



Presentation to the Evaluation Committee to Provide Police and Fire Testing Services for the City of Stamford



Presented by:
David M. Morris, Ph.D., J.D., President, Morris & McDaniel, Inc.



Qualifications

- Morris & McDaniel was founded in 1976.
- According to a release from New York City, Morris & McDaniel is the only consultant providing all testing services for the New York Police Department (NYPD) and the Fire Department of New York (FDNY).
- Our firm has distinguished itself from other firms by its outstanding record in creating both legally defensible and valid procedures. Often, even in the most litigious of situations, our procedures deter litigation.





Qualifications

- Morris & McDaniel was the firm invited, without bid, to come to Houston to address the costly lawsuits they were having.
- Our firm was the firm asked to come into Akron, OH after the litigation on their promotional procedures, which they lost, costing the City almost 2 million dollars.





Qualifications

- Our firm was asked to come into New Haven, CT after the extremely polarizing lawsuit that went to the Supreme Court. After the Supreme Court ruled, several follow up cases involving the same vendor proved to the City that they had to change vendors. Our firm followed two other vendors who failed to bring the City out of the costly litigation that they were experiencing. The City has not lost any litigation or monetary damages since our firm has begun working with them.





Qualifications

- Our firm was asked by Chief Richard Myers to assist Sanford, FL with their police promotions after their city was the unfortunate target of international attention as well as the attention of the DOJ.
- In addition to the above we have been asked to conduct police testing programs in some of the most dangerous environments such as Iraq where we had to develop creative solutions to a wide range of problems.





Client References

We have successfully served and continue to serve many fire and police jurisdictions. Among them are:

- Austin Police and Fire Departments
- New Haven Police and Fire Departments
- Houston Police Department
- Newport News Police Department
- Richmond Police Department
- Norfolk Police Department
- Oxnard Fire Department
- Hartford Fire Department
- Jackson Fire Department
- Waterbury Fire Department





Client References

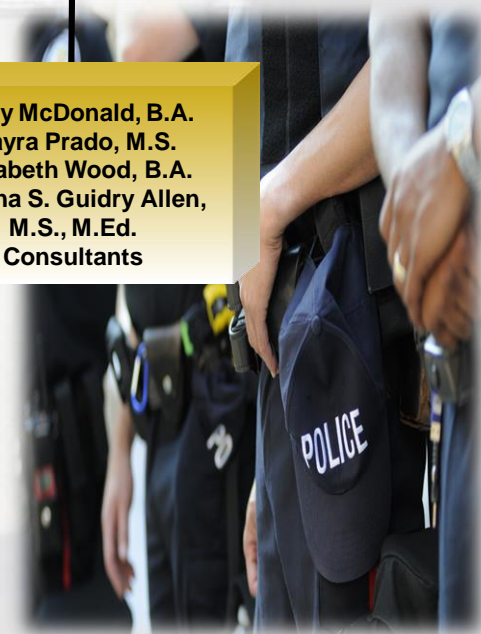
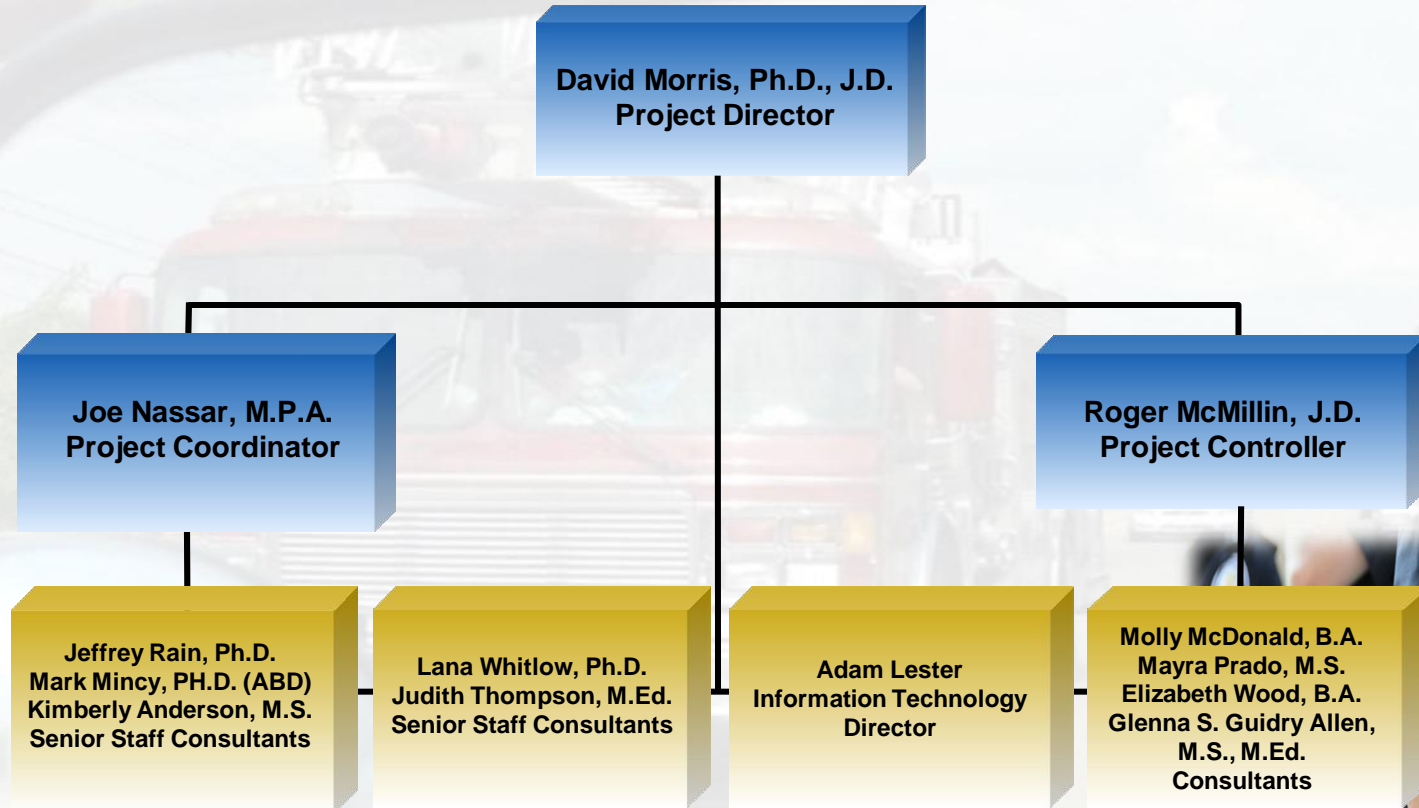
Many of these cities had struggled for years with legal challenges. The system we propose is strategically designed to address the challenge - promotional lists that are:

- Legally defensible;
- Merit based; and
- Diverse.





Team Experience





Team Experience

Morris & McDaniel has an outstanding professional project team to support the City of Stamford and its Police and Fire Departments. Most of these top-performing individuals have been with our firm for a minimum of 10 years and have successfully completed projects with similar scopes of work for various protective service organizations.

Morris and McDaniel Customer Satisfaction Policy

We are committed to excellence in service in all projects and contracts with our clients. We commit to use our experience, qualifications, and resources to enthusiastically serve the needs of our clients in a timely manner.





Services We Propose

Entry-Level Testing

1. Project Planning/Discussions
2. Conduct a Transportability Study
3. Recommend Entry-Level Exam
4. Administer Entry-Level Exam
5. Scores
6. Final List Submitted to the City
7. Provisions for Testimony





Services We Propose

Promotional Testing

1. Project Planning Session (Orientation Meeting)
2. Review Existing Job Analysis Data and Relevant Literature
3. Conduct a Job Analysis for the Tested Ranks
4. Recommend Promotional Process for the Tested Ranks
5. Develop and Draft the Examination Plan Including Component Weights
6. Submit Draft Examination Plan to City Staff and Appropriate Decision-Makers for Approval
7. Develop Draft List of Reading Sources for the Tested Ranks





Services We Propose

8. Develop Examination Schedule
9. Assist with Announcement
10. Develop and Conduct Candidate Orientation Sessions
11. Develop Written Tests and Performance-Based Assessment Exercises (as determined appropriate by job analysis)
12. Review by Approved Subject Matter Experts
13. Incorporate Changes and Develop Final Copy for Reproduction Purposes
14. Conduct the Administration of the Written Examination for the Tested Ranks





Services We Propose

15. Use Committee of Incumbents and Supervisors as SMEs to Establish Estimated Cut Off Scores
16. Analyze Test Results and Conduct All Appropriate Analysis for Adverse Impact
17. Using a "Reality Test" Approach, Recommend Final Cut Off Score or Discuss Other Available Options with City Decision-Makers
18. Candidate Review and Appeal
19. Administer the Performance-Based Assessment Exercises
20. Assessor/Rater Training
21. Score Reports and Feedback
22. Assist with Grievance/Challenge





Services We Propose

23. Present City with List of Eligibles for Each Tested Rank
24. Submit Technical Validation Report
25. Provisions for Testimony





Delineation of Roles

Entry-Level Testing

It is our understanding that the City/Department will be responsible for the following:

- Providing facilities needed to administer testing components.
- Provide registration personnel and facilities for examination.
- Reasonable access to approved people and/or Subject Matter Experts (SMEs) in the Department who are knowledgeable about the tested rank.
- Providing Consultant with the most current job analysis, general orders, performance standards and other material to assist in the development of a valid, job related testing process.





