

5.01 Scope of Work

5.01a

Job Task Analysis

The successful vendor will be required to formalize a comprehensive job task analysis for each sworn and non-sworn classification, and each assignment if the classification has more than one assignment. Though each classification, such as Police Sergeant, shares similar duties and requirements with others in that classification, individual assignments require specialized duties and requirements unique to that work area. For example, the rank of Police Sergeant has specialized assignments in areas such as Domestic Violence, Fraud, and Crime Prevention, as well as in Uniform Patrol. There are approximately 125 sworn and approximately 65 non-sworn classifications and assignments at the Durham Police Department.

Approximate Number of Job Task Analyses Needed: 190

Each job task analysis must meet the following CALEA accreditation standard:

Chapter 21 - Classification and Delineation of Duties and Responsibilities

21.1.1 - A written task analysis of every class of sworn employee in the agency is conducted, maintained on file, and includes, at a minimum:

- a. the work behaviors (duties, responsibilities, functions, tasks, etc.);*
- b. the frequency with which the work behavior occurs; and*
- c. how critical the job-related skills, knowledge, and abilities, are.*

Commentary:

A task analysis is basic to proper human resource management. Analyses should be required for all sworn classes in the agency. Hiring, promotion, training, and job performance evaluation criteria should be established by task analysis.

Pertinent information about work behaviors may be obtained through observation, individual or group interviews, content analysis of work products, and questionnaires. After the work behaviors have been defined either in terms of duties, tasks, functions, or other grouping scheme, a similar process should be employed to define the skills, knowledge, and abilities required of the employee in performing the important work behaviors.

The task analysis should produce information about the class that is specific, objective, comprehensive, and, most importantly, verifiable by independent review. The results of the study should be incorporated in job descriptions prepared by the agency.

Analyses should be guided by personnel, either inside or outside the agency, who possess training and/or experience in evaluating jobs. Incumbents and their first- and second-level supervisors should be viewed as significant sources of information concerning the classes under study.

The analyses should be updated when significant changes in the classes occur, whether through attrition, modification, or deletion of duties and responsibilities, e.g., may be done in conjunction with changes in departmental functions, staff inspection, or changes in organizational strategies.

The job task analyses will be used to demonstrate that the CALEA accreditation standards have been met for all sworn and non-sworn personnel, as well as being used to design the Police Department's promotional assessment processes for the ranks of Corporal, Sergeant, and Lieutenant.

To facilitate the use of time, job task analysis activities have been incorporated into the design phase of the promotional assessment process.

5.01b Promotional Assessment

Three separate, increasingly complex promotional assessments will be required for this portion of the RFP: One for the rank of Corporal, one for Sergeant and one for Lieutenant. The promotional assessment process will be progressive in nature in that the lowest rank will have the fewest exercises and the highest-ranking positions will have the most exercises.

No element of the selection process will serve as an eliminator. All promotional applicants will be evaluated on all elements of the assessment process.

The following elements are suggested for the promotional assessment of each rank:

Corporal's process: (1) Written exam; (2) at least one exercise, such as oral interview by a panel of assessors; situation-based written exercise derived from the Durham Police Department's General Orders, policies or practices; and (3) some method to incorporate the promotional applicant's work history.

Sergeant's process: (1) Written exam; (2) at least two exercises, such as oral interview by a panel of assessors; supervisory role-play exercise; in-basket exercise requiring appropriate action and prioritization of such topics as memo preparation, coaching and counseling, report review, FLSA logs, etc.; and (3) some method to incorporate the promotional applicant's work history.

Lieutenant's process: (1) At least three exercises, such as oral interview; citizen's group meeting coupled with a presentation; written exercise requiring a plan of action and involvement of other elements of the community/department; a supervisory role-play scenario and (2) some method to incorporate the promotional applicant's work history.

The job task analyses and promotional assessment process, being multi-faceted and complex, is divided into four (4) phases to facilitate the effective use of time.

Phase One: Introduction and Familiarization

- [a] Meet with the Chief of Police, Police Executive Staff, and Project Manager.
- [b] Compose an introductory letter to potential applicants.
- [c] Submit a design draft for conducting the job task analysis.
- [d] Review materials provided by department to become familiar with Durham Police Department.
- [e] Conduct focus groups with police subject-matter experts.
- [f] Complete a job task analysis for sworn and non-sworn police positions.

