

## SELECTION WORKS

### Candidate Orientation and Preparation Bridgeport Police Sergeant Assessment Process



## Agenda

- Process Overview
- Written Exam
- Assessment
  - Development process
  - Assessment goals
  - Preparation insights



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## Process Overview

- Components and Weights:
  - Exam and Assessment (95%)
    - Written exam = 14%
    - Assessment = 81%
  - Seniority(5%)
- Dates:
  - Written Exam: November 16
  - Assessment: November 18
- Cut Score
  - Based on composite score
  - 70% of highest score
    - If top score is 90, cut-off will be set at 63



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## The Written Exam

- Purpose: assess broad range of essential job knowledge
- Basic Information
  - 100 questions
  - Multiple-choice
  - Drawn solely from reference materials
  - Closed-book



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## Development of the Written Exam

- Job analysis
- Identification of essential knowledge areas
- Relative importance of knowledge areas
- Selection of sources to assess knowledge areas; selection of relevant chapters/sections
- Question development
- Question review for relevance/job-relatedness



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## Approximate Exam Plan

Agreement Between the City of Bridgeport and Bridgeport Police Local #1159 and Council #15 AFSCME, AFL-CIO, July 2008 – June 2012	10%
Connecticut Law Enforcement Officer's Field Manual, 2013 Edition	30%
Policy and Procedure Manual, Bridgeport Police Department, Current Edition	20%
Supervision of Police Personnel, 8 <sup>th</sup> Edition, Copyright 2014, Pearson Education Iannone, N.F.; Iannone, M.D.; & Bernstein, J. ISBN 978-0-13-297382-3	40%

\*This is strictly a blueprint. The actual exam content may differ.



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## Studying

- The key to preparing is to RETAIN information
- Simply reading is generally not sufficient
- PQRST Method
  - Preview
  - Question
  - Read
  - Summarize
  - Test



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## PQRST

- Preview: Review the outline of the information contained in each source
- Question: Consider what information you will gain and what questions you should be able to answer
- Read: Read the material and attempt to answer your questions as you go – highlight key information that enables you to answer questions



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## PQRST

- Summarize: Condense the most important information
  - Highlighting
  - Note-cards
  - Memorization Strategies
- Test: Review summarized information until it is committed to memory



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## Exam Rules

- Arrive at the testing location at the designated time
- No communication devices, notes, study materials, reading materials or other unnecessary materials in the testing room
- Do not communicate with other test takers or share information during or after the test



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## Strategy

- Approach to questions (multiple-choice strategy)
  - Attempt to formulate the likely answer first, then look for the answer option that is the best match
  - Recognize when distractors are highly similar, then determine the nuance that makes them difference
  - Elimination of improbable answers
  - Educated guessing
- The questions in the exam will be organized by reference material – answer questions based on where the question comes from
- If you do not know the answer to a question it is best to come back to it at a later time
- Be sure to monitor your time throughout the exam and to pace yourself properly



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## Myths

- I should be able to do well without studying.
- The test will ask questions about random facts, figures and charts contained in the reference materials.
- The construction of the test item will give me clues to the correct answer.
- Questions in the test will be highly similar to questions contained in chapter reviews and summaries.



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### Oral Assessment Purpose

- Assess job skills
  - Skills more than knowledge
- Simulate most challenging aspect of job
  - Exercises/questions will be challenging and stressful
- Provide performance feedback

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### Development

- Job analysis
- Identification of essential skills
- Identification of job-related scenarios where skills are demonstrated
- Exercise development
- Rating criteria development

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### Assessment Dimensions/Skills

- Management and Leadership Skills
- Administrative Skills
- Interpersonal Skills
- Critical Thinking Skills
- Communication Skills
- Tactical Skills

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### Management and Leadership Skills

**Stress Tolerance/Composure:** Maintaining a calm and rational thought process and demeanor amid chaos or heightened levels of stress.

**Incident Command Skill:** Exercising tactical knowledge with sound judgment in processing numerous strains of information during a rapidly evolving sequence of events.

**Supervisory Skill:** The management of subordinate performance by identifying personal strengths and weaknesses, enacting plans to develop weaknesses, monitoring and documenting performance, and providing counseling and direction as necessary.

**Presence:** Skill at managing one's presentation and conducting oneself in a manner that engenders confidence and trust from others by exercising self-assuredness and confidence during challenging times.

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### Management and Leadership Skills

**Initiative:** Propelling oneself to pursue objectives and accomplish goals based on an internal drive to succeed.

**Vision:** Identifying a goal or purpose that unifies others and motivates others to work together for a common purpose.

**Motivation Skill:** Encouraging others to develop strategies to achieve goals and to work diligently toward the attainment of those goals.

**Goal-Setting Skill:** Identifying an incremental plan that enables one to achieve an end result that is currently outside his/her grasp.

