

11781

Attachment A
2003-291

Hiring in the Spirit of Service
King County Sheriff's Office
Grant Projects With Contract Fixed Costs
Total Budget: \$230,000
Revision: 3/10/03

Based on a stakeholder brainstorming session, the following project tasks were identified as desirable elements of this grant. For each category, the focus is on developing and implementing tools and processes that will significantly enhance and ensure the recruitment and selection of Deputy Sheriff candidates who are service-oriented. Where appropriate, community involvement will be utilized to gain input.

1. Identify Service-Oriented Core Competencies

Goal: Re-evaluate essential Deputy Sheriff duties and core competencies from the point of view of the service-orientation model of law enforcement established in the King County Sheriff's Office, in order to clearly define what to target in recruitment and selection efforts. This effort should distinguish which competencies must be present at hire and which may be developed during training. Shared involvement of the community and KCSO staff will be critical in this endeavor.

Consultant Chosen for Project #1: Dunnette Group, Ltd.
Consultant Cost: \$77,100

Action Items As Described by KCSO

- Obtain consultant services to:
 - Develop a strategy and specific work-plan for accomplishing this task.
 - Organize and coordinate the obtaining of community input from King County Sheriff's Office service area, primarily through focus groups. While assembled, additional information should be gathered from the focus groups to support items #2 and #3, below. These additional areas of focus are included in the estimated budget for this item. Specifically, the additional information gathered from these focus groups for other items will be:
 - (Item #2 – Develop and Improve Occupational Screening Instruments): The focus groups will be asked for input on the types and content of occupational screening tools, such as oral boards, physical agility testing, written tests and background investigation process, that will *select-in* law enforcement candidates with strong service orientation, in addition to other core competencies needed.
 - (Item #3 – Develop and Implement New Marketing Strategies, including Website and Internet Recruiting Tools/Processes): The focus groups will be asked for input on the development of a marketing plan, including a website and internet recruiting plan, that will attract and recruit successful service-oriented candidates for law enforcement.
- Organize and coordinate the obtaining of input from internal stakeholders.

- Develop and conduct a process to obtain competencies data from incumbents who recognizably meet the HSS (Hiring in the Spirit of Service) criteria.
- Develop performance measurement instruments that field supervisors can use to assess the same competencies in incumbents at the one-year and two-year time frames, to be able to help assess the accuracy of pre-hire assessments (i.e., the efficacy/validity of our selection process).
- Analyze input and prepare a report documenting the process and presenting the results. Show the clear relationship between tasks and competencies.

Summary of Activity Steps as Outlined by Dunnette Group

- Activity 1: Review existing material about community-oriented police work and service orientation. Interview thought leaders. Utilize prior activities and research to avoid needless duplication of effort.
- Activity 2: Identify, gather, and review existing task analyses and performance examples.
- Activity 3: Content analyze performance examples to develop list of full range of competencies. Develop list of work functions and associated work activities.
- Activities 4 and 5: Partner with community to define community-oriented policing and core competencies required of service-oriented KCSO Deputy Sheriffs. Conduct focus groups/interviews with community members and leaders; refine list; agree upon requirements and work activities.
- Activity 6: Develop performance standards and performance appraisal rating scales that can be used to measure service and community-oriented police work as well as the law enforcement part of police work. Conduct focus groups and interviews to develop agreed upon standards.
- Activity 7: Pretest rating scales with relevant groups.
- Activity 8: Revise and finalize performance standards and rating scales.
- Activity 9: Prepare written report.

In-Kind Services by KCSO

- Clerical support
- Overtime for law enforcement personnel participating in necessary input-gathering activities

2. Develop and Improve Occupational Screening Instruments

Goal: Develop and improve selection instruments that will select-in law enforcement candidates with strong service orientation, in addition to other core competencies needed.

Consultant Chosen for Project #2: Dunnette Group, Ltd.

Consultant Costs for Project #2A: Pro-Bono or Included in the Costs for Projects 1, 2B and 4

Consultant Costs for Project #2B: \$57,600

- A. Identification of an existing, or development of a new, selection instrument that will measure candidates' ability to multi-task in the field, especially ability to multi-task during service calls, which involves thinking along several tracks at the same time (dichotomous thinking). Examples are integrating problem-solving activities and other community policing tasks with the actual service call, and attending to a multitude of issues at one time as field events progress.