Phase Two: Promotional Assessment Design and Applicant Orientation

- [a] Design and develop a written examination (test) for the ranks of Corporal and Sergeant.
- [b] Design and develop separate promotional assessment exercises for the ranks of Corporal, Sergeant and Lieutenant.
- [c] Recommend an element to integrate some element of applicant work history into the promotional assessment. Applicant work history is an important factor, and this element of the promotional process could take up a substantial amount of time in both preparation and administration. The candidate should anticipate this in the preparation of the proposal.
- [d] Provide an orientation and information session for promotional applicants.

Phase Three: Assessment

- [a] Recruit assessors for each promotional assessment exercise.
- [b] Provide intensive training, orientation, preparation and practice to each of the assessors and assessor panels.
- [c] Provide complete construction, coordination, monitoring, operating, and disassembly of the promotional assessment process so as to have the least impact on police operations.

Phase Four: Scoring, Applicant Feedback and Process Review with Chief of Police, Executive Command Staff and Project Manager

- [a] Provide a ranked order list of all promotional applicants, along with a copy of all computations and scoring mechanisms used to rank the applicants and a statistical analysis of performance to evaluate adverse impact in terms of race and gender.
- [b] Provide each promotional applicant individual written feedback on his/her performance, including recommendations for improving performance in future promotional assessments.
- [c] Provide a comprehensive report covering all aspects of process development, validation and methodology to the Department within thirty days from the last day of the assessment process. A model report should be included with the proposal.

**5.02
Deliverables**

All services undertaken by the consultant hereunder shall conform to professional best practices and be responsive to pertinent court decisions interpreting state and federal guidelines on employee selection. The Police Department is accredited through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) and must meet standards for selection that require all elements used to evaluate promotional applicants be job-related and non-discriminatory.

Job task analyses for all sworn and non-sworn classifications and work assignments, and three separate, increasingly complex promotional assessments will be required for the ranks of Corporal, Sergeant, and Lieutenant. The promotional assessments will be

progressive in nature in that the lowest rank will have the fewest assessment activities and the highest-ranking positions will have the most activities.

No element of the selection process will serve as an eliminator. All promotional applicants will be evaluated on all elements of the assessment process.

The job task analyses and promotional assessment process, being multi-faceted and complex, have been divided into four (4) phases to facilitate the effective use of time. The following components must be incorporated within the candidate's proposal:

Phase One: Introduction and Familiarization

[a] Hold in-person or telephone/speakerphone meeting(s) with the Chief of Police, Police Executive Staff, and Project Manager to (1) discuss the Durham Police Department's mission, philosophy, and culture; (2) discuss how the job task analysis activities will be conducted and utilized; (3) define the goals and expectations for the promotional assessment process; (4) review materials provided by the department for use in the job task analysis, test design and promotional assessment process

[b] Compose an introductory letter in collaboration with the Project Manager that (1) introduces the potential applicants to the contractor and outlines the contractor's credentials; (2) outlines the job task analysis process; (3) informs potential applicants that an information session and orientation will be provided; (4) outlines the promotional assessment process, including a sentence that no individual assessment activity (such as the written examination) will serve as an eliminator; (5) provides a tentative timeline for the promotion process, and (6) encourages officers to participate.

[c] Submit a design draft for department approval to conduct a job task analysis for each sworn and non-sworn classification and work assignment in the department (approximately 190 job task analyses) that complies with accreditation standard 21.1.1, as outlined in the Scope of Work (5.01a) above.

[d] Become familiar with the administration of the Durham Police Department through a review of Police General Orders, designated City policies, performance standards, previous job task analyses, materials from the reading list already provided to potential promotional applicants, City of Durham Municipal Code of Ordinances, Department of Justice Uniform Crime Report, and other materials as agreed upon in discussions with the Chief of Police, Project Manager, and/or designated department administrators.

[e] Conduct focus groups with departmental subject-matter experts to (1) become more familiar with Durham police operations, tasks, methodology, administration, and philosophy, (2) obtain information for job task analysis, and (3)

obtain officer input to incorporate into the design of the promotional assessment process. Employee involvement, through use of department subject-matter experts and incorporating officer input into the design of the promotional assessment, will improve buy-in regarding the job task analysis process and instill greater confidence and trust from officers in the promotion assessment activities and results. Subject-matter experts will be designated by the Chief of Police and/or designated department administrators. Focus group members used in the design of promotional assessment activities will be at or above the rank being assessed.