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## Administrative Skills

**Planning:** Outlining a step-by-step method for addressing challenges of various degrees of complexity. Managing one's time to accomplish items of highest priority while leaving sufficient time to address other less critical items.

**Organizing:** Maintaining order and clear systems and structures that facilitate the efficient completion of tasks.



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## Interpersonal Skills

**Relationship Building:** Interacting with others in a pleasant and comfortable manner so as to build trust and rapport.

**Public Relations:** Understanding the manner in which the organization needs to be presented to the community at large and making necessary efforts to work with the public while protecting the integrity of the organization.

**Teamwork/Team Building:** Effectively working with others to accomplish mutual goals. The ability to encourage collaboration and put the right people together to create the most productive teams.

**Conflict Resolution:** Working with individuals to identify problems, identify solutions and negotiate mutually acceptable outcomes. Also, working with opposing sides to make good faith efforts to pursue solutions and honor agreements.

**Customer Service:** Identifying the needs and concerns of others and making a concerted effort to deliver services that address those needs and concerns.



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## Critical Thinking Skills

**Judgment/Decision Making:** Processing contextual information and known objectives while weighing various options and their respective outcomes, in order to arrive at a solution that yields the greatest benefit with the least risk.

**Problem Solving:** The ability to identify a problem and use available information and resources to solve problems. Often, information is gathered through critical thinking and investigation.



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## Communication Skills

**Verbal Communication:** Using spoken language, as well as non-verbal styles (appearance, posture, gestures, cadence) to communicate clear thoughts.

**Written Communication:** Using written language (word choice, punctuation, grammar and syntax) to communicate clear thoughts.

**Presentation Skill:** Using language and non-verbals effectively to engage a group and clearly communicate a message in a formal or semi-formal presentation setting.



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## Exercise Types

- Presentation
  - Presented with a job related problem and allowed time to prepare (approx. 15 minutes)
  - Present your solution
- Tactical Scenario
  - Allowed a brief period of time to review a tactical problem; roughly 5 minutes to present your response
- Management/Leadership Questions
  - 2 to 3 questions/scenarios
  - Allowed brief period of time to review questions and think through responses
  - Allowed approximately 12 minutes to present responses
  - Must manage your time



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## Administration

- Complete process in one day – approx. 45 minutes
- Candidates will come in two groups (morning/afternoon)
- Orientation/overview
  - Specifics about the administration process
- Preparation
  - Review exercise information (presentation)
  - Prepare, outline, notes, etc.
- Exercise Room
- Interim Preparation
- Holding/Release



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### Video-Recording

- Your performance will be delivered to a video camera
- An audio-recording may be used to guide you through the assessment process and maintain standardization



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### Rating

- Rated against a pre-determined standard – not other people
- Rating criteria are developed by consultant and subject matter experts
- Performance is defined by ideal behaviors within YOUR AGENCY
- Assessors have little discretion



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### Assessors

- Equivalent to the Sergeant rank or higher
- External assessors similar agencies
- Three assessor per panel
- Diversity
- Training
- Monitoring



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### Training

- Agency structure
- Rank-specific duties
- Individual assessment
  - Objectivity
  - Observation and note-taking
  - Using rating scales/scoring
  - Rating errors
- Assessment tools
  - The exercises
  - Rating dimensions
  - Rating criteria
  - Scales
  - Practice
- Feedback



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### Scoring

Assessors...

- Individually watch performance; take notes
- Translate notes to rating criteria
- Individually rate performance
- Consensus discussion
- Achieve consensus



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### Scoring

- Score by dimension
- Dimension scores are combined into an exercise score
- Exercise scores are combined into an assessment center score based on pre-determined weights



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### Assessment Rules

- Be on time
- Bring identification
- Leave study materials at home
- Follow all instructions



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### Security

- Confidentiality agreement
- Do not discuss any part of assessment



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### Your Role

- Follow rules
- Read instructions and know your task(s) and goal(s)
- Ask questions
- Accept and maintain roles
- Manage time
- Trust process (no tricks)



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### Preparation

- Consider relevant, job-related examples/demonstrations of the essential skills
- Consider various exercise types and think through how you might respond to hypothetical questions/exercises
- Know relevant policies, procedures and guidelines
- Practice presenting



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### Tips for the Day of the Assessment

- Make sure you understand all rules – ask questions if necessary
- Read preparation materials carefully
- Think about the essential job skills as you prepare for each exercise
- Consider time limits
- Write down goals and objectives – make sure you do everything you believe needs to be done
- Manage YOUR time
- Stay on-target



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### Most Common Mistakes

- Misunderstands goal or misses meaning of question
- Lacks detail
- Repeats the same information over and over
- Disorganized
- Poor time management plan (too long or too short)
- Interjects personal accomplishments where they don't belong
- Breaks role



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### Tips

- Stay positive
- View each exercise/question in isolation
- Manage preparation time carefully – use it all
- Be comprehensive but concise
- Be yourself – don't waste time thinking about what they want to hear



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