

Promotional Assessment Services

Bladensburg, MD

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Association (Firm) Information

International Association of Chiefs of Police (IACP)

International Association of Chiefs of Police
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The International Association of Chiefs of Police (IACP) is the world's largest and most influential professional association for police leaders. With more than 35,000 members in over 177 countries, the IACP is a recognized global leader in policing. Since 1893, the association has been advancing leadership and professionalism in policing worldwide.

IACP is a 501(c) 3 non-profit corporation, chartered in the District of Columbia (1943) and headquartered in Alexandria, Virginia. It has a full-time staff of 145 employees. In addition to chiefs of police and law enforcement personnel of other ranks, IACP members include criminal justice researchers, university faculty, and members of many other professions. IACP promotes the highest standards of performance and conduct within the police profession.

The IACP differs from private firms that offer assessment services. We are motivated by our commitment to improving the law enforcement profession. Assisting law enforcement agencies in the promotion of this leadership helps us attain that goal. The IACP helps agencies identify highly qualified leaders whose management style and knowledge of law enforcement are consistent with the priorities of your department. The key components and benefits to engaging the services of IACP include:

- **Credibility.** IACP commands preeminent status among police executive associations. This confers special prestige and credibility to these studies. Government officials, the public, and law enforcement officers and officials highly respect and value the findings and recommendations of IACP.
- **Exclusive Focus.** IACP concentrates its efforts exclusively on law enforcement matters. IACP does not diffuse its interests and capacities. The obligation of IACP is to law enforcement innovation and professionalism, and this is a driving force in these efforts.
- **Performance Record.** The range of engagements conducted by IACP, and the number of repeat clients, attest to the product value and client satisfaction. IACP has worked with law enforcement clients of every conceivable size, structure, and mission, and the IACP team is equipped to deal with any issue or circumstance affecting your organization and community.
- **Resource Depth.** IACP staff comprises nearly 140 former police executives and practitioners, social scientists, technology specialists, management analysts, and trainers, who possess collectively, 21st century policing capacities in every facet of law enforcement policy and practice. Augmented by a national and international network of

consultants and committee members, IACP staff and resources are unsurpassed in depth and quality.

- **Innovations Leadership.** Developing and discovering contemporary approaches and innovations to stimulate law enforcement effectiveness and productivity and to protect communities is central to the IACP mission. IACP continually assesses the needs of the law enforcement profession, and the public served, and the IACP consciously and continuously expands the portfolio of staff and expertise, accordingly, allowing IACP to provide the most up to date and comprehensive services to clients.

Assessment Services

The IACP will develop a promotional exam with an assessment center for the ranks of corporal, sergeant, and lieutenant for the Bladensburg Police Department.

The procedures described below outline the IACP approaches to the promotional assessment process. The written exam is comprised of 100 multiple choice questions sourced from internal and external reading materials decided on by the agency in coordination with IACP. In the assessment center, candidates participate in a series of exercises that simulate critical aspects of the target job. The assessment center candidates will participate in three exercises. Trained assessors observe each candidate's performance and evaluate the candidates' behavior on predefined dimensions that relate to success on the job.

Job Analysis

A job analysis is a complete definition of a target job including a comprehensive list of tasks, duties, and responsibilities, as well as a list of minimum knowledge, skills, and abilities required to perform the job. The IACP will perform a job analysis for each rank being tested.

Data Collection: The department will provide the IACP with existing information concerning the target jobs (job descriptions, class specifications, training manuals, SOPs, etc.). IACP will conduct a review of these materials and draw on them with new data collection to complete each job analysis.

IACP representatives will make observations and conduct interviews with subject matter experts. Special attention will be given to the human behavior required in the position. Data will be collected concerning:

- Tasks, duties, and responsibilities
- Knowledge, skills, and abilities
- Examples of effective and ineffective job behavior

Survey: Based on the data collected in previous steps, the IACP will develop and administer a job analysis survey to incumbents. Information will be collected and integrated by the IACP and reviewed for accuracy by subject matter experts at your agency.

The results of the job analysis inform the development of the written examination and assessment center exercises to ensure they reflect the requirements of the target rank. This provides the method for content validation.

Written Exam

Written examinations are multiple-choice tests covering the domain of job knowledge required for the promotional rank.

Reading List: The reading list is an important first step in the process. IACP will work with the Bladensburg Police Department to craft a balanced list of sources, both internal and external, that

are appropriate for the target rank. This list should be finalized and distributed to candidates at least 3 months prior to exam administration.

Study Guide: These guides include a list of sources for the examination, sample items, and instructions to help candidates prepare for the examination. Study guides are provided to candidates well before test administration.