Action Items As Described by KCSO

- Obtain consultant services to:
 - Identify existing appropriate multi-tasking tests on the market and assess their applicability to and validity for the King County Sheriff's Office.
 - If one or more such tests exist that do not apply directly to service-oriented law enforcement agencies similar to KCSO, adapt or refine the tests to the specific needs of this project.
 - If none are available or none are available that can be appropriately adapted for the needs of service-oriented law enforcement agencies similar to KCSO, develop and execute a plan to develop such a test and validate it.

Summary of Activity Steps as Outlined by Dunnette Group

"The identification of core competencies required for effective community-oriented policing must be accomplished before activities involved in revisions to KCSO selection instruments can be detailed. Our team will work with KCSO to revise oral board interviews to reflect competencies identified in Part 1."

Following identification of multi-tasking as a core competency, they will also work with us to recommend multi-tasking assessment elements in the Oral Board or in non-proprietary elements of site testing to assess multi-tasking skills in addition to other core competencies.

In-Kind Services by KCSO

- Clerical support
 - Overtime to law enforcement officers for validation studies
- B. Review of the current KCSO Deputy Sheriff selection instruments (initial application process, Physical Agility Test, Ergometrics test, Report Writing/Observation test, Reading Comprehension test, Oral Board, Background Investigation process) for how well they measure the competencies identified as needed at time of hire, from Module #1 above. (Background Investigation does not include psychological testing.) Determination as to whether there are better ways to assess the competencies. If so, recommend and purchase specific selection instruments, or recommend specific revisions of existing tests we are currently using, to more appropriately assess for service-orientation and other core competencies needed for law enforcement candidates.

Action Items As Described by KCSO

- Obtain consultant services to:
 - Review and assess existing selection instruments. Review and assess the current procedures/rules by which we administer our selection instruments, to determine if any of our procedures/rules are curtailing our ability to *select-in* successful service-oriented law enforcement candidates.
 - Prepare recommendations for changes, which could include revision of existing instruments or recommendation of different instruments.

Summary of Activity Steps as Outlined by Dunnette Group

- Activity 1: Obtain and review copies of all written documentation on current selection tools use by KCSO.
- Activity 2: Conduct interviews with KCSO personnel to determine the process of selection utilized.
- Activity 3: Utilize relevant scientific research to best assess competencies in the selection process. Synthesize results of validity evidence to assess coverage of competencies.
- Activity 4: Provide expert conclusions about covered and uncovered competencies.
- Activity 5: Provide expert conclusions about current procedures/rules by which KCSO Deputy Sheriff selection is administered.
- Activity 6: Identify, gather, and review other selection tools and tests to assess each competency. Provide specific recommendations to best assess the competencies identified (e.g. recommend other tests; where no satisfactory tests exist, recommend development of new ones; recommend revisions to selection processes to better select and retain successful candidates in the spirit of service.
- Activity 7: Prepare written report detailing the project activities, analyses, and recommendations.

In-Kind Services by KCSO

- Clerical support
- Overtime for validation studies

3. Develop and Implement New Marketing Strategies, including Website and Internet Recruiting Tools/Processes

Goal: Utilize professional marketing expertise to create effective, creative strategies for recruitment of service-oriented law enforcement officers.

Demonstrate website and Internet recruiting services as tools to attract and recruit successful service-oriented candidates for law enforcement, and assess effectiveness. This task emphasizes development of marketing strategies to attract service-oriented people into law enforcement. Our expectations are for a fresh analysis of what methods will be particularly useful to reach potential candidates who will enable us to fulfill our vision of hiring service-oriented officers. In addition to other strategies, we expect emphasis on the two most successful methods in our

experience so far, word-of-mouth referrals and the Internet. We will seek community input on effective strategies, and are also setting forth a set of three linked objectives that relate specifically to website and Internet recruiting tools.

The website and Internet recruiting part of this item consists of a set of three linked objectives. a) The KCSO website should be reviewed and redesigned as necessary to demonstrate state-of-the-art thinking on website design to attract successful service-oriented candidates. This will be a major advancement transferable to other agencies. Cognizant service-oriented community members will be able to provide valuable input into this task. b) Assess current Internet jobsites or other websites, and purchase website linkages that will bring us into the "line of sight" of excellent candidates looking for service-oriented jobs. This, too, will result in a demonstration of technology that will be highly transferable to other agencies. c) The third element is the deployment of a state-of-the-art mechanism whereby candidates can apply on-line and possibly track or communicate with us on other aspects of the selection process on-line. This will attract service-oriented candidates looking for technologically advanced employers in line with their vision of up-to-date service to the public.

