

**Condensed Title:**

Request For Approval To Issue A Request For Proposals (RFP) To Provide Testing Services Programs And/Or To Provide Consultation Services.

**Key Intended Outcome Supported:**

Control costs of payroll, including salary and fringes/Minimize Taxes/Ensure expenditure trends are sustainable over the long term.

**Supporting Data (Surveys, Environmental Scan, etc.):** In the 2009 Community Satisfaction Survey, among the four (4) areas of customer service measured, 85.5% of respondents agreed that "The employees that assisted me were courteous and professional."

**Issue:**

Should the Commission approve the issuance of a Request for Proposals?

**Item Summary/Recommendation:**

The City has a need to establish an agreement with a qualified provider of services to develop, validate, administer, score, report and review testing programs to determine qualified applicants for police and fire entry level positions and classified promotional classifications; and/or to provide consultation services in order to develop job analysis, entry level and promotional tests, scoring, minimum requirements for jobs, and background tests requirements for sworn and non-sworn positions. The City currently has an agreement for these services that will expire on December 6, 2011, with no further options for renewal.

The term of the agreement with the selected provider will be for a one (1) year term per classification, with four (4) additional one (1) year renewal options, at the discretion of the City.

There will be an option to submit a proposal on any or all of the Base or Alternate Proposal: Base Proposal for Police and Fire Classifications and/or an Alternate Proposal for consultation services in order for the City to develop job analysis, entry level and promotional tests, scoring, minimum requirements for jobs, and background tests requirements for sworn and non-sworn positions.

Minimum requirements for the Base Proposal: Prospective proposers shall have a minimum of five (5) years experience in developing, validating, administering and scoring testing programs to determine qualified applicants for sworn and non-sworn positions.

Minimum requirements for the Alternate Proposal: Prospective proposers shall have a minimum of five (5) years experience in developing, validating, administering and scoring testing programs to determine qualified applicants for sworn and non-sworn positions or consulting services in these same areas.

All Prospective proposers shall possess a masters or doctorate degree from an accredited college or university in Industrial Organizational Psychology; or a masters degree in Business Administration, from an accredited college or university, with concentration in Organizational Psychology, Applied Psychology or other closely related field.

**APPROVE ISSUANCE OF AN RFP.**

**Advisory Board Recommendation:**

N/A

**Financial Information:**

| Source of Funds: |       | Amount | Account |
|------------------|-------|--------|---------|
| OBPI             | 1     |        |         |
|                  | 2     |        |         |
|                  | Total |        |         |

**Financial Impact Summary:** As this is a request to issue an RFP, no funds are being expended at this time.

**City Clerk's Office Legislative Tracking:**

Gus Lopez, ext 6641

**Sign-Offs:**

| Department Director | Assistant City Manager    | City Manager           |
|---------------------|---------------------------|------------------------|
| RI                  | HF <i>[Signature]</i> PDW | JMG <i>[Signature]</i> |

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# MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

## COMMISSION MEMORANDUM

TO: Mayor Matti Herrera Bower and Members of the City Commission

FROM: Jorge M. Gonzalez, City Manager

DATE: May 11, 2011

SUBJECT: **REQUEST FOR APPROVAL TO ISSUE A REQUEST FOR PROPOSALS (RFP) TO PROVIDE TESTING SERVICES PROGRAMS TO DETERMINE QUALIFIED APPLICANTS FOR POLICE AND FIRE ENTRY LEVEL POSITIONS AND CLASSIFIED PROMOTIONAL CLASSIFICATIONS; AND/OR TO PROVIDE CONSULTATION SERVICES FOR SWORN AND NON-SWORN POSITIONS IN ORDER TO DEVELOP JOB ANALYSIS, ENTRY LEVEL AND PROMOTIONAL TESTS, SCORING, MINIMUM REQUIREMENTS FOR JOBS BACKGROUND TEST REQUIREMENTS.**

### ADMINISTRATION RECOMMENDATION

Approve Issuance of the RFP.

### KEY INTENDED OUTCOMES SUPPORTED

Control costs of payroll, including salary and fringes/Minimize Taxes/Ensure expenditure trends are sustainable over the long term.