[f] Conduct a Job Task Analysis for each sworn and non-sworn position and assignment in the police department, including approximately 190 classifications and assignments. The job task analyses must meet the guidelines outlined in accreditation standard 21.1.1, outlined in the Scope of Work (5.01).

[g] Reach an agreement with the Department on the essential set of knowledge, skills, and abilities required for each rank.

[h] Provide the completed job task analyses to the Durham Police Department as indicated in Scope of Work (5.01a) above.

[i] Make recommendations for any changes needed to City job descriptions based on the updated job task analyses.

[j] Develop criteria for a written examination (test) for the ranks of Corporal and Sergeant with such criteria to be determined by mutual agreement between the Department and contractor based on the results of the job analyses, review of provided materials, focus group input, reading list materials, and discussions with the Chief of Police and/or designated department administrators. In all cases, the criteria must be job-related and non-discriminatory.

[k] In collaboration with the Project Manager, compose a departmental communication memorandum to potential applicants including (1) guidance needed to prepare the written exam and promotional assessment activities, (2) the application procedure and application deadline, (3) eligibility guidelines for each rank, and (4) directions to review Police General Order 2010, "Promotions and Appointments for Sworn Personnel".

[l] Provide a comprehensive report to the Department covering all aspects of Phase One activities.

Phase Two: Promotional Assessment Design and Applicant Orientation

[a] Provide a written draft of the Corporal and Sergeant written examination questions to the department based on the criteria agreed upon in Phase One, with sufficient questions that some can be eliminated. All test questions must be derived from the Reading List already provided to officers by Durham Police Department, which follows:

(1) *Crucial Conversations: Tools for Talking When the Stakes Are High*.

By: Kerry Patterson, Joseph Grenny, Rob McMillian, Al Switzler, Stephen Covey.
Chapters 1, 3, 6, 7, 8, 9

(2) *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*. By: Stephen Covey. Overview and Habits 1-5.

(3) *Supervision of Police Personnel, 6th Edition*. By: Nathan Iannone and Marvin Iannone. Chapters 2, 3, 6, 8, 9, 10

(4) *Arrest, Search, and Investigation in North Carolina, 3rd Edition, including 2006 supplement*. By: Robert Farb. Chapters 1-5

(5) *Broken Windows: The Police and Neighborhood Safety*. By: James Wilson and George Kelling. Entire 20-page article, available online at <http://www.theatlantic.com/doc/198203/broken-windows>.

(6) *Durham Police Department—General Orders (subject to revision—please track any changes)*: 1014, 1032, 1046 (to include Attachment #1), 2002-2003, 2015-2017, 3005, 4001, 4003-4004, 4008, 4018-4020, 4022, 4036-4037, 4041, 4044, 4046, 4049, 4051, 4056, 4058, 4064, 4067, 4069-4071, 4074-4075, 4077 (section “Show-ups Identification Procedures” section only)

(7) *City of Durham Policies (subject to revision—please track any changes)*: HRM-322 (Discipline and Grievance), PER-321, R-1 (Complaint Mediation), PER-403, R-6 (Overtime Pay and Compensatory Time), PER-411, R-4 (FLSA Compliance), PER-607, R-2 (FMLA), PER-708, R-1 (Sexual Harassment), PER-714 (including link to Substance Abuse Policy Manual)

[b] Hold meetings with subject-matter experts of Lieutenant or above as designated by the Chief of Police and/or designated department administrators to review the test questions to ensure their validity and relevancy to the Department. All participants in the review process should sign confidentiality agreements provided by the contractor.

[c] Reach an agreement with the Department on the written examination (test) questions for the ranks of Corporal and Sergeant.

[d] Develop criteria for promotional assessment for the ranks of Corporal, Sergeant, and Lieutenant, with such criteria to be determined by mutual agreement between the Department and the contractor. The assessment process must incorporate (1) the knowledge, skills, and abilities collected from the job task analyses, (2) information from the department review, (3) input from the focus groups, (4) some aspect of the promotional applicants' past performance and work history, and (5) any additional criteria designated by the Chief of Police. In all cases, the criteria must be job-related and non-discriminatory. The candidate will provide information on the validity of all components and outline its efforts to ensure there is no adverse impact on any group of applicants.