Delineation of Roles

Entry-Level Testing *(City/Department responsibilities continued)*

- Retain responsibility for identifying and developing eligibility requirements for its employees to participate as candidates in this testing process.





Delineation of Roles

Entry-Level Testing

It is our understanding that Morris & McDaniel will be responsible for the following:

- Provide a valid and fair assessment of a comprehensive range of knowledge, skills, abilities and other competencies that will identify qualified candidates.
- Thoroughly review the job description for the tested rank.
- Proposing and implementing procedures designed to minimize adverse impact.
- Advising the City on the weighting of assessment components for the tested rank.
- Providing study guides for the test.
- Developing, duplicating all related materials (administration, assessor training, and scoring).





Delineation of Roles

Entry-Level Testing (*Morris & McDaniel responsibilities continued*)

- Administration of Entry-Level exam battery components for the tested rank.
- Meeting, as appropriate, with the appropriate decision-makers to give updates on project progress.
- Developing and conducting candidate orientation sessions and providing individual handouts or link to all eligible candidates.
- Scoring the Structured Oral Process.
- Adhering to schedules mutually developed by Morris & McDaniel and City/Department decision makers.
- Keeping the City informed of progress, design, and administrative developments.





Delineation of Roles

Entry-Level Testing (*Morris & McDaniel responsibilities continued*)

- Providing expert witness testimony and services as requested by the City.
- Providing City with rank-ordered list of eligibles for the tested rank upon conclusion of test process.





Delineation of Roles

Promotional Testing

It is our understanding that the City/Department will be responsible for the following:

- Providing platform necessary for candidates to obtain orientation guide and link to corresponding video.
- Providing facilities needed to administer testing components.
- Providing facilities needed to conduct assessment center procedures.
- Reasonable access to approved people and/or Subject Matter Experts (SMEs) in the Department who are knowledgeable about the tested ranks.
- Providing Consultant with the most current job analysis, general orders, performance standards and other material to assist in the development of a valid, job related promotional process.





Delineation of Roles

Promotional Testing *(City/Department responsibilities continued)*

- Assist in Assessor recruitment by sending letters of request.
- Paying and arranging for meals required during any exam-related activity.





Delineation of Roles

Promotional Testing

It is our understanding that Morris & McDaniel will be responsible for the following:

- Provide a valid and fair assessment of a comprehensive range of knowledge, skills, abilities and other competencies that will identify qualified candidates.
- Reviewing and/or conducting Job Analysis for the tested ranks.
- Proposing and implementing procedures designed to minimize adverse impact.
- Advising the City on the weighting of assessment components for the tested ranks.
- Assisting in the identification of appropriate reference/resource materials for the written knowledge components for tested ranks.





Delineation of Roles

Promotional Testing (*Morris & McDaniel responsibilities continued*)

- Developing, duplicating of written tests and all performance-based assessment related materials (administration, assessor training, and scoring).
- Administration of performance-based assessment components for the tested ranks.
- Meeting, as appropriate, with the appropriate decision-makers to give updates on project progress.
- Developing and conducting candidate orientation sessions and providing individual handouts to all eligible candidates.
- Providing the City with a list of possible assessors to score the performance-based assessment process.
- Conducting all training of assessors for the tested ranks.





Delineation of Roles

Promotional Testing (*Morris & McDaniel responsibilities continued*)

- Being on-site throughout the administration, assessor training, and monitor assessor scoring of the behavioral-based exercises for the tested ranks.
- Adhering to schedules mutually developed by Morris & McDaniel and City/Department decision makers.
- Keeping the City informed of progress, design, and administrative developments.
- Providing expert witness testimony and services as requested by the City (costs and expenses associated with this service are part of cost proposal).
- Providing City with rank-ordered list of eligibles for the tested ranks upon conclusion of test scoring process.
- Providing candidates with individual written candidate feedback.





Cost of Doing it Wrong

AKRON, OHIO
\$2 MILLION DOLLAR LAWSUIT

CHICAGO
\$100 MILLION DOLLAR LAWSUIT

FDNY VULCAN SOCIETY LAWSUIT
\$123 MILLION DOLLAR LAWSUIT

BOSTON
**“THE COURT FINDS THAT THE CITY FELL SHORT AT
MANY STAGES IN THE TEST CONSTRUCTION
PROCESS.” PAGE 64**





Evaluation Committee Questions/Answers

