unsuitable candidates**
- **Potential for violence, suicide, aggression, and substance abuse**
- **Personality problems and emotional disorders**
- **Stress management characteristics**

Psychological assessments are implemented to identify candidates with the appropriate mental ability to pass law enforcement and fire service training programs, emotional stability to withstand the stresses associated with being a police officer or firefighter, and the maturity to work within their department.

Our psychological assessment incorporates two personality inventories designed for public safety employment screening, a stress inventory, a comprehensive personal history review, and a clinical interview with the psychologist.

FITNESS FOR DUTY PSYCHOLOGICAL EVALUATION

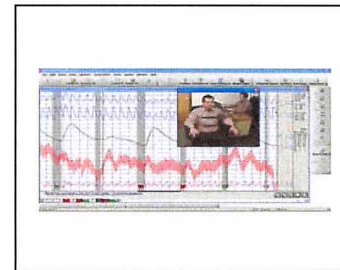
The Fitness for Duty Psychological Evaluation is intended for use when an incumbent staff member displays behavior that would objectively indicate that, based on psychological factors, he or she is unable to safely and effectively carry out his/her essential job functions.

POLYGRAPH EXAMINATION

The polygraph examination is a cost effective method of screening out high risk candidates who may have participated in various criminal behaviors but have avoided arrest and prosecution.

Reveal . . .

- **Application omissions or untruths**
- **Employment related dishonesty**
- **Involvement with selling or using illegal drugs**
- **Habits related to alcohol consumption**
- **Participation in felony acts and gang relationships**
- **Inappropriate use of physical force**
- **Driving history admissions**



Assure that only the most qualified candidates receive an appointment to serve and protect your community by taking the extra precaution of conducting a polygraph examination administered by our licensed polygraph experts. We have two convenient locations to better serve your applicants – Schaumburg and Yorkville, Illinois.



Prepare for Your Department's Future with Confidence



Physical Ability Tests



Written Examinations



Psychological Evaluations



Polygraph Assessments



Oral Review Panels



Promotion Examinations

Recruit from our pool of over 8000 registered candidates!

Web Based Applications

Your recruiting and hiring program will maintain integrity and achieve successful results effortlessly by using our expert staff to assist with your next testing campaign.

- We Will Host Your Application on the Web ... Collect Necessary Documents and Process Each Applicant's File to Ensure that Minimum Requirements Have Been Provided ... Collect Fees ... Determine Eligibility to Proceed with Testing Process ... Manage all Communication with Applicants Throughout the Testing Campaign ... Register Eligible Participants at Your Test Events ... Provide Assistance at the Orientation Presentation ... Administer, Proctor and Score Evaluations ... Collect Preference Points and Compile Eligibility Registers (Optional/ Additional Fee) ... Provide Documentation of All Test Results and Individual Pre-employment Personnel Files...*

Our On-line Application Verification Plan Has Been Met With Great Praise and Success from Fire and Police Commissions and Hiring Authorities: "Testing has never been easier."

Join the list of satisfied online customers!

Hoffman Estates Franklin Park Minooka Dolton Summit Berkeley Posen Hampshire North Riverside Crete Glenwood North Chicago East Dundee Oakbrook Terrace Boone County Sheriff Office Burbank Melrose Park Markham Belvidere Marengo Fox Lake Cary New Lenox Lake Villa Cahokia South Chicago Heights Indian Head Park University Park Montgomery Country Club Hills Lake-in-the-Hills Braidwood Williamson County FPD Winnebago County Sheriff Office Maywood Mokena Woodstock Alsip Oak Forest Bellwood Schiller Park Broadview Brookfield St. Charles

"We have been extremely pleased with their accuracy, on-time performance, and their patience in working with us to meet our time constraints. Most of all, their entire staff is ALWAYS courteous and a pure joy to work with. We value their services and look forward to continuing our partnership for a long time to come." ~