Each rank will have one component that incorporates some element of applicant work history that is equivalent to that of previous Durham assessment processes. In previous promotional assessments, applicants compiled an extensive portfolio on themselves, including a philosophy statement, their training records, education transcripts, last three annual evaluations, letters of recommendation, a letter from Internal Affairs detailing with any discipline, peer evaluations, and promotional potential evaluations from supervisors. In some cases, promotional applicants were required to present their portfolio to assessors during the assessment process and respond to questions. Approximately half of the applicants surveyed post-promotion favored, and half did not favor having to present their portfolios. A presentation of applicant work history is a discretionary option for this component. Applicant work history is an important factor, and this element of the promotional process could take up a substantial amount of time in both preparation and administration. The candidate should anticipate this in the preparation of the proposal.

The promotional assessment process will be progressive in nature in that the lowest rank will have the fewest exercises and the highest-ranking positions will have the most exercises. No element of the selection process will serve as an eliminator. All promotional applicants will be evaluated on all elements of the promotional assessment process. The following elements are suggested for the promotional assessment of each rank:

(1) Corporal's process: (a) Written exam; (b) at least one exercise, such as oral interview by a panel of assessors; situation-based written exercise derived from the Durham Police Department's General Orders, policies or practices; and (c) some method to incorporate the promotional applicant's work history.

(2) Sergeant's process: (a) Written exam; (b) at least two exercises, such as oral interview by a panel of assessors; supervisory role-play exercise; in-basket exercise requiring appropriate action and prioritization of such topics as memo preparation, coaching and counseling, report review, FLSA logs, etc.; and (c) some method to incorporate the promotional applicant's work history.

(3) Lieutenant's process: (a) At least three exercises, such as oral interview; citizen's group meeting coupled with a presentation; written exercise requiring a plan of action and involvement of other elements of the community/department; a supervisory role-play scenario and (b) some method to incorporate the promotional applicant's work history.

[e] Provide written design draft for an assessment process for the ranks of Corporal, Sergeant, and Lieutenant to the department that incorporates all the criteria and elements outlined in [d] above and (1) including all interview questions, answers, and exercises, (2) scoring instruments, (3) information on the validity of all components and an outline of efforts to ensure there is no adverse impact on any group of applicants, (4) plan for an orientation to prepare all prospective applicants for the promotional assessment process, (5) plan for assessor training, (6) promotional assessment plan with logistics and scheduling for all activities, and (7) an updated timeline for project completion.

[f] Hold meetings with subject-matter experts of Captain or above as designated by the Chief of Police and/or designated department administrators to review the proposed promotional assessment activities to ensure their validity and relevancy to the Department. All participants in the review process should sign confidentiality agreements provided by the contractor.

[g] Reach an agreement with the Department on all elements of the promotional assessment process for each rank.

[h] Compose a department communication letter to potential applicants with (1) an outline and explanation of all elements of the promotion process and details about assessment activities, (2) a schedule for promotional applicant orientation and a timeline for the process so applicants can schedule their time and supervisors can provide for staffing, and (3) dates for promotional applicant orientations at several times (morning and evening) so all promotional applicants have a chance to attend.

[i] Conduct applicant orientations for each rank at several times (morning and evening) so all promotional applicants may attend. Provide an orientation and information session for promotional applicants to familiarize them with key concepts regarding promotional assessment in general, guidelines for the upcoming promotional assessment process for each rank, and ways to prepare for the assessment process.

[j] Provide a comprehensive report to the Department covering all aspects of Phase Two activities.

Phase Three: Assessment

[a] Identify and secure assessors for the assessment exercises. Each panel of assessors for each exercise must have at least three members, with at least one minority, one non-minority, one male, and one female assessor. Assessors must hold at least one rank higher than the applicants being assessed. The Department expects the contractor to pay for any and all expenses for assessors, such as travel, hotel if necessary, meals, etc. Because assessors may cancel, or otherwise be unable to serve, the contractor should make provision for additional or "floater" assessors.

[b] Identify and secure an appropriate off-site location for promotional assessment activities that is convenient to the officers. Ensure sufficient space for testing, assessment exercises, rooms for out-of-town assessors, holding area for promotional applicants, and meal/break room for assessors. Previous promotional assessment processes have been held at local hotels. All costs associated with the location will be the responsibility of the contractor.

[c] Schedule promotional applicants in coordination with department administrators so as to minimize disruption to police operations, and notify applicants in writing of the date, time, and location of all assessment activities.

[d] Administer the training for assessors.