### BACKGROUND

The City has a need to establish an agreement with a qualified provider of services to develop, validate, administer, score, report and review testing programs to determine qualified applicants for police and fire entry level positions and classified promotional classifications; and/or to provide consultation services in order to develop job analysis, entry level and promotional tests, scoring, minimum requirements for jobs, and background tests requirements for sworn and non-sworn positions. The City currently has an Agreement for these services that will expire on December 6, 2011, with no further options for renewal.

### TERM OF AGREEMENT

The term of the Agreement with the selected Provider will be for a one (1) year term per classification, with four (4) additional one (1) year renewal options, at the discretion of the City.

### INSURANCE REQUIREMENT

In an effort to maximize competition, the insurance coverage requirement for naming the City as additionally insured is not required for Professional Liability under this RFP, and the required coverage for Consultant General Liability insurance is reduced from \$1,000,000 to \$300,000.

## **SCOPE OF WORK**

### **A. GENERAL**

There will be an option to submit a proposal on any or all of the following two (2) areas:

**BASE PROPOSAL:** Police Department entry level testing: Depending upon the requirements, as proposed by the City, there are normally between 500 – 3,000 applicants during a recruitment period. Recruitment numbers can vary in large part due to whether certification or non-certification requirements are considered. Police promotional testing occurs every two (2) years, per the Fraternal Order of Police (FOP) Collective Bargaining Agreement.

Fire Department entry level testing: Depending upon certification requirements, the City normally has between 200 – 3,000 applicants. Certified only recruitments may involve as few as 200 applicants, while non-certified recruitments may involve as many as 3,000 applicants. (For the last several years, the City has done certified recruitments only; however, the City would still like to see testing options for non-certified recruitments). Fire promotional testing occurs every three (3) years, per the International Association of Fire Fighter Union (IAFF) Collective Bargaining Agreement.

### **BASE PROPOSAL FOR POLICE AND FIRE CLASSIFICATIONS**

- Police Certified – (Entry Level)
  - Police Non-Certified – (Entry Level)
  - Firefighter I Certified – (Entry Level)
  - Firefighter I Non-Certified – (Entry Level)
  - Police Sergeant – (Promotional)
  - Police Lieutenant – (Promotional)
  - Fire Lieutenant – (Promotional)
  - Fire Captain – (Promotional)
1. Conduct a thorough job analysis for all testing and validation of process.
  2. Revise job descriptions and recommend any changes based on the job analysis.
  3. Construct physical ability, behavioral assessment center, written tests, oral tests or other appropriate selection devices.
  4. Administration of any/all portions of the testing process.
  5. Score and analyze results, respond to challenges, determine cutting point and establish ordered register of results.
  6. Develop and recommend method of final selection and any other processes.
  7. Documentation, follow-up, and general services.

**ALTERNATE PROPOSAL:** This Proposal is for consultation services in order to assist the City developing job analysis, entry level and promotional tests, scoring, minimum requirements for jobs, and background tests requirements for sworn and non-sworn positions.

### **ALTERNATE PROPOSAL TO PROVIDE CONSULTATION SERVICES IN THE FOLLOWING AREAS:**

1. Job Analysis
2. Police and Fire entry level and promotional testing
3. Scoring
4. Revision of job descriptions

5. Background test requirements
6. Any and all relevant technical and procedural assistance with all testing

The City reserves the right to reject all proposals. The City also reserves the right to award a contract for either the Base Proposal or the Alternate Proposal, whichever shall be determined to be in the City's best economic interest.

**B. GENERAL – TIMETABLE**

All necessary job analysis, validation, examinations, etc., must be completed to produce an ordered register of results according to the following timetable for the City:

1. Entry level Police Officer – Every one (1) to two (2) years
2. Entry level Firefighter – Every one (1) to two (2) years
3. Promotional Police - Every two (2) years
4. Promotional Fire - Every two (2) years
5. Promotional Lifeguard – Every two (2) years

**C. JOB FUNCTION REQUIREMENTS**

**PERFORM FUNCTION (BASE PROPOSAL) AND/OR PROVIDE CONSULTATION SERVICES (ALTERNATE PROPOSAL) RELATING TO THE FOLLOWING CATEGORIES**