Franklin Park



We have used C.O.P.S. and F.I.R.E. Personnel Testing for many years and "are currently using their Web based application system and it has saved our village staff and police department many hours of administrative tasks handling all of the applications that occur when a new eligibility list is being created. We are very pleased with the results." ~

North Riverside



January 9, 2019

Kendall County Sheriff's Office
Attn: Tracy Page
Business/HR Manager
1102 Cornell Lane
Yorkville, Illinois 60560

Dear Ms. Page:

Thank you for your inquiry regarding our promotional testing services for your upcoming Patrol Sergeant promotional process and the opportunity to submit a proposal. We would welcome the opportunity to work with the Kendall County Sheriff's Office on this important project and appreciate the opportunity to submit this proposal. I have provided you with three pricing options for a written test component. The first option outlined is using our pre-published test; The National First Line Supervisor Test. The second option is for Stanard to develop questions from local source materials, to be added to The National First Line Supervisor Test. The third option is for Stanard to develop a fully customized written test for the rank of Patrol Sergeant in the Kendall County Sheriff's Office.

Since 1976, we have provided innovative, state-of-the art and legally defensible testing programs to public safety organizations throughout the United States. Our philosophy is to provide our customers with the most well researched testing products and services - as well as excellent customer service - at a good price. We've used this approach for over 42 years and our track record is a good one. With our help, over 2,800 agencies have hired or promoted candidates who continue to have a positive impact on their community.

Outlined below are the steps and costs associated with the options of using our off the shelf written test, adding questions to that published test, or developing a custom written job knowledge promotional exam. I have then listed steps and costs associated with the options of developing an Assessment Center process for the rank of Patrol Sergeant. Our proposal does not include fees associated with conducting a job analysis of the target position; rather, we would rely on job analysis data (e.g., existing job descriptions) already collected in conjunction with input from local experts to establish links between test content and job-related dimensions of performance.

Written Test Options

(Option 1) Off the Shelf Written Test (The National First Line Supervisor Test)

Sergeant – Estimated 15 candidates

This option would use of our pre-published written promotional exam, The National First Line Supervisor Test (NFLST) for the rank of Sergeant. This is a 100-item written exam that is scored by Stanard & Associates. It tests the candidates in the areas of patrol operations, community policing, case law, supervision, and investigations. Please note that the NFLST is offered through the Illinois Association of Chiefs of Police. The test booklets and study guides will be ordered through the Association. The costs per test and study guide fees outlined below are fixed fees for all Illinois agencies and will be billed directly to Kendall County by the Illinois Association of Chiefs of Police. Fees to administer the exam would be billed directly to Kendall County by Stanard & Associates.

309 West Washington Street • Suite 1000
Chicago, IL 60606
800-367-6919 • 312-553-0213 • FAX 312-553-0218
www.stanard.com





Stanard
& Associates, Inc.

Data for Decisions in Management

NFLST Fees:

Test Booklets (includes scoring) 15 candidates @ \$100.00 each	\$1,500.00
Study Guides 15 guides @ \$10.00 each	\$150.00
Test Administration Fee (Optional) (One S&A test administrator at \$500.00)	\$500.00
Total	\$2,150.00*

(Option 2) Semi-Customized Written Exam

This option would use our pre-published written promotional exam, The National First Line Supervisor Test, with the addition of department specific questions to create a semi-custom test for the rank of Sergeant. Subject matter experts (SME's) from the Sheriff's Office would assist in choosing the internal and any external source materials from which S&A would write the additional questions to be added to the NFLST. Source materials could be policies and procedures, contracts, Illinois criminal law, vehicle code, etc.

For invoicing purposes, the tests and study guides would be invoiced to Kendall County by the Illinois Association of Chiefs of Police and the fees to reformat the test and write additional test questions would be billed directly by S&A.