Test Development: Test development is directly based on job analysis information, providing the basis for content validity. Multiple-choice job knowledge items will be developed from sources on the reading list.

Administration: The department can self-administer the exam on their own under structured conditions. IACP will provide all instructions and materials needed for administration.

Test Security: The IACP will maintain tight security parameters for all testing materials. During the test development process, only IACP staff and item writers will have access to the test materials. During the test administration process, test materials will be stored in a secure location with only authorized user access. Candidates will not be allowed into the testing space with electronics or other non-approved materials.

Review: Candidates can review their examinations under controlled conditions. IACP will consider any appeal or comments and make recommendations.

Results and Documentation: Candidate scoresheets will be sent back to the IACP for computer scoring of test responses. All work conducted will be documented, and a complete score report given to the organization.

Option 1: Assessment Center Development and Administration

Based on information obtained in the job analysis, IACP can develop the following exercises which evaluate dimensions that reflect the requirements of the target job. The IACP can develop exercises that represent these unique situations and provide information as to the abilities of candidates to deal effectively with such challenges.

Exercise Types:

- In-Basket
- Structured Interview
- Analysis Presentation
- Role Play
- Scenario

In-Basket

The In-Basket exercise closely simulates the day-to-day supervisory and decision-making activities performed by the target rank. The exercise presents candidates with many problems at varying levels of complexity. The candidates are given scenarios typically handled at the target rank and instructed to provide appropriate responses in writing. These scenarios may be presented in the

form of a letter, email, memo, graph, table, or other internal document. Each of the items will require a response from the candidate, and some items are related.

Structured Interview

This exercise allows the candidate to respond to questions regarding their skills and experience. The questions are a mix of behavioral questions (in which candidates describe their relevant skills and experience) and performance-based questions (in which candidates respond to scenarios that are commonly handled by the target rank).

Analysis/Community Presentation

Candidates are presented with background information on a selected relevant topic and directed to prepare a presentation. They are given a designated period to give their presentation, which is followed by a question-and-answer session designed to challenge their presentation. The Analysis Presentation exercise simulates public presentations and/or presentations to command staff or subordinates.

Role Play

The role play exercise simulates a meeting between the candidate and a citizen, a subordinate employee, or a stakeholder of some kind. Although the exercise is a simulation, candidates reveal their supervisory/interpersonal skills in establishing rapport with the role player, uncovering relevant information, assessing the problem, listening carefully to the role player's responses and making use of that information, and coming up with a solution that will address the problem.

Scenario

This exercise is a simulation that gives candidates a challenging scenario that is unfolding. Using available information, candidates assess the situation and deploy resources to most effectively manage the situation. Candidates must adapt to changing circumstances, displaying sound decision making and problem solving.

Dimensions Evaluated: Candidates are systematically evaluated based on benchmarks tied to a series of behavioral dimensions that capture the leadership competencies necessary to successfully act as a police leader.

- Oral Communication
- Written Communication
- Delegation and Control
- Interpersonal Insight
- Problem Solving
- Planning and Organization
- Judgement
- Decisiveness

Assessment Center Administration

The IACP can administer an assessment center, including the following aspects:

Candidate Orientation: A virtual orientation session will be conducted for candidates. The orientation will describe the process and include illustrative examples. The duration of the orientation is approximately one hour.

Assessor Recruitment: Either the IACP or the department will be responsible for the recruitment of assessors. The total number of assessors needed is directly based on the number of candidates going through the assessment center.

Assessor Training: Assessors will participate in training conducted by the IACP. The core of this training will be practice and feedback, using the actual exercises to be used and the associated assessor report forms. Training takes half a day to one full day.

Assessment Center Administration: Assessment center candidates will participate in exercises during an all-day, intensive period of assessment.

All activities will be scheduled in advance, and an IACP Administrator will monitor all procedures.

Test Security: The IACP will maintain tight security parameters for all testing materials. During the assessment center development process, only IACP staff and exercise developers will have access to the test materials. At the start of assessor training, assessors are educated on the importance of test security and sign a non-disclosure agreement. Once the scoring process is over, only IACP staff will have access to the test materials.

Report Writing/Scoring: Each assessor reviews the data collected on a candidate to assign a numerical score on the job-related dimensions measured by the assessment center exercises. The scores are made independently and without discussion with other assessors. Not only are the numerical scores recorded, but ratings are supported by specific examples of behavior observed in each exercise.

Assessment Center Results and Documentation

Following the conclusion of the assessment center, the IACP will prepare a final report for the agency that includes a summary of candidate performance data. Information concerning candidates includes an overall summary score as well as ratings and behavioral information concerning each candidate's strengths and weaknesses in performance-related dimensions.