**1. CONDUCT A THOROUGH JOB ANALYSIS FOR ALL TESTING**

1. Develop and conduct job analysis under conditions that assure adequacy and accuracy of the research and results.
2. Gather and analyze existing pertinent data regarding the classification, including, but not limited to: last job analysis, existing job specifications, etc.
3. Identify, define and analyze the tasks and work behaviors, especially the important and/or critical tasks and work behaviors required for successful performance constituting most of the job, and their relative importance, and if the behaviors results in a work product, analyze the work products.
4. Identify and document each Knowledge, Skill and Ability (KSA) necessary as a prerequisite to perform critical and/or important work behaviors, including the identification and documentation of the "Essential Job Functions" per Americans with Disabilities Act (ADA) guidelines.
5. Operationally define each KSA and the relationship between each KSA and each work behavior as well as the method used to determine this relationship.
6. Identify and define the important and/or critical prerequisite KSAs or behaviors to be measured or sampled by the selection devices and recommend minimum qualifications for application acceptance.
7. Prepare complete detailed report documenting entire process including, but not limited to, all methodologies, rationales, procedures, and findings of job analysis.

## **2. REVISE JOB DESCRIPTIONS**

Based upon the job analysis, revise the current job specifications including the following sections: Nature of Work; Illustrative Examples of Essential Duties; Knowledge, Skills and Abilities; Minimum Requirements; Physical Requirements; Supervision Received; and Supervision Exercised. Note "Essential Job Functions" per ADA.

## **3. CONSTRUCT WRITTEN TEST (if applicable)**

1. Recommendation as to **whether or not** a written test should be part of the testing process for Police or Fire testing.
2. Ensure that no person(s), other than those designated by the City Manager, shall have access to any information regarding the test, test items, test development materials, test answers or any related materials.
3. Ensure that the test items have not been used and will not be used in whole or in part by any other past, present, or future client or any other agency or individual without express written agreement between the City and the Consultant.
4. Ensure that there is no substantial similarity between any of the items developed for these classifications and the items on any other examination prepared for the City without express written agreement between the City and the Consultant.
5. Give title of the test and all items to the City to be used by the City in any manner without any additional charge and prevent use by any other agency or individual.
6. Construct the test of at least 100 items- the format to be agreed to by the City.
7. Develop test items for each Knowledge, Skills and Ability (KSA) area and document that the items are an adequate and representative sample of the KSA content area to be measured, ensuring complete coverage of all major elements of each KSA content area.
8. Develop items that will differentiate among applicants' levels of competency.
9. Avoid redundancy and confounding of measurement by ensuring that each item measures one specific area.
10. Review and edit items to insure freedom from misspelling or grammatical, typographical, or other errors and freedom of ethnic, gender, or other bias - and to insure that all items are properly prepared in accordance with accepted testing criteria, are reliable and valid, are directly related to performance of the job and are reasonable and defensible.
11. Provide written source documentation linking each item with the appropriate KSA, noting source of attribution and the page and paragraph number or the equivalent to page and paragraph number.

12. Print and deliver sufficient copies of each Written Test.
  13. Coordinate and administer Written Test process including site selection, scheduling and payment. If possible, the City will provide meeting/testing rooms if available.
  14. Score the answer sheets.
  15. Return answer sheets to the City.
  16. Evaluate the test statistics and item analysis provided by the City, and perform and evaluate adverse impact calculations and any additional analysis, as the firm deems appropriate.
  17. Develop a form to be used for applicant challenges.
  18. Review and respond in writing to each applicant challenge, including justification of correct response.
  19. Delete any items warranted based on evaluation of test statistics, item analysis and applicant challenges.
  20. Determine appropriate cutting point (or passing score).
  21. Prepare final scoring key and perform final scoring.
  22. Provide the City with a register of the final results of each participant.
  23. Validate the entire selection process.
- 4. CONSTRUCT AND ADMINISTER BEHAVIORAL ASSESSMENT CENTER-PROMOTIONAL POLICE AND FIRE ONLY**
1. Ensure that no person(s), other than those designated by the City Manager, shall have access to any information regarding the behavioral assessment exercises, concepts, development materials, response/performance guidelines or any related materials.
  2. Ensure that the behavioral assessment exercises have not been used and will not be used in whole or in part by any other past, present, or future client or any other agency or individual without express written agreement between the City and the Consultant.
  3. Construct the behavioral assessment Center - the nature of which to be determined by the job analysis and agreed to by the City.
  4. Develop desired performance/responses for each behavioral assessment exercise and/or standards/criteria.