Semi-Customized Test Fees:

Reformat test booklet and create answer key	\$450.00
Write 10 customized questions @ \$45.00 per question	\$450.00
Test Booklets including scoring, 15 candidates @\$100.00 each	\$1,500.00
Study Guides, 15 guides @\$10.00 each	\$150.00
Test Administration Fee (Optional) \$500.00	\$500.00
Total	\$3,050.00*

***Kendall County can administer either exam option and would send tests back to S&A for scoring.**

I have included Stanard's test administration fee as part of the total cost in Options 1 and 2. Kendall County has the option of administering the test and sending tests into S&A for scoring for a cost savings. Kendall County would determine the number of questions to be added.

(Option 3) Custom Written Exam

Step 1.

An S&A representative will meet with a Subject Matter Expert (SME) panel (a panel of job experts from your Office to determine a list of source materials from which test items would be written. Specific sources, such as department-specific general orders, textbooks, chapters, sections, etc., would be identified and linked to important, job-related knowledge areas outlined in the Department's job descriptive information.

Step 2.

Based on the test specifications determined in Step 1, S&A would prepare a candidate study guide. This guide would include a reading list outlining the percentage of questions to be drawn from each source, sample test questions, and some basic tips on test taking and test preparation. Candidates would be provided with a pre-determined amount of time to obtain and study from source materials. We recommend a 60-day study period, at a minimum, once sources and percentages have been identified and communicated to candidates

Step 3.

S&A's experienced item writers will prepare 110 multiple choice and true/false questions (true/false not to exceed 10% of the items). The KCSO Subject Matter Expert Panel will review all test questions for local relevancy, clarity, etc, with the intention of ultimately arriving at a 100-item exam. To ensure the security of the test content, SME panel

members will be required to sign a confidentiality statement prior to review the test items. Based on SME feedback, S&A will make any necessary revisions and edits.

- Step 4.** The test can be administered to candidates by either Kendall County, or by S&A. For administrative purposes, we recommend establishing a time limit (e.g., 2.5 hours).
- Step 5.** Each test booklet would include an “Examinee Comment Sheet” on which candidates could document concerns about specific test items. Comments would be reviewed, summarized and responded to by S&A, and forwarded to Kendall County, with a final determination to be made by Kendall County whether or not credit should be granted for challenged items. Alternatively, a post-test review session could be conducted during which candidates have access to a copy of their test answer sheet, an answer-key version of the exam and all source materials. Candidates would review test questions of interest, and document challenges which would be responded to in similar fashion as outlined above.
- Step 6.** Once a determination has been made regarding the direction to be taken with challenged exam items, S&A would score exams in accordance with direction provided by Kendall County, and provide a final score report.

Custom Job Knowledge Written Promotional Exam Fees

This fee proposal is broken down by project step as outlined in our methodology.

Project Step	Description	Total
1.	Meet with SME panel to review job of Patrol Sergeant, identify important knowledge areas and identify potential source materials to assess command of these important knowledge areas. Fee reduced, since this could be handled in conjunction with meetings relating to the Assessment Center Development.	\$500.00
2.	Prepare candidate study guide.	\$350.00
3.	Write 110 test items at \$45.00 each. Any additional questions written by S&A will be invoiced at \$45.00 per question.	\$4,950.00
3.	KCSO SME panel will review test questions for local relevancy, clarity, etc. Done via traceable carrier or email. No meeting.	
3.	Format test booklet, prepare test answer key	\$350.00
4.	Proctor administration of written exam (1 S&A Consultant for 1 session). (Optional) \$500.00	
5.	Respond to candidates challenges. \$175 per hour. Alternatively, meet with candidates to facilitate a post-written exam review session. \$1,000 + \$175 per hour to respond to candidates challenges. OPTIONAL	TBD
6.	Scoring and reporting of written exam.	\$500.00
Total	(Not including any OPTIONAL services)	\$6,650.00



Outlined below are the steps and costs associated with developing an Assessment Center process for Patrol Sergeant. Our proposal does not include fees associated with conducting a job analysis of the target position; rather, we would rely on job analysis data (e.g., existing job descriptions) already collected in conjunction with input from local experts to establish links between test content and job-related dimensions of performance.

