



January 16, 2014 (revised 2-7-14)

Ms. Shirley K. Harmon, PHR
Human Resources Director
City of Franklin, Tennessee
109 Third Avenue South
Franklin, TN 37064

Sent via email: shirley.harmon@franklin.tn.gov

Dear Ms. Harmon:

Thank you for your inquiry regarding our promotional assessment services for your upcoming Master Patrol Officer / Detective promotional process and Sergeant promotional process. We would enjoy the opportunity to work with you and the City of Franklin once again. Outlined below are the steps and costs for developing separate structured oral interview processes for these positions. It is my understanding that oral interview processes will be established for administration to candidates by both internal and external rater panels, resulting in two (2) total oral interview processes per position. Information regarding assessment exercises for these two processes is also included. As was the case with the 2012 Deputy Chief process, the estimate does not include fees associated with conducting a job analysis of the target position; rather, we would rely on job analysis data (e.g. job descriptions) already collected in conjunction with input from local experts and administrators to ensure the relevance and applicability of assessment content.

Oral Interview Processes

S&A would work with a Subject Matter Expert (SME) panel to develop oral board question content for use in the City's promotional processes for these positions. As we understand it, the City would be responsible for assembling the rater panel for each interview process, but each would likely be comprised of representatives from the City's Human Resources Department, Police Department and well as somebody external to the City. The City will also be responsible for administering each of these processes. Each oral interview process will yield 4 structured oral interview questions, plus a rating to assess overall verbal communications. Evaluation and scoring guidelines will also be developed for use by raters charged with the task of objectively evaluating candidates' responses. S&A will be responsible for training the raters to rate candidates' responses in accordance with the evaluation guidelines. The steps required to complete this project are delineated below. The same process may be used for both oral interview processes (i.e., a set of questions to be administered by an internal rater panel and an external rater panel), for both positions.

- Step 1.** An S&A representative will meet with the SME panel to develop oral interview questions appropriate for the position. Questions developed may assess candidates' job-related knowledge, candidates' viewpoints on community-related issues, etc. Each question may be situational (i.e., ask how a candidate would respond in a particular situation), experiential (i.e., draw on a candidate's experience about they have handled a particular situation in the past) or biographical (as may be the case with the question designed to elicit qualifications and accomplishments). Evaluation guidelines would also be developed during this meeting.



- Step 2.** S&A will conduct a thorough training session to ensure raters are familiar with their respective oral interview questions, evaluation guidelines and the overall logistics associated with the process. The training will include a discussion and training on the logistics of the oral interview process, the oral interview dimensions; the oral interview questions, rating criteria for each question; general training on rater observation and how to conduct summary and consensus meetings. S&A will prepare all materials necessary to administer the oral interview processes (note cards containing interview questions, administration script, rating forms, note-taking forms, etc.).
- Step 3.** (OPTIONAL) An S&A staff member will be present for the administration of the oral interview process. The number of days needed is a function of the number of candidates eligible for this phase, as well as the number and complexity of the interview questions. Although it would ultimately be the City's responsibility, S&A would work with the City to secure the appropriate space, equipment, materials, etc., for the oral interview process.
- Step 4.** Raters will rate each candidate immediately following participation in the oral interview process. After they have rated the candidate preliminarily, the raters will have a brief consensus discussion to determine the extent of rating agreement and clarify any aspect of a candidate's performance where there is disagreement. Final ratings will then be documented.
- Step 5.** Oral interview ratings will be collected by City administrators and forwarded to S&A for scoring. The results will be presented in the format desired by the City.

Oral Interview Process Fees

Fees for all steps for oral interview processes for both positions (16 total oral interview questions) and preparation of materials are \$12,000, plus a \$20 per candidate scoring fee and consultant travel-related expenses. Should the City choose to engage S&A for OPTIONAL Step 3, fees would be an additional \$1,500 per day + consultant travel-related expenses (number of days for administration is primarily driven by the final number of candidates and the amount of time candidates are given for each question). S&A assumes the City would source all raters for these processes. As the administrator of the process, the City will make all necessary coordinating arrangements with raters.

MPO/Detective Assessment Exercise

An S&A representative will meet with the SME panel to develop a structured assessment exercise for MPO / Detective. The exercise would be appropriate to the position, and could include topics such as a plan for improving Department relations with a key community group, a media / press release, etc. Candidates will be provided with everything needed to complete the exercise in a timed setting (e.g., exercise instructions, references materials, resource articles, etc.). S&A will work with SMEs to develop structured evaluation and scoring guidelines, and applicable paperwork to document the rater panel's scores. S&A assumes the City would assemble the rater panel (likely to be comprised of the same members as for the oral interview processes).

MPO/Detective Assessment Exercise Fees

Fees for all steps and preparation of materials are \$2,000 per exercise + \$20 per candidate for scoring. If applicable, fees for onsite administration of the assessment exercise are \$1,500 per day + consultant travel-related expenses.

Sergeant Structured Writing Exercise

An S&A representative will meet with the SME panel to develop a structured writing exercise for Sergeant. The exercise would be appropriate to the position, and could include topics such as a plan for



1000 North Main Street
Franklin, Tennessee 37043
615.791.1111

improving Department relations with a key community group, a proposal to local government officials regarding the purchase of a specialized piece of equipment, etc. Candidates will be provided with everything needed to complete the exercise in a timed setting (e.g., exercise instructions, computer, references materials, resource articles, etc.). S&A will work with SMEs to develop structured evaluation and scoring guidelines, and applicable paperwork to document the rater panel's scores. S&A assumes the City would assemble the rater panel (likely to be comprised of the same members as for the oral interview processes).

Sergeant Structured Writing Exercise Development Fees

Fees for all steps and preparation of materials are \$2,000 per writing exercise.

Additional Assumptions Across Promotional Process Components

- If needed, additional administrative time and/or consulting (e.g., responding to candidate challenges/grievances, litigation support, expert witness testimony, depositions, statistical analyses, attending special meetings, responding to agency or candidate queries after the score report is delivered, etc.) will be billed at our current hourly rates which are \$175.00 per hour for Bachelors and Masters-level staff and \$250.00 per hour for Ph.D.-level staff. S&A will provide one copy of all paperwork to the City at no charge. Requests for additional copies, scanning, assembly, etc. of paperwork are billed at an administrative rate of \$30 per hour. All shipping and handling, printing, and travel-related expenses will be kept to a minimum and billed as incurred. Travel rates are subject to and based on the City's approved travel policy as may be amended.
- The Franklin Police Department, or the City will be responsible for securing a location for all process administrations.
- A contact person for the project will be designated who is responsible for coordinating activities, such as providing S&A with requested information and scheduling meetings with internal SMEs and external assessors (if applicable). We anticipate this contact person to be the City's Director of Human Resources or designee.
- While S&A strives to become familiar with each client's local circumstances, its consultants are not attorneys, and we rely on contact personnel and/or the client agency's legal counsel to ensure processes and procedures adhere to local rules (e.g., civil service commission rules, bargaining agreements, etc.).
- S&A invoices for one-half payment up front and the other half upon project completion.
- The parties agree that all documentation written on by the raters or candidates are subject to the Tennessee Open Records Act and will be provided to the Human Relations Department at the conclusion of each process.

Thank you for your consideration. We look forward to the prospect of working with you on this important project. If you have any questions, please feel free to contact me.

Best regards,

Brian C. Kitzman, Ph.D.
Vice President



To accept the project steps and terms, please sign and date below and return to me via email (bkitzman@stanard.com) or fax (312.553.0218).


Eric Stuckey, City Administrator

2-11-2014
Date