5. Review and edit written behavioral assessment exercise materials to insure freedom from misspelling or grammatical, typographical, or other errors and freedom from ethnic, gender, or other bias.
  6. Validate the Behavioral Assessment Center.
  7. Provide orientation sessions for all candidates including guidelines and descriptions of Behavioral Assessment Center process.
  8. Provide and operate videotape and equipment (and backup) so that each participant is videotaped during non-written behavioral assessment exercises.
  9. Print and deliver sufficient copies of each behavioral assessment exercise.
  10. Coordinate and administer Behavioral Assessment Center process including site selection, scheduling and payment. If possible, the City will provide meeting/testing rooms if available.
  11. Select, provide lodging and transportation for and train assessors per behavioral assessment exercise. Schedule assessors for videotape and written exercise evaluation.
  12. Determine appropriate Behavioral Assessment Center passing score.
  13. Provide the City with a register of the final results including overall score for each participant.
  14. Provide one-on-one feedback upon request to each participant.
  15. Develop a form to be used for applicant challenges.
  16. Review and respond in writing to each applicant challenge, including justification of response.
  17. Give title of the Behavioral Assessment Center and all exercises to the City to be used by the City in any manner without any additional charge and prevent use by any other agency or individual.
- 5. CONSTRUCT PHYSICAL ABILITY, BEHAVIORAL ASSESSMENT CENTER, ORAL TESTS OR OTHER APPROPRIATE SELECTION DEVICES - ENTRY LEVEL POLICE AND FIRE ONLY**
1. Recommendation needs to be made as to what testing or selection devices should be required for entry level testing. Testing options should be considered separately for Police Certified, Police Non-Certified, Firefighter I Certified and Firefighter I Non-Certified. The City is open to all recommendations, based upon the job analysis conducted for future testing procedures.
  2. Develop, administer, analyze, interpret results and validate such other appropriate structured selection devices based upon the job analysis.

3. Ensure that no person(s), other than those designated by the City Manager, shall have access to any information regarding the selection device, the selection device items, development materials, desired performance/responses/answers or any related materials.
4. Ensure that the test items have not been used and will not be used in whole or in part by any other past, present, or future client or any other agency or individual without express written agreement between the City and the Consultant.
5. Construct the selection devices with weights in proportion to the relative importance of KSAs or behaviors to be sampled or measured as determined by the job analysis.
6. Develop selection device components for each KSA or behavioral content area and document that the components are an adequate and representative sample of the KSA or behavioral content area to be measured or sampled, ensuring complete coverage of all major elements of each KSA or behavioral content area.
7. Develop components that will differentiate among applicants' levels of competency and that will differentiate among levels of job performance.
8. Avoid redundancy and confounding of measurement.
9. Review and edit items to insure freedom from misspelling or grammatical, typographical, or other errors and freedom of ethnic, gender, or other bias - and to insure that all items are properly prepared in accordance with accepted testing criteria, are reliable and valid, are directly related to performance of the job and are reasonable and defensible.
10. Provide written documentation linking each component with the appropriate KSA or job behavior.
11. Develop desired performance/responses for each component and/or standards/criteria and a form by which performance is to be evaluated, scored, analyzed, and interpreted.
12. Print and deliver sufficient copies of the selection devices.
13. If used, develop methods by which selection device raters will be evaluated and selected.
14. If raters are used, develop and administer rater training and facilitate and monitor administration of selection device.
15. Produce and evaluate descriptive selection device statistics and analysis including adverse impact statistics.
16. Review and respond in writing to each applicant challenge, including justification of correct (desired) performance/response.
17. Determine appropriate cutting point (or passing score).



18. Provide the City with an ordered register of the selection device results of each participant.
19. Prepare complete detailed report documenting entire process including, but not limited to, all methodologies, rationales, and procedures.

**6. DEVELOP AND RECOMMEND METHOD OF FINAL SELECTION AND ANY OTHER PROCESSES**

1. Prepare written recommendation as to the method(s) of referring qualified candidates from the Eligible List to the Appointing Authority for interview, consideration and selection. Recommendation would include number of candidates to be referred, flexible or set number of candidates, banding of scores, etc., with appropriate supporting rationale and criteria.
2. Prepare and provide written recommendation of methodology and procedures for making final selections from among qualified candidates.
3. Prepare written recommendations on any additional processes and guidelines as are required or advised, such as background investigation, drug use history, polygraph, psychological and/or psychiatric evaluations, etc.

