



**A proposal to  
WALLA WALLA COUNTY  
for the development and management of promotional testing for  
SERGEANT**

**Scope of Services Provided by Public Safety Testing, Inc.:**

Public Safety Testing offers to develop and administer assessment center promotional processes for the Walla Walla County Sheriff's Office (hereinafter "County"). Public Safety Testing (hereinafter "PST") will apply the guidelines as adopted by the International Congress on Assessment Centers and the recommendations provided by the International Association of Chiefs of Police related to the development and management of assessment centers.

**PROMOTIONAL ASSESSMENT CENTER**

**Methodology for Service**

The project shall consist of three basic phases:

1. Test Preparation & Development
2. Test Administration
3. Post-Test Activities

**Phase One: Test Preparation & Development**

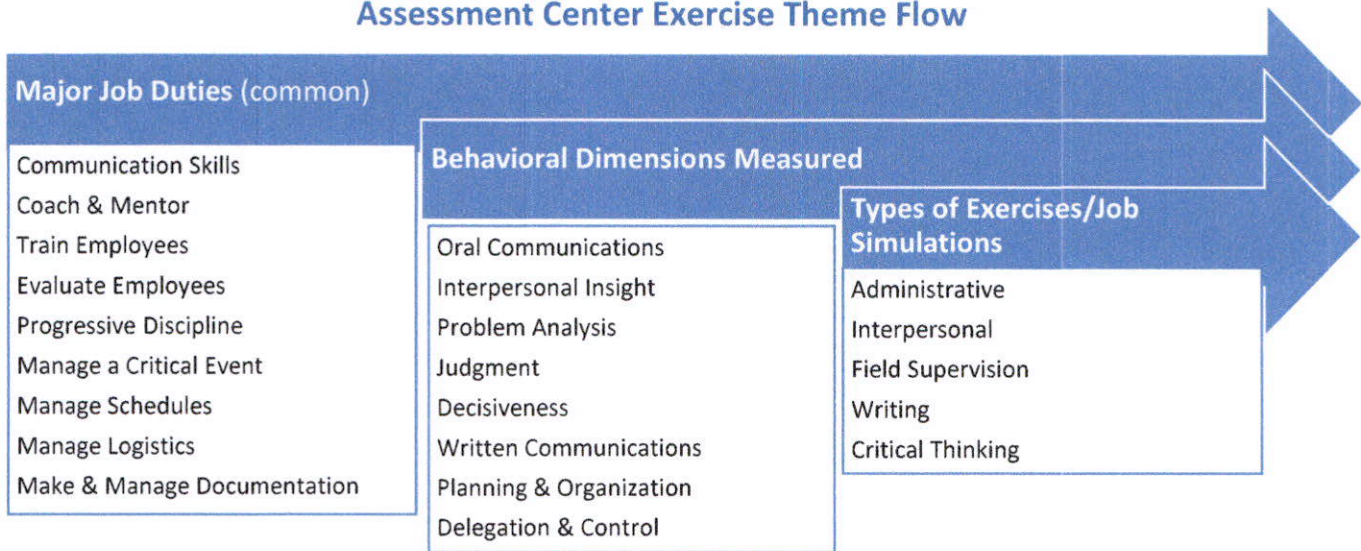
Two on-site meetings with the appropriate personnel from the Walla Walla County Sheriff's Office are held to:

- Determine the County's specific needs and components of the assessment center;
- Create a calendar of tasks, benchmarks and a schedule to deliver the promotional test;
- Identify the behavioral dimensions to be measured in the assessment centers;
- Provide written summaries of decisions as the process develops;
- Survey department members currently serving in the positions being tested to identify the critical tasks being performed (Job Task Analysis);
- Survey the management/leadership team to identify essential supervisory and administrative skills and abilities of a newly promoted supervisor/manager. These

survey results create the unique weighting of the behavioral dimensions that are specifically relevant to the Walla Walla County Sheriff's Office;

- Provide a description of typical categories and examples of exercises that can be used in the promotional process. Working with the County, exercises are tailored with information provided by the agency and customized to fit the specific environment and needs of the agency;
- Create a scoring map that identifies weighted behavioral dimensions which will be measured for each exercise;
- Build exercises using information specific to your community and department and integrating the results of the surveys used above;
- PST will become familiar with and will follow the County's Personnel/Civil Service Rules when developing and administering the test. The County shall be responsible for notifying PST of any unusual or special process or limitation of its rules, contractual agreements or policies that are related to the development and delivery of the test, and
- Finalize the assessment center's exercises and schedule with the agency's subject matter expert(s) for **Phase Two**.