Consultant Chosen for Project #3: POP!Multimedia
Consultant Cost: \$49,500

Action Items As Described by KCSO

- Obtain consultant services to:
 - Develop the marketing strategies discussed above. Coordinate with efforts outlined in Task #1 to receive and utilize input from the community.
 - Assist the KCSO in implementation of recommendations, as needed.
 - Assess and recommend website linkages as a recruitment tool.
 - Provide a cost-effective on-line application solution that will provide visible proof and demonstration of the customer-service-orientation of the King County Sheriff's Office.
 - Recommend processes for evaluation of the utility of these measures.
- Obtain professional web design firm to assess and redesign our KCSO website, with KCSO support for supply of content. Coordinate with efforts outlined in Task #1 to receive and utilize input from the community.
- Following KCSO review of the recommendations: Fund, for demonstration/experimental purposes, some or all of the marketing strategies recommended.

Summary of Activity Steps as Outlined by POP!Multimedia

- Activity 1: Through a detailed Discovery phase, the consultant team will work closely with the KCSO team to strategize, assess and redesign the KCSO website. Results, input and insight collected through focus groups will be utilized to optimize and tailor the online presentation to speak to the targeted audience.
- Activity 2: The consultant will consult with the KCSO team as to link usage and search engine optimization to target qualified, service-oriented candidates and direct them to the website.
- Activity 3: The consultant will customize an online application solution that will present an efficient and cost-effective online tool, while also showcasing the capabilities of a state-of-the-art, technologically advanced employer.
- Activity 4: Upon completion of the new KCSO website, the consultant will enter into the evaluation phase to provide for fine tuning and tracking site usage, traffic and effectiveness.
- Activity 5: The consultant will provide a strategic marketing plan focusing on recruiting service-oriented candidates with the core competencies needed for this job.

In-Kind KCSO Services

- Clerical

4. Assess (and Revise as Recommended) the Clinical Screening Instruments Currently In Use by KCSO

Goal: Review, assess and make recommendations on psychological testing to best screen for the competencies needed for law enforcement candidates at the KCSO. This review will include critical competencies that can be measured by psychological testing, including but not limited to those identified as particularly associated with service orientation.

Consultant Chosen: Dunnette Group. Ltd.

Consultant Cost: \$32,800

Action Items As Described by KCSO

- Obtain consultant services to:
- Conduct the review and make recommendations, in consultation with the psychologist clinicians KCSO uses.
- If new tests are implemented, prepare a report assessing the results following a period of implementation.

Summary of Activity Steps as Outlined by Dunnette Group

- Activity 1: Obtain and review copies of all written documentation on current psychological screening tools used by KCSO. Conduct interviews with KCSO personnel to determine the processes of psychological screening at KCSO.

- Activity 2: Conduct interviews and meetings with psychologist clinicians; obtain copies of written documentation on clinical screening, review a sample of clinician assessments.
- Activity 3: Utilize previous relevant scientific research to best assess competencies in the psychological screening process.
- Activity 4: Provide expert conclusions about covered and uncovered competencies.
- Activity 5: Provide expert conclusions about current clinical screening procedures.
- Activity 6: Provide specific recommendations to best assess relevant competencies in the clinical screening process and recommend revisions to screening processes to better identify and retain successful candidates.
- Activity 7: Prepare written report detailing the project activities, analyses, and recommendations.

In-Kind KCSO Services

- Clerical

5. Follow-up Activities for Implementation.

Goal: Implement findings, where appropriate, from research conducted during above activities. These implementation activities will be predicated upon the information that is gathered during the research conducted by the above consultants and activities.

Consultant Chosen: Dunnette Group. Ltd., POP! Multimedia

Total Cost: \$22,500

- Activity 1: Develop Oral Board/other test development and validation work found necessary by Dunnette Group in order to select in candidates with service-orientation.
- Activity 2: Enhance on-line application solution for King County. Findings during the development of Project #3 may call for development of the capabilities of the on-line application system. Such enhancements may be judged necessary to maintain strong customer-service level of communication with applicants throughout the recruiting and selection process, as well as to track the effectiveness of our enhanced recruiting processes.
- Activity 3: Purchase key tests recommended by the consultant for KCSO to test for service orientation or other key core competencies.