



**COUNTY OF HENRICO  
DEPARTMENT OF FINANCE  
PURCHASING DIVISION  
CONTRACT EXTRACT  
NOTICE OF AWARD/RENEWAL**

DATE:	July 31, 2025
CONTRACT COMMODITY/SERVICE: <i>(include contracting entity if cooperative)</i>	Electronic Recruitment and Promotional Testing
CONTRACT NUMBER:	2659A
COMMODITY CODE:	924.20
CONTRACT PERIOD:	August 1, 2025 through July 31, 2026
RENEWAL OPTIONS:	Three one-year renewals through 2029
USER DEPARTMENT:	Division of Fire
Contact Name:	Catherine Latimer, Director of Administration, Fire
Phone Number:	804-501-5876
Email Address:	Lat007@henrico.gov
HENRICO COOPERATIVE TERMS INCLUDED:	Yes
SUPPLIER: Name:	Public Safety Answers, LLC
Address:	2833 Crockett St. Suite 136
City, State:	Fort Worth, TX 76107
Contact Name:	Brendon Trayner
Phone Number:	480-343-6897
Email address:	Brendon.Trayner@Publicsafetyanswers.com
ORACLE SUPPLIER NUMBER:	783370
BUSINESS CATEGORY:	Small
PAYMENT TERMS:	Net 45
DELIVERY:	N/A
FOB:	N/A
BUYER: Name:	Eileen M. Falcone, CPPB
Title:	Purchasing Manager
Phone:	804-501-5637
Email:	Fal51@henrico.gov

This contract is the result of a competitive solicitation issued by the Department of Finance, Purchasing Division. A requisition must be generated for all purchases made against this contract and the requisition must reference the contract number.

Recruit firefighter testing - \$45.00 per candidate

Promotional exams - \$7,500 irrespective of the number of candidates taking each exam



COMMONWEALTH OF VIRGINIA  
**County of Henrico**

**Non-Professional Services Contract**  
**Contract No. 2659A**

This Non-Professional Contract (this "Contract") entered into this 1st day of August 2024, by Public Safety Answers LLC (the "Contractor") and the County of Henrico, Virginia (the "County" )

**WHEREAS** the County has awarded the Contractor this Contract pursuant to Request for Proposals No. 24-2659-1EMF, (the "Request for Proposals"), for Electronic Recruitment and Promotional Testing Services.

**WITNESSETH** that the Contractor and the County, in consideration of the mutual covenants, promises and agreements herein contained, agree as follows:

**SCOPE OF CONTRACT:** The Contractor shall provide the services to the County as set forth in the Contract Documents.

**COMPENSATION:** The compensation the County will pay to the Contractor under this Contract shall be as listed below:

Recruit firefighter testing - \$45.00 per candidate with no minimum required

Promotional exams – A flat fee of \$7,500 irrespective of the number of candidates taking each promotional exam

**CONTRACT TERM:** The Contract term shall be for a period of one (1) year beginning from date of contract execution. Pricing shall remain the same for the initial contract term. The County may renew the Contract for up to four (4) one-year terms giving 30 days' written notice before the end of the term unless Contractor has given the