### Assessment Center Exercise Theme Flow



### Phase Two: Test Administration

PST will facilitate and manage the assessment center process, including:

- Conduct one 3-hour long "Candidate Orientation Workshop" that provides candidates an overview of the assessment center testing process, highlights tips for success, and pitfalls to avoid. This candidate orientation de-mystifies the assessment center/promotional testing process.

- Conduct a training workshop for the assessors and role players whom the County has selected prior to the test date. The training shall include guidelines in scoring, pitfalls to avoid in assessing and a practice session of scoring an exercise. Only trained assessors will participate in the testing process;
- Provide all the typical equipment, supplies and materials for the training, orientation and testing process. Walla Walla County may be asked to provide specific equipment related to the exercises;
- Create the grading process that conforms to the County's Personnel/Civil Service Commission's rules;
- Through an empirical process that incorporates the candidate's performance, the weighted dimensions, and the County's Personnel/Civil Service Commission's rules, create a final rank order listing of the candidates tested;
- Survey each candidate about his/her observations of the promotional process and assessment center's relevance to the position being tested for; and

### **Phase Three: Post Test Activities**

- Each candidate receives written commendations and recommendations that are created by the assessors. These comments are separated from the objective score sheets, collated for each candidate and sent to the County, and are intended to assist the candidates in their professional development; and
- Provide the County with electronic copies of all the documents related to testing, training and scoring of candidates. This typically includes the instructions for each exercise, original copies of the score sheets for each candidate created by the assessors, a matrix of the weighted dimensions as they were applied to each exercise, a copy of the raw scores for each candidate in each exercise and for each dimension, the assignment sheet of candidates to letter designators with corresponding photographs, a copy of the training outline provided to the assessors, a copy of the training outline provided to the candidates, a copy of the test schedule, a copy of the written comments made by the assessors to each candidate, the signed test security agreements, and copies of the assessor and candidate critiques.
- PST shall appear in any County administrative or civil service proceeding to testify to and provide all necessary information to document the validity of the testing process, to participate in the defense of the testing process conducted by PST pursuant to this Agreement and to otherwise provide any information necessary to the County to evaluate challenges to or appeals from the testing process. PST shall appear without additional charge to the County.

### **Indemnity and Hold Harmless**

The parties agree and hold harmless each other, their officers, agents and employees in accordance with the following provisions:

1. PST shall indemnify and hold harmless the County, its employees and agents from any and all costs, claims or liability arising from:
  - a. Violation of any copyright agreement or statute relating to the use and administration of the tests or other written materials herein provided for;
  - b. Any cost, claim or liability arising from or out of the claims of an employee, agent or sub-contractor to the end that PST shall be an independent Contractor and the County shall be relieved of any and all claims arising from or relating to such employment relationships or contracts between PST and third parties;
  - c. The alleged negligent or tortious act of PST in the provision of services under this Agreement.
  - d. Solely for the purposes of this indemnification provision, PST expressly waives its immunity under Title 51 (Industrial Insurance) of the Revised Code of Washington and acknowledges that this waiver was mutually negotiated by the parties.
2. The County shall indemnify and hold harmless PST, its officers, agents and employees from any and all cost, claim or liability arising from or out of the alleged negligent or tortious act of the County in the provision of services hereunder.
3. These indemnification provisions shall survive the expiration or termination of this Agreement.

### **Resources to be provided by WALLA WALLA COUNTY:**

Walla Walla County shall agree to:

- Provide to PST a copy of those sections of your Civil Service Rules and, if applicable, your collective bargaining agreement, that relate to the promotional testing process;
- Provide a Subject Matter Expert(s) to assist in the development of the exercises, distribute and collect surveys that provide an analysis of the position being tested for, and distribute and collect a survey that provides the relative importance of the supervisory dimensions to be measured in the assessment center. The work of the Subject Matter Expert (SME) will happen on or before the agreed upon deadlines. The County's SME will be available on the day of testing as a resource to answer questions. **The role of the SME is very important and critical to the success of this process;**
- Obtain a minimum of two (2) qualified assessors per exercise (8 assessors for a 4 event AC) and role players, if necessary. PST will work with the County to assist in the identification of appropriate assessors;