Assessment Center

The assessment process will yield job-related assessment exercises, evaluation guidelines, and scoring guidelines for use by assessors charged with the task of objectively evaluating candidates' performance. S&A would recruit law enforcement professionals from outside police departments to serve as assessors for the assessment center. S&A will be responsible for training the assessors. The steps required to complete this project are delineated below.

- Step 1.** An S&A representative will meet with the Subject Matter Expert (SME) panel (a panel of job experts comprised of members from the Sheriff's Office at or above the rank of Sergeant, including members of the command staff); to further develop the assessment exercises. In conjunction with the SME panel, S&A will identify a number of relevant situations for measurement in the exercises (e.g., problem solving a critical incident, employee counseling, support of organization/administration, citizen complaint, knowledge of laws, and overall communication skills). With the assistance of the SME panel, complete scenarios with background information will be developed. A typical scenario involves background information on a given situation and structured questions regarding what action the candidate would take. S&A will ensure that the three assessment exercises assess performance dimensions that are job-related and important to the rank of Patrol Sergeant in the Kendall County Sheriff's Office.
- Step 2.** **OPTIONAL.** An S&A consultant can conduct an assessment phase orientation session for candidates. In this session, the consultant will describe the assessment exercises and dimensions on which candidates will be rated. From our experience, the more candidates know about the promotional process, the better they feel about it. Therefore, we recommend a thorough orientation for the assessment phase which would be conducted at a date and time chosen by Kendall County and S&A.
- Step 3.** Once the assessment exercises have been developed, S&A would work with the SME panel to generate a list of ideal behaviors/responses indicative of the Knowledge, Skills, and Abilities (KSA's) elicited by each exercise. These behaviors will be compiled for each dimension in each exercise. They will be used to create behavioral checklists for each exercise which will help interviewers and assessors when they rate the candidates. S&A will develop a first draft and will work with the SMEs to refine the list.



Data for Decisions in Management

- Step 4.** S&A will work to recruit assessors for Kendall County in accordance with selection criteria to be established. The number of assessors required depends on the final number of candidates and exercises. Based on our understanding of the process, we anticipate approximately 15 candidates and 3 assessment exercises. The assessors are typically law enforcement professionals from other departments. Once the assessor list has been finalized, S&A will conduct a thorough training session. The training will include (but not be limited to) the following components: 1) Assessment philosophy and nature; 2) Orientation and background on the Kendall County Sheriff's Office; 3) Discussion and training on the assessment dimensions; 4) Discussion and training on all assessment exercises; 5) Training on rating criteria for each exercise; 6) General training on rater observation; and 7) How to conduct summary and consensus meetings.
- Step 5.** An S&A staff member will be present for administration of the assessment phase process. The number of days needed is a function of the number of candidates eligible for this phase, as well as the number of exercises. Based on approximately 15 candidates sitting for the assessment phase process, we anticipate 2 ½ days for assessor training, administration, and scoring, although additional time may be necessary depending on the exercises developed (i.e., those requiring candidate preparation or study time prior to participating in the exercise require more time). Fewer candidates may result in less time needed for the assessment administration. Although it would ultimately be Kendall County's responsibility, S&A would work with Kendall County to secure the appropriate space, equipment, materials, etc., for the assessment exercises.
- Step 6.** Assessors will rate each candidate immediately following each exercise. After they have rated the candidate, the assessors will have a brief consensus discussion to determine the extent of rating agreement and clarify any aspect of a candidate's performance where there is disagreement.
- Step 7.** Assessment exercise ratings will be collected, entered, checked and scored by S&A. The results will be presented in the format desired by Kendall County.



Assessment Center Fees

This fee proposal is broken down by project step as outlined in our methodology. This price quote is based on the assumption that there will be approximately 15 Patrol Sergeant Candidates sitting for the assessment phase.

