

Promotional Assessment Center Exercises at Different Levels of Leadership IPAC 2018

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Overview

- Ergometrics/NTN overview
- Fire and police rank structure
- Job requirements
- Measurement of critical KSAOs
- Findings from internal analysis of promotional assessments



Who We Are

Public
Safety
Testing

Based out
of
Lynnwood,
WA

Entry-level
and
Promotional

National
Testing
Network



Police/Corrections Rank Structure

Chief

3rd **Capt** **Capt** **Capt**

2nd **Lt Lt Lt** **Lt Lt Lt** **Lt Lt Lt**

1st **Sgt Sgt Sgt Sgt Sgt** **Sgt Sgt Sgt Sgt Sgt** **Sgt Sgt Sgt Sgt Sgt**

Ofc Ofc



Fire Service Rank Structure

Chief

2nd

BC

BC

BC

1st Capt Lt Lt

Capt Lt Lt

Capt Lt Lt

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First Level of Leadership

Duties:

- Supervision of personnel
- Train, coach, mentor personnel
- Initiate discipline
- Command emergency incidents
- Scheduling

KSAOs:

- Leadership
- Performance Management/Supervision
- Communication
- Planning and Analysis
- Professional Knowledge



Second Level of Leadership

Duties:

- Supervision of first level supervisors
- Handle disciplinary problems
- Command large emergency incidents
- Scheduling, planning, budgeting, ensuring operational effectiveness
- Communicating with public and internally

KSAOs:

- Leadership
- Performance Management/Supervision
- Communication
- Planning and Analysis
- Professional Knowledge



Third Level of Leadership

Duties:

- Mostly administrative tasks
- Supervision of second level supervisors
- Command large emergency incidents
- Scheduling, planning, budgeting, ensuring operational effectiveness
- Communicating with public and internally

KSAOs:

- Leadership
- Communication
- Planning and Analysis
- Professional Knowledge



AC Exercises

Considerations:

- Linkage to job requirements/performance dimensions
- Measurement of minimal competency
- Feasibility of administration
- Consistency/Standardization
- Stimulus and psychological fidelity
- Candidate acceptance
- Group differences

Leadership Performance Dimensions

Dimension	Definition
Leadership Qualities	Confident, well thought out decisions, command presence, energizing workforce to excel
Performance Management/Supervision	Assuring work standards are met and developing personnel and unit
Handling Personnel Problems/ Disciplinary Situations	Addressing internal problems and minimizing organizational risk
Customer/Public Relations	Positively impacting department external relations and support
Communication Skills	Focused and influential in oral and written communications
Analysis and Planning	Effective forecasts, strategies, schedules, budgets, and workflow management
Professional Knowledge	Explicit knowledge of policies, procedures and guidelines of the organization and aspects of the professional field

Typical AC Exercises

1. Critical Incident (Tactical)
2. In-Basket
3. Role Play
4. Writing
5. Interview Questions
6. Oral Presentation
7. Performance Observation Exercise

AC Exercises for First Level Leadership

Exercise	Dimension Measured
Role Play	Performance Management/Supervision, Leadership, Customer/Public Relations
Interview	Performance Management/Supervision, Leadership, Customer/Public Relations, Communication, Analysis & Planning, Professional Knowledge
Writing	Leadership, Performance Management/Supervision, Communication
Critical Incident	Professional Knowledge, Incident Command, Decision Making
Performance Observation	Performance Management/Supervision

AC Exercises for Second/Third Level Leadership

Exercise	Dimension Measured
Oral Presentation	Leadership, Customer/Public Relations, Analysis & Planning, Communication
Interview	Performance Management/Supervision, Leadership, Customer/Public Relations, Communication, Analysis & Planning, Professional Knowledge
In-Basket	Performance Management/Supervision, Leadership, Communication, Analysis & Planning
Critical Incident	Professional Knowledge, Incident Command, Decision Making
Writing	Leadership, Performance Management/Supervision, Communication

Comprehensive Measurement

Measurement Considerations:

- Need to measure a variety of competencies in order to maximize predictability
- Allows candidates to display KSAs in a variety of contexts
- Each candidate has strengths and weaknesses
- Candidate orientations/handouts can help minimize anxiety/stress and allow for a better measurement of candidates' KSAs