- Have the appropriate supervisory and management personnel participate in the surveys of the job task analysis and the behavioral dimensions;
- Provide the physical facilities appropriate for the Candidate Orientation Workshop, the Assessor Training and the Assessment Center (including the selected exercises). Provide meals, refreshments, and beverages for the assessors, candidates, and PST staff;
- At the end of the final day of testing, agencies find it very beneficial to have the department head and management team present during the discussion with the assessors to hear comments and insights about the candidates;
- If necessary, cover the expenses of the assessors; and
- Pay any travel-related and per diem expenses for the PST staff.

### **PROMOTIONAL ASSESSMENT CENTER PROFESSIONAL FEES**

The Promotional Assessment Center is our most requested service and testing fees are based on a formula that uses the current base monthly salary for the position the number of exercises and number of candidates:

***A 5% discount is applied for PST subscribing agency.***

	<b>1-8 Candidates (1.0 day)</b>
<b>4 Exercises</b>	<b>\$6,500</b>

**Additional Costs:** PST staff's travel, lodging and per diem expenses are additional, using the federal mileage and per diem rates for your agency's location. Also, a 4% surcharge is added to actual expenses to cover state and local B&O taxes and fees. Washington State sales tax is NOT charged.

**Invoicing.** PST will invoice the agency within 30 days of work being completed.

**Credit Card.** A three percent (3%) fee will be added at the time of payment made using a credit card to cover processing fees.

### **TERMINATION OF THIS PROJECT**

PST and Walla Walla County acknowledge that either party may terminate this project at any time with or without cause. Upon termination, the City shall be liable for the amortized remainder of the professional fees, if any, from the effective date of the termination notice based on the percentage of completion of duties listed above. Also fully reimbursable are all travel expenses already incurred, if any. These include mileage, ferry, hotel, meals, parking and tolls. In the event of a termination, both parties will agree upon the fees.

## **ADDITIONAL TESTING COMPONENTS, SERVICES & PROFESSIONAL FEES<sup>1</sup>**

Assessment centers developed by PST are not “off the shelf” products and are highly customized for the client agency. Our testing model also includes options the County may wish to consider.

- A. **Additional Candidate Orientation Workshops:** One three-hour long orientation workshop is included for each assessment center. Additional workshop(s) are available if needed to accommodate the schedules of candidates. Sometimes, clients want the Candidate Workshop open to all employees who are interested in preparing for a promotional opportunity. **Fee:** \$500 each session plus travel expenses
- B. **Work Performance Rating:** A PST-exclusive product that is a unique method to objectively incorporate the candidate’s prior work performance into the promotional testing process. Clients who add this testing element give very high feedback. This is separate from our assessment center exercises and clients determine the weight of this testing component in the testing process. This one-day long process uses evidence provided by documentation, and a facilitated discussion with all of the candidate’s supervisors to place objective scores on five performance dimensions. For example, the first line supervisor dimensions are:
- a. Demonstrates Ethical Behavior
  - b. Demonstrates Agency’s Mission & Values
  - c. Quality of Work
  - d. Quantity of Work
  - e. Demonstrates Leadership

A weighting process determines the importance of the individual performance dimensions. Clients often find that this process has collateral benefits for the involved supervisors and is a positive experience for the leadership team.

### **WPR Professional Fees**

- 2-8 Candidates @ \$1,800 (one-day event)
- 9-16 Candidates @ \$3,300 (two-day event)

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<sup>1</sup> **Additional Costs:** PST staff’s travel, lodging and per diem expenses are additional, using the federal mileage and per diem rates for your agency’s location. Also, a 4% surcharge is added to actual expenses to cover state and local B&O taxes and fees. Washington State sales tax is NOT charged.

- C. **Semi-Customized Written Examination for Washington State Law Enforcement or Operations Supervisor/Manager:** A 100-item, multiple choice, semi-customized written examination. Source materials include the textbook, Management and Supervision of Law Enforcement Personnel, 5<sup>th</sup> edition, 6 to 18 months of WSCJTC Law Enforcement Digests (LED's) and 25 questions from the agency's critical policies. This test is specifically valid for Washington State; for a law enforcement or Corrections supervisor/manager and to your agency (for Corrections candidates, the LED questions may be replaced with questions from readily available Corrections publications). PST needs at least 3-4 weeks to develop this product. A minimum of four (4+) weeks study time is highly recommended.