**7. DOCUMENTATION, FOLLOW-UP AND GENERAL SERVICES**

Task A - Document, prepare comprehensive monthly progress and final reports, and provide copies to the City of all materials, methodologies, individuals involved, and steps utilized to provide these services as well as a copy of all data obtained.

Task B - Document that the selection devices are valid and reliable measurement instruments and that acceptable and defensible statistical and other methods were applied.

Task C - Prepare documentation and testimony to appear in court or before any regulatory authorities or bodies and provide testimony as an expert witness in conjunction with any challenges, appeals, suits or grievances that might arise from providing the proposed services.

Task D - General Services include the following:

1. Remain available on an as-needed basis to answer any questions, clarify or interpret the results of any individual's results.
2. Provide supplemental written material and training to City personnel to facilitate the use of the Behavioral Assessment Center results and reports.
3. Defend and/or represent the City and testify on the City's behalf if any claims or allegations are made regarding the services provided including, but not limited to, the validity of the test battery or evaluation methods or results.

4. Maintain all raw test results and notes with respect to each individual evaluated for the time set forth in Florida records retention or other applicable laws or as specified by the City, whichever is greater.
5. Research and investigate to insure that all tests, procedures, results and interpretations are valid, reliable, cross-cultural and legally defensible for the purposes used.
6. Submit a report summarizing evaluation and test results, including an analysis by ethnicity/race, gender and age showing adverse impact, if any, of each component and of entire selection process and giving recommendations for future reduction of any adverse impact.
7. Document that the entire selection process is valid and meets all required criteria.

**D. CITY PROVIDED SERVICES**

- A. Provide copies of the existing job analysis, job description and other information requested.
- B. Coordinate subject matter expert and other meetings involving City employees, coordinate distribution and return of employee questionnaires, and contact candidates regarding scheduling.
- C. If possible, the City will provide meeting/testing rooms if available.
- D. The Human Resources Department Director may:

Designate a professional City employee in the Human Resources Department as a contact and resource person for the firm.

**E. MINIMUM REQUIREMENTS/QUALIFICATIONS**

**Base Proposal:** Prospective proposers shall have a minimum of five (5) years experience in developing, validating, administering and scoring testing programs to determine qualified applicants for sworn and non-sworn positions.

**Alternate Proposal:** Prospective proposers shall have a minimum of five (5) years experience in developing, validating, administering and scoring testing programs to determine qualified applicants for sworn and non-sworn positions or consulting services in these same areas.

**Education:** All Prospective proposers shall possess a masters or doctorate degree from an accredited college or university in Industrial Organizational Psychology; or a masters degree in Business Administration, from an accredited college or university, with concentration in Organizational Psychology, Applied Psychology or other closely related field, with strong emphasis in:

- Research methods;
- Statistical methods/data analysis;

- Criterion Theory and development;
- Selection, training, performance management, organizational development or other related area.

**F. EVALUATION FACTORS**

An Evaluation Committee, appointed by the City Manager, shall meet to evaluate each proposal in accordance with the requirements of this RFP. If further information is desired, proposers may be requested to make additional written submissions or oral presentations to the Evaluation Committee. The Evaluation Committee shall recommend to the City Manager the proposal or proposals acceptance of which the Evaluation Committee deems to be in the best interest of the City.

The Evaluation Committee shall base its recommendations on the following factors:

| <b><u>Evaluation Criteria/Factors:</u></b>                   | <b><u>Weight</u></b> |
|--|----------------------|
| Qualifications and Experience of the Proposer/Subcontractors | 30%                  |
| Methodology and Approach                                     | 25%                  |
| Proposed Fee/Compensation                                    | 35%                  |
| References   | <u>10%</u>           |
| Total  | 100%                 |

**G. CONCLUSION**

The Administration recommends that the Mayor and City Commission authorize the issuance of a Request for Proposals (RFP) for a qualified provider of services to develop, validate, administer, score, report and review testing programs to determine qualified applicants for police and fire entry level positions and classified promotional classifications; and/or to provide consultation services in order to develop job analysis, entry level and promotional tests, scoring, minimum requirements for jobs, and background tests requirements for sworn and non-sworn positions, in accordance with the terms, conditions, and specifications contained in this Request for Proposals.

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