Data Integration: After the completion of exercises and report writing, data concerning candidates is combined. This integration is accomplished by statistical combination of data. The final rating on each performance dimension is based on multiple raters evaluating performance in different situations. The result is a comprehensive picture of each candidate's capabilities and a quantitative evaluation on job-related dimensions.

Candidate Feedback: Individual feedback reports consist of a candidate's competency and total score compared to the average of the group. These reports will be prepared by the IACP for distribution to participating candidates.

Option 2: Assessment Center Development Technical Assistance

IACP can assist the Bladensburg Police Department in developing their own assessment center and will provide a subject matter expert (SME) for up to 60 hours to provide technical assistance.¹

¹ Additional technical assistance beyond the 60 hours is available at an hourly rate.

The technical assistance will include a two-day (approximately 16 hours) training on all elements of an assessment center, including assessment center administration, how to develop exercises with measurable dimensions and benchmarks, assessor recruitment and training, report writing and scoring, and data integration. Following the training, the SME will be available to the Bladensburg Police Department throughout the development and administration process to provide guidance and to address any question the department may have.

Project Timeline

IACP typically needs about four (4) months to create and administer the services outlined in this proposal. Below are the timelines for the Corporal, Sergeant, and Lieutenant promotional processes.

Written Exam with Assessment Center

Activity	Estimated Timeframe
Kick-off Call for Project Planning	Month 1
Job Analysis (Interviews, Surveys)	Month 1 and 2
Candidate Orientation	Month 2
Written Exam and Assessment Center Development	Month 2 and 3
Written Exam Administration	Month 3
Challenge Period (optional)	5 -7 days
Written Exam Scores	5 business days after challenge period or receipt of answer sheets
Assessment Center Administration	Month 4
Assessment Center Scores and Feedback Reports	2 weeks after administration

Cost Proposal

The proposal includes all developmental, administrative, and travel costs for IACP staff.

Promotional Process	Cost
OPTION 1	
Semi-custom Written Exam for CPL/SGT and LT	\$12,500
Assessment Center for CPL, SGT, and LT	\$25,800
Total Written Exam & Assessment Center for CPL, SGT, and LT	\$38,300
OPTION 2	
Semi-custom Written Exam for CPL/SGT and LT	\$12,500
Assessment Center Development Technical Assistance (60hrs)*	\$10,800
Total Written Exam & Assessment Center TA for CPL, SGT, and LT	\$23,300

* Additional subject matter expertise beyond the 60 hours is available at the rate of \$150/hr. Prior to engaging in any additional hours, IACP will first obtain written approval from the department.

If the agency is not able to secure volunteer assessors from area agencies, the IACP may bring on experienced assessors for a maximum of \$850 daily honoraria, which, plus cost of travel, would be reimbursed back to IACP by the Bladensburg Police Department.

Book List:

This merely lists some of the most frequently utilized books we maintain item banks for. Exams can be made from any combination of these books, as well as custom items written from department policy/books not featured here.

General Leadership Books:

Start with Why – Simon Sinek

Extreme Ownership - Jocko Willink, Leif Babin

HBR's 10 Must Reads on Emotional Intelligence – Various

Lincoln on Leadership: Executive Strategies for Tough Times – Donald T. Phillips

The Dichotomy of Leadership – Jocko Willink, Leif Babin

It's Your Ship: Management Techniques – Michael Abrashoff

Leadership on the Line – Ronald A. Heifetz, Marty Linsky

Police Specific (Textbooks):

Supervision of Police Personnel (9th Ed.) – Iannone & Bernstein

Effective Police Supervision (9th Ed.) – Miller, More & Braswell

Criminal Investigation: The Art and the Science (9th Ed.) - Lyman

Managing and Leading Today's Police (4th Ed.) – Kenneth J. Peak, Ronald Glensor, Larry K. Gaines

Police Field Operations (8th Ed.) - Thomas Francis Adams

Police Administration (10th Ed.) - Gary W. Cordner

Police Specific (Non-Textbooks):

Law Officer's Pocket Manual (2023 Edition) – Miles, Richardson, Scudellari

Quick Reference Legal Guide for Law Enforcement (2022-2023 Session) – Legal and Liability Risk Management Institute

Emotional Survival for Law Enforcement (Revised Edition) – Kevin M. Gilmartin

Essential Leadership Lessons from the Thin Blue Line – Dean Crisp

"Good to Great" Policing: Application of Business Management Principles in the Public Sector – Wexler, Wycoff, Fischer.

21st Century Taskforce Report – U.S. Government

Leadership Lessons from the Thin Blue Line (2017) - Dean Crisp



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