**What PST does:**

- Provides 75 multiple choice questions from the textbook, legal updates and/or LED's;
- Develops 30 questions from the agency's critical policies;
- Creates a draft test booklet for pilot testing by the agency;
- Creates the final test booklet and the scoresheet, makes copies for all the candidates, and ships them to the agency before the administration date;
- Scores the answer sheets, conducts an item analysis, and sends the results to the agency.

**What the agency does:**

- Announces the test to the candidates, provides the source material to the candidates, and arranges for the site;
- Specifically identifies the critical policies that will be tested and sends those to PST;
- Determines the span of time for the material from the Legal Updates/LED's (most clients choose 6-12 months);
- Reviews the policy questions, selects 25 for the test, and verifies the answers;
- Pilot tests the examination, if desired;
- Administers the test. PST can proctor the test at an additional cost;
- Sends the answer sheets to PST for scoring;
- Receives the scores and the analysis of the answers. Agency makes determination and decides if questions should be eliminated; and
- Notifies the candidates of their scores.

**Fee:** Semi-Customized Written Exam: \$149 each candidate (minimum 10)

- D. **Customized Promotional Written Examination:** A 100-item, multiple choice, uniquely customized written examination that is developed from source material provided by the agency. The agency's Subject Matter Expert(s) (SME's) are used to validate the test. PST needs 10 weeks to develop this product. *The final version must be authorized by SME no later than three weeks prior to the test date.* **Fee:** \$3,950

- E. **Supervisory Skills & Abilities Promotional Test (SSAPT)** The SSAPT is a three-part event where each candidate spends 60 minutes before a panel of assessors and experiences “mini-exercises”. This product is appropriate for **4 candidates or less** and is intended only to rank order the candidates. Clients typically choose this type of test because it can be scheduled and delivered in less time, is simpler, more affordable, and they do not desire the full spectrum of features that an assessment center provides. The typical SSAPT events include a (a) structured interview; (b) an in-basket exercise where the candidate reviews and prioritizes a simulated in-box following their days-off and prioritizes and explains to the assessors the decisions they made and why they made them; and (c) a critical thinking exercise where the candidate is provided a series of events that a supervisor would face and asked how they would respond to those

*What is different from an assessment center?* Three mini-exercises, fewer assessors, no role player or written exercises, no job task analysis or weighting the dimensions, fewer dimensions are scored, no candidate feedback and no candidate orientation workshop are included for the price.

**Fee: \$999 plus \$999 per candidate**

- F. **Command Skills & Abilities Promotional Test (CSAPT)**

The CSAPT is a four-exercise testing process where each event is intended to assess different skills and abilities of the candidate. **Maximum 3 candidates.** The four parts are: (1) Presentation of Expectations where the candidate describes their expectations of their subordinates as if they are the Commander (Sergeant, Captain, or equivalent) and the assessors are their subordinates; (2) In-Basket with On-Demand Writing of an email where the items in the In-Basket are command level issues of budget, labor, personnel, and community topics; (3) Three Practical Scenarios that are field events or organizational scenarios that a Command level position would typically be expected to handle and (4) Two Case Studies where the candidate researches and writes a two-page memo about each topic before the test and makes an presentation at the event.

The candidates have 90 minutes to prepare and then spend 90 minutes with the assessors who have specific expectations for each part that identifies what a strong candidate looks like.

**Five Command Level Behavioral Dimensions are Assessed:**

- A. Oral and Written Communication
- B. Interpersonal Insight and Emotional Intelligence
- C. Command Judgment
- D. Decisiveness
- E. Planning & Organizing



**Assessors and Scoring:** Four assessors are needed and they are trained in the morning and will use PST supplied laptops. They use a precision scoring model for each behavioral dimension that uses a 70 to 100-point range. The assessors' scores are averaged for each behavioral dimension. The results are a ranked list and provided to the client at end of the test.

**What is different from an assessment center?** Fewer assessors, no job task analysis or weighting the dimensions, fewer dimensions are scored, no candidate feedback and no candidate orientation workshop are included for the price.