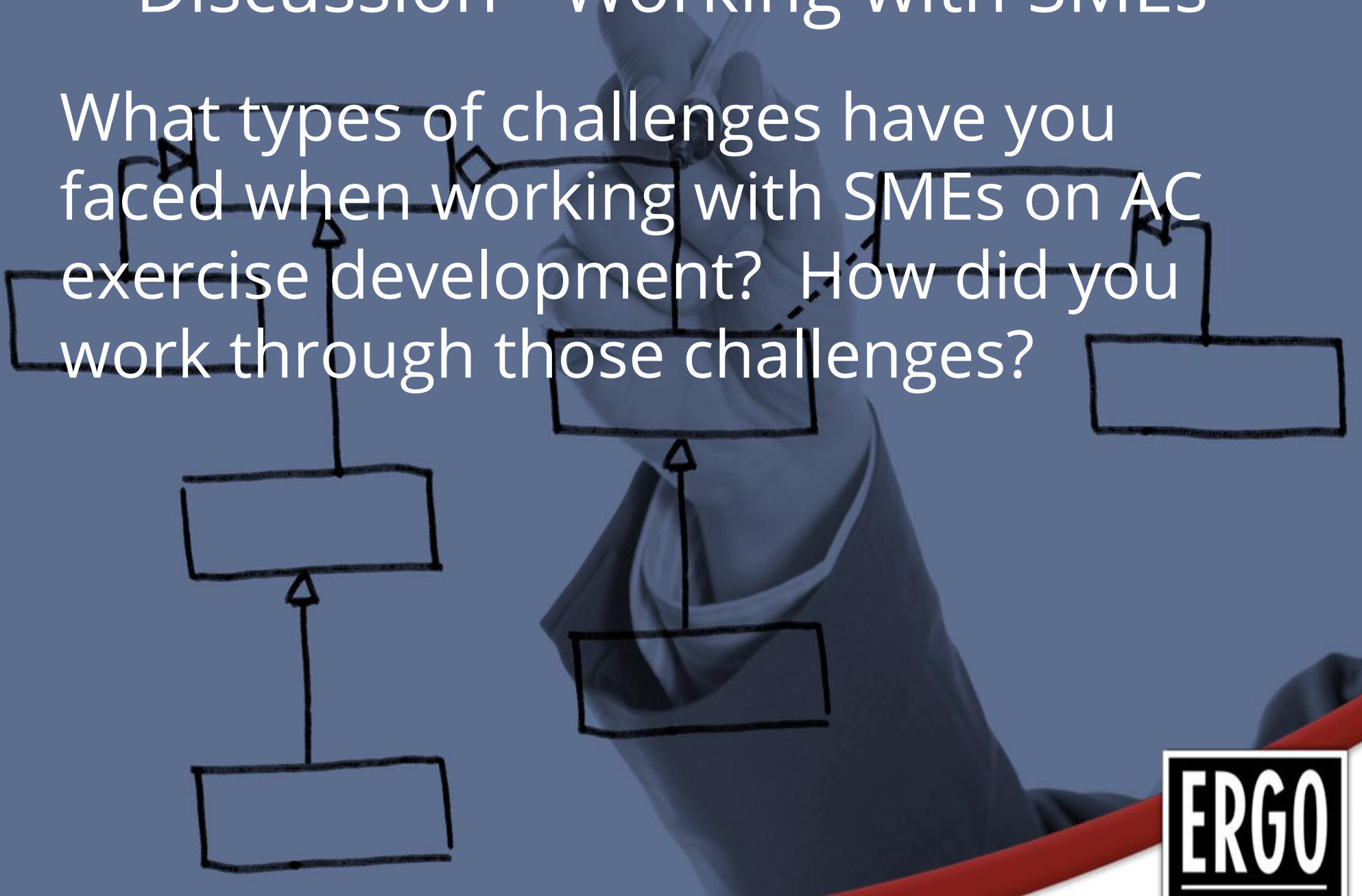
AC Exercise Development

Development Considerations:

- Ask SMEs what newly promoted people are struggling with, where are people making mistakes, what are the biggest job challenges?
- Where is the agency headed in the future?
Mission, vision, values, etc.
- Minimal competency
- Balance administration and testing feasibility with exercise procedures
- Don't make your job more difficult than it needs to be
- Make sure SMEs review everything

Discussion - Working with SMEs

What types of challenges have you faced when working with SMEs on AC exercise development? How did you work through those challenges?



Discussion - AC Exercises

Which AC exercises work best for your organization? Do candidates react favorably?



Findings from Promotional AC Data

Exploratory Analysis:

- Examined 142 promotional ACs
- Between 2005 and 2018
- 90 fire service, 52 law enforcement
- 25 different agencies
- WA, CO, FL, IL, OR, CA, OH, ND, D.C.



Findings from Promotional AC Data

Writing Exercise		
Industry	Level of Leadership	Percentage
Fire	1	87%
	2	13%
Police	1	48%
	2	25%
	3	27%



Findings from Promotional AC Data

Role Play		
Industry	Level of Leadership	Percentage
Fire	1	60%
	2	38%
	3	2%
Police	1	53%
	2	27%
	3	20%



Findings from Promotional AC Data

Interview Questions		
Industry	Level of Leadership	Percentage
Fire	1	64%
	2	31%
	3	5%
Police	1	62%
	2	19%
	3	19%



Findings from Promotional AC Data

Critical Incident (Tactical)		
Industry	Level of Leadership	Percentage
Fire	1	64%
	2	36%
Police	1	55%
	2	26%
	3	19%



Findings from Promotional AC Data

Oral Presentation/Staff Briefing		
Industry	Level of Leadership	Percentage
Fire	1	44%
	2	50%
	3	6%
Police	1	31%
	2	31%
	3	38%



Findings from Promotional AC Data

In-Basket		
Industry	Level of Leadership	Percentage
Fire	1	8%
	2	84%
	3	8%
Police	1	43%
	2	19%
	3	38%



Findings from Promotional AC Data

- Findings show some support for different types of AC exercises at different levels of leadership
- Based on job requirements
- Practitioners should tailor AC exercises to job requirements
- Discussions with SMEs and review of job analysis are critical

Discussion – Findings from Data

Do these trends generally support your experience with development and administration of AC exercises?



Conclusion

- Always start with job analysis/description
- Identify critical job requirements
- Work closely with SMEs
- Ensure AC exercises simulate job
- Match AC exercises to job requirements
- Measure a variety of competencies
- Consider feasibility of administration and consistency across candidates
- Be creative and have fun

Questions?

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