Project Step	Description	Total
1.	Meet with SME panel to review job of Patrol Sergeant, identify dimensions (areas) of measurement, and develop exercises (3 assessment exercises) and preliminary evaluation guidelines. Fee assumes one meeting.	\$3,500.00
2.	OPTIONAL. Preparation and delivery of a Candidate Orientation Session (one session). \$750.00	
3.	Meet with SME panel to confirm exercise content and further refine evaluation guidelines/scoring criteria and rating scales. Fee assumes one meeting.	\$500.00
4.	Prepare all candidate assessment materials	\$750.00
5	Administer assessment process (we estimate a total of 2 ½ days for training, administration and scoring. We will have one S&A consultant on site to coordinate the administration of the exercises).	\$2,500.00
6.	Three Assessors on site for 2 ½ days for training and assessment exercises and ratings. \$300.00 per day, per assessor	\$2,250.00
7.	Scoring and reporting of assessment process results	\$350.00
Total	<i>Not including optional services, assessor fees or travel expenses</i>	\$9,850.00*

*S&A compensates assessors at a rate of \$300.00 per day per assessor, plus mileage, meals and other travel expenses for participation in the assessment process and assessor training. This is a pass-through expense billed back to Kendall County, and paid by S&A directly to each assessor for their work on the project. To complete the Assessment Center in a timely manner, we anticipate using a panel of 3 assessors for the assessment exercises. Assessors will be on site for a total of 2 ½ days for training, administration, and scoring), making assessor fees \$2,250.00 plus travel related expenses.

General terms:

- If needed, any additional administrative time and/or consulting (responding to candidate grievances, litigation support, expert witness testimony, depositions, statistical analyses, attend special meetings, responding to agency or candidate queries after project deliverables have been provided, etc.) will be billed at our current hourly rates which are \$175.00 per hour for Bachelor’s and Master-level staff and \$250.00 per hour for Ph.D. - level staff. Requests for copies, scanning, assembly, etc. of paperwork are billed at an administration rate of \$30.00 per hour. If required, S&A charges an administrative fee of \$30 per hour to print out in paper copies of source materials received electronically. Additional written exam questions will be written at a rate of \$45.00 each.
- Any shipping and handling, printing, and travel related expenses will be kept to a minimum and billed as incurred.
- Kendall County will be responsible for securing a location for the test administrations.



Data for Decisions in Management

- A contact person for this project will be designated by Kendall County and will be responsible for coordinating activities, such as providing S&A with requested information and scheduling meetings. We anticipate this contact person could be Tracy Page.
- While S&A strives to become familiar with each client's local circumstances, its consultants are not attorneys, and we rely on contact personnel or client's legal counsel to ensure processes and procedures adhere to local rules (e.g. Fire and Police Commission rules, bargaining agreements, etc.)
- Work performed or meetings scheduled on weekends requiring S&A's attendance will be billed at 1.5 times any quoted project rate. This will not pertain to the written test administration if administered on a weekend; the fee quoted above would apply.
- S&A invoices for one-half payment up front and the other half upon completion.

Thank you for the opportunity to provide you with this price quote and we welcome the opportunity to work with the Kendall County Sheriff's Office on this promotional project and look forward to discussing this proposal further, if requested.

If you have any questions or need any additional information, please do not hesitate to contact me at 312-553-0213 or via e-mail at: mike.thomason@stanard.com

Best regards,

A handwritten signature in black ink that reads 'Michael J. Thomason'.

Michael J. Thomason
Vice President



Kendall County Sheriff's Office, IL. PD: Patrol Sergeant Written Exam Options, Assessment Center Process; Proposal Created January 9, 2019

To accept all or part of our proposal and to authorize S&A to initiate work and carry out the project steps outlined above (or project steps associated with a portion of our proposal), please sign, date and fax or email back this page only to S&A at 312-553-0218 or mike.thomason@stanard.com

_____ Written Exam, Options 1, 2, or 3 (Circle Option)

_____ Assessment Center Development for Patrol Sergeant

Authorized Signature from Kendall County Sheriff's Office

Date