**Fee:** \$1,950 plus \$1,000 per candidate

- G. **Onsite Written Examination Proctoring:** Onsite written examination proctoring is available at \$100 per hour for each PST staff person required.
- H. **Performance Profiles Indicator (PPI).** The PPI is a DISC-type of assessment that reveals a candidate's job performance and aspects of their personality that could impact their manager, coworkers and team. It measures a candidate's motivational intensity and behaviors related to productivity. Two reports are generated; one for the employer and one for the candidate. Clients often use this tool to help identify who is the best "fit" for the position, and when it is coupled with the post-test comments from the assessors, these provide the foundation for a great career development conversation. **Fee:** \$199 per candidate.
- I. **Profiles XT Job Match.** The ProfileXT is a state of the art occupational assessment tool used to measure how well an individual fits a specific job in your organization. The job-matching feature enables you to evaluate an individual relative to the qualities required to successfully perform in a specific job. Through job analysis and other features, a model is created. When your candidates complete this assessment, their individual results are compared to the model and you are provided a detailed report on how the candidate compares to your model (%). **Fee:** \$225 per candidate.
- J. **Additional On-Site Meetings.** Two on-site meetings are included in the package of services once the proposal is accepted and signed. Additional on-site meetings can be held at the client's request. **Fee:** \$125 per hour (including travel time) plus travel expenses.
- K. **Invoicing.** PST will invoice the agency within 30 days of work being completed.
- L. **Credit Card.** A three percent (3%) fee will be added at the time of payment made using a credit card to cover processing fees.

*Please use this page to indicate what services you have selected for this process.  
(Our choices are underlined)*

Walla Walla County Sheriff's Office  
Operations Sergeant

PROMOTIONAL TESTING SERVICES DESIRED IN THIS AGREEMENT

☒ 4 Exercise Assessment Center:

☒ One Day, 2 to 8 Candidates - \$6,500

☐ Work Performance Rating

☐ 2-8 Candidates: One Day - \$1,800

☐ 9-16 Candidates: Two Days - \$3,300

☐ Additional Candidate Orientation Workshop - \$500

☒ Semi-Customized Written Examination for Washington Law  
Enforcement/Operations Supervisor/Manager - \$149 per candidate (minimum  
10 candidates)

☐ Fully Customized Written Examination for Washington Law  
Enforcement/Operations Supervisor/Manager - \$3,949

☐ Send final written test materials to:

☐ Supervisory Skills & Abilities Promotional Test. \$999 plus \$999 per candidate  
(Maximum 4 candidates. # of Candidates? \_\_\_\_\_)

☐ Command Skills & Abilities Promotional Test. \$1,950 plus \$1,000 per  
candidate  
(Maximum 3 candidates. # of Candidates? \_\_\_\_\_)

☐ Other (please

describe): \_\_\_\_\_

## Agreement & Acceptance

Please send your formal acceptance of this proposal by email, fax or mail to:

Public Safety Testing, Inc.  
Attn: Colleen Wilson  
20818-44<sup>th</sup> Ave W., Suite 160  
Lynnwood, WA 98036  
Email: [Colleen@PublicSafetyTesting.com](mailto:Colleen@PublicSafetyTesting.com)  
FAX: 425.776.0165

This proposal is valid for 90 days and needs to be accepted and returned to PST prior to eight weeks before the mutually agreed upon promotional testing date(s).

### **Agreement & Acceptance:**

#### **WALLA WALLA COUNTY, WA**

By: Todd L. Kimball

Print: Todd L. Kimball

Its: Chair

Address: PO Box 1506

Walla Walla, WA 99362

Phone: 509-524-2505

Date: December 9, 2019

#### **PUBLIC SAFETY TESTING, INC.**

Jon F. Walters, Jr.

Jon F. Walters, Jr.

President

20818 - 44<sup>th</sup> Ave W, Suite 160

Lynnwood, WA 98036

425.776.9615

October 14, 2019

**Billing Information:** *(Please complete if different from contact information above)*

Billing Contact Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_ City/State/Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

## Additional Signatures Page

This proposal is valid for 90 days and needs to be accepted and returned to PST prior to two weeks before mutually agreed-to promotional testing dates.

### Agreement & Acceptance

#### Walla Walla County Civil Service Commission

By: 

Print: Don Aycock

Title: Chairman

#### Walla Walla County Sheriff's Office

By: 

Print: MARK A. CRIDER

Title: SHERIFF