



Police and Fire Examination Services

About Resource Management Associates

Created in 1981, **Resource Management Associates** is a consulting firm that specializes in providing technical assistance and consulting services to local governments. Our firm consists of a combination of full-time and part-time persons with extensive practical experience in a variety of public sector fields, including police, fire, personnel, finance and general management. Our fields of specialization include general management assessment, executive search, and the development of written and oral examinations and assessment centers for police and fire department personnel.

Headquartered in Tinley Park, IL, with a satellite office in Cape Coral, FL, **Resource Management Associates, Inc.**, represents fire and police departments in more than a dozen states. **Resource Management Associates** has more than 40 years of experience in the design and administration of customized promotional examinations for the police, fire and public safety agencies. **Resource Management Associates** is one of the leading providers of police and fire promotional examination services in the United States. We have designed and administered promotional examinations for communities in several states. Since 1981, we have established a reputation for professional work and client satisfaction.

Each year we design and administer more than 150 customized promotional examinations for police and fire departments in several states (*see below*). We have designed and administered written examinations, oral examinations and assessment centers for public safety departments in more than 25 states, including Alabama, Arizona, California, Colorado, Connecticut, Florida, Georgia, Illinois, Indiana, Iowa, Kansas, Kentucky, Maine, Maryland, Massachusetts, Michigan, Mississippi, Missouri, Nebraska, New Hampshire, Ohio, Pennsylvania, Rhode Island, South Carolina, Vermont, Wisconsin, and Wyoming. Over the last fifteen years we have conducted over 1,000 customized and content-valid promotional examinations for a wide range of ranks in the police and fire services.

Entry-level Testing

For entry-level testing, we offer standardized, validated written examinations as well as structured oral examinations designed to assist you in selecting the most suitable persons for the position of Police Officer or Firefighter.

We utilize written examinations provided by **Cooperative Personnel Services**, of Sacramento, California and **Merit Employment Assessment Services** of New Lenox, Illinois. They offer several different entry-level tests which are statistically validated and designed to measure the applicant's ability to learn how to become a successful police officer or firefighter. The costs for these tests is as follows:

Written Examinations

	Base Fee	Test Booklets (each)	Online Study Guides (<i>optional</i>)	Online Practice Exams
C.P.S.	\$ 500.00	\$ 10.50	\$ 5.00	\$ 15.00
M.E.A.S.	\$ 400.00	\$ 17.00	\$ 5.00 ¹	N/A

Our fee to administer these examinations is \$650² plus an additional charge of \$150³ for any additional test monitors required. Computerized on-site scoring can be provided for an additional fee of \$250.00. Shipping and handling charges are 20% of the test order.⁴ **The client is only charged for the number of candidates actually tested, not the amount of booklets ordered.**

Structured Oral Examinations

We design and administer a structured oral examination for police and fire applicants. The examination is conducted by a panel of persons with substantial experience in police or fire department administration and supervision. The examination may also be conducted by the appointing authority with assistance from our firm. The process is designed to test the applicant's judgement, reasoning, oral communications and problem-solving skills.

The cost to administer this examination is as follows:

Base Fee	\$ 850.00
Test Administration ⁵	
For up to 25 candidates (<i>½ day</i>)	\$ 1,750.00
For up to 50 candidates (<i>1 day or 2, ½ days</i>)	\$ 3,500.00
For up to 75 candidates (<i>1 ½ days or 3, ½ days</i>)	\$ 5,250.00

¹Required for this examination.

²For up to 50 applicants.

³For every additional 50 applicants.

⁴Only applies to the C.P.S. examination.

⁵Using group interview methods.

Customized Promotional Testing

Written Examinations

For promotional testing, we offer content-valid written examinations consisting of multiple-choice items drawn from state-of-the-art texts typically used in most police and fire department in-service training programs. A distinctively unique feature of our written testing program is our ability to customize the examination to meet the client's specifications. When preparing a written examination, we consult with the chief of the department as to what books should be included on the reading list. We then develop the reading list which is furnished to the applicants at least 60 days⁶ prior to the examination date.

Our item file is extensive and includes up-to-date questions drawn from a number of contemporary sources. We typically use no more than five of these texts in preparing the examination. We also provide information concerning the source of the books and their purchase price. If desired, the written examination can also contain items drawn from local ordinances, general orders and rules and regulations. Although this entails an additional cost, it helps to customize the examination to local needs.

Once the Reading List has been decided, we provide the client a copy so that it may be posted along with the examination announcement. We recommend that applicants be given a minimum of 60 days to obtain and study the reference materials, since thorough knowledge of these is required for someone to achieve a passing score on the examination.

The most significant features of our written promotional examinations are that:

1. Our examinations are customized to meet the exact requirements of your police or fire department. This is done at a cost comparable to standardized examinations (*one size fits all*) provided by other firms.
2. We use only the latest editions of the source materials in developing the items for our examinations, and all texts used in our examinations are available through local books stores, Internet-based websites such as Amazon.com or the publisher, which makes it possible for applicants to obtain and study the materials without delay.
3. You have the option of including items from your own rules, regulations, policies and procedures, if you desire. If you provide us with the materials, we will prepare the questions at a small additional charge.
4. We will either administer the examination for you or arrange for you to administer the test yourself, in which case we will provide you with test administration instructions.

⁶For fire service promotional examinations in the State of Illinois, a minimum of 90 days will be required unless agreed to differently in the local Collective Bargaining Agreement.

5. We will score the tests for you at no additional cost and provide you with an item analysis, if requested. Or, we will provide you with a scoring template and instructions for scoring the examinations yourself.

6. We provide for a “review and appeal” process which allows candidates to review their examination and challenge any questions they may feel are vague, incorrect, or mis-keyed. While there is an additional charge for this service, it usually provides the candidates with a much more positive feeling about the examination since they have the ability to know the areas in which they did not do well, and because they have the right to challenge a question if they think it is wrong.

Oral Examinations

Many of our clients prefer to have us design and administer the oral examination for them. The oral examination is intended to test a candidate’s ability to respond to hypothetical situations, to make decisions and to express their ideas under pressure. Questions are designed in advance according to the requirements of the position for which the candidates are being evaluated. Candidates are evaluated using a structured evaluation process with pre-determined evaluation criteria and a five-point rating scale.

In some cases, we assist the Fire and Police Commission by developing the questions and the candidate evaluation guidelines and being present while the Commission conducts the interviews. In other cases, we assemble a panel of qualified persons with substantial experience in the police or fire service (*usually sitting or retired chiefs, deputy chiefs or command officers*) and conduct the interviews for the Commission. In either case, a list of scores is prepared and submitted to the Commission within a few days after the interview.

Assessment Centers

We also design and administer assessment centers for police and fire department promotional testing. The assessment center process utilizes a series of simulation exercises designed to place the candidates in the position for which they have applied and to react to these scenarios accordingly. As they proceed through the simulation, the candidates are rated by a panel of outside evaluators. We use our own network of experts in the police and fire services as assessors.

Assessment center exercises are designed to allow candidates to demonstrate, through job simulations, their ability to perform tasks that are directly associated with the job for which they are being considered. In such cases, we endeavor to design exercises that reflect the unique characteristics of the organization in which the applicant is employed to ensure the validity of the testing process.

Candidates are observed and evaluated by a panel of job experts who have substantial experience in the same or a similar job as that for which candidates are being evaluated. Assessors are provided with detailed written and oral instructions concerning how candidates are to be evaluated and use structured rating forms in rating the candidates.

Prior to the assessment center, candidates are given an orientation to familiarize them with the nature of the exercises in which they will participate and the manner in which their performance will be evaluated by the assessors.

All parts of the assessment center process are video recorded in the unlikely event that any part of the process may be challenged as invalid or unfairly administered. In addition, assessors are asked to provide video recorded comments on each candidates' performance in each of the exercises as a means of providing feedback to the candidates that will assist them in improving their job skills and promotional potential in the future.

Examination Costs (*Promotional Testing*)

The usual cost to design and administer a typical customized written examination would be as follows:

Base Fee ⁷	\$ 1,000.00
Test booklets @ \$17.50 each	
Question Development Fee (<i>if required</i>) @ \$30.00 each ⁸	
On-site scoring (<i>optional</i>)	\$ 175.00
Review and Appeal (<i>includes on-site scoring</i>):	
Base Fee	\$ 250.00
Per Appeal Fee	\$ 10.00
Test Administration (<i>single session</i>)	\$ 600.00
Shipping and Handling (<i>if exams need to be shipped</i>)	Actual, Fed Ex

The cost to design a structured oral examination would be as follows:

Base Fee	\$ 850.00
Administration - Per Hour Charge ⁹	\$ 200.00
Oral Board Fees - Per Hour Charge ¹⁰	\$ 250.00

⁷If you order multiple examinations to be administered concurrently or consecutively at the same time, we will reduce the base fee by half for each position after the first one.

⁸This would include the development of questions requested by the client from a source not included on our current Source List, including local policy or contract questions.

⁹These would be individual interviews with two candidates scheduled per hour. Also, this fee will be based on a four hour minimum.

¹⁰This fee will be based on a four hour minimum.

The cost to design and administer an assessment center would be as follows:

Job Analysis (<i>if required</i>)	\$ 3,000.00
Base Fee	\$ 1,500.00
Exercise Administration (<i>three simulations, single panel of three assessors</i>):	
For up to five candidates (<i>1 day</i>)	\$ 4,000.00
For up to eight candidates (<i>1 ½ days</i>)	\$ 6,000.00
For up to ten candidates (<i>2 days</i>)	\$ 8,000.00
Candidate Feedback Sessions (<i>optional</i>):	
For up to ten candidates	\$ 750.00
For up to fifteen candidates	\$ 1,000.00

These fees assume that the municipality would be responsible for providing suitable facilities to administer the testing process. **Resource Management Associates** will be responsible for providing the video recording equipment. Furthermore, these fees do not include staff travel, lodging (*if necessary*) and meals, which will be invoiced to the municipality at actual cost.

References

You are invited to contact representatives of any of our previous clients including those listed below.

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Peoria, IL
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