[e] Prepare and assemble all assessment and scoring forms and instruments, assemble applicant and assessor packets, purchase all materials and supplies, handle all preparation and set-up activities to prepare for the promotional assessment.

[f] Identify and secure a camcorder or other recording device to record promotional applicant performance in assessment exercises. The purpose of recording applicant performance is to assist in the career development of applicants and to provide documentation should that be required for an appeal or challenge to the selection process. The department expects the contractor to obtain and pay for all recording devices and equipment, and to coordinate all taping activities. The recordings will be provided to the department at the end of the assessment process.

[g] Coordinate, monitor, and administer all assessment activities for each rank in accordance with the design agreed upon in Phase Two. Replenish supplies as needed. Manage applicant traffic throughout the assessment process including sequestering and monitoring applicants before, between, and after exercises until they leave the location. Administer confidentiality agreements for each promotional applicant. Provide proctors for the written examination. Ensure that no scores are missing and that scoring is complete and accurate for every promotional applicant. Ensure assessor comments are job-related. Maintain safety and security of applicant materials. Provide liaison with assessors, applicants, and Department to resolve any

problems or issues as they arise. If uniformed security is deemed by the contractor to be necessary, coordinate with the department in advance to ensure the department can provide the security while still maintaining adequate coverage for normal operations.

[h] Complete the breakdown and disassembling after the assessment process. Maintain security of examination/assessment materials and ensure no applicant materials are lost, incomplete or compromised.

[i] Provide a detailed written report covering all aspects of Phase Three activities and including any updates to timeline.

Phase Four: Scoring, Applicant Feedback and Process Review with Chief of Police

[a] Score the written examination and score or review the rater scoring of all promotional assessment activities for each rank.

[b] Compile and present the results to the Department as soon as possible and make recommendations to the Chief of Police.

[c] Compile written reports for individual promotional applicants and debrief each applicant on his/her performance in a written report and/or in person. Ratings for each activity and a summary total for each officer should be included, along with a summary of rater comments and a brief assessment of strengths and weaknesses and where improvements could be made in future assessment activities.

[d] Provide the recorded applicant performances for the assessment process activities.

[e] Produce a comprehensive final written report covering (1) all aspects of the promotional assessment process development (job analysis, focus groups, and every other activity), (2) material included as part of applicant orientation, communication, and preparation, (3) a detailed account of all written examination (test) questions, exercises and activities, scoring dimensions, and how they were validated for each rank being assessed, (4) administration of the assessment process, including any instructions, written examination (test) proctoring, any difficulties encountered and how they were resolved, (5) assessor information for each rank and activity/exercise, including assessor rank and employer, race/gender, and rater comments, (6) scoring rubrics and calculations, (7) rank-ordered lists for each activity, including all computations and scoring mechanisms used to rank the applicants, average score, and minimum and maximum scores, (8) rank-ordered list for each rank that includes all assessment activity scores with average score, minimum and maximum scores, and standard deviation and (9) statistical analysis by assessment activity and also by rank to

evaluate any adverse impact based on race and gender. The final report must be provided within fifteen (15) days of the promotional assessment. A model report should be included with the proposal.

[f] Provide a copy of all materials necessary to support the review and administration all testing, assessment, scoring and feedback for each rank. All materials necessary shall remain the property of the City and shall be retained in the possession of the City with the exception of any copyrighted materials provided by the contractor. The City will own said materials and the City shall have the exclusive full copyright to all such materials as defined in this RFP. The contractor shall provide all materials, including all promotional applicant and assessor materials, and all original materials used in the development and administration of the written examination and assessment process for each rank as requested by the City in its RFP. Such materials are the property of the City and shall be retained in the possession of the City. The contractor shall provide all such original written examination and promotional assessment materials for each rank, as requested by the City. Duplication of appropriate copies for testing purposes shall be the responsibility of the contractor.

[g] Survey the promotional applicants about their experience with the assessment activities and the contractor. The contractor will collaborate with the Project Manager on survey content, provide all survey materials, and coordinate with Department administrators to conduct the survey and obtain the results. A copy of the survey results will be provided to the Department.

[h] Review the entire project with Chief of Police, Project Manager, and/or Department administrators to share feedback and evaluate the assessment process.

[i] Provide the Police Department with assistance as requested to address post-promotional appeals, grievances, EEOC complaints, litigation, and any other question arising out of the performance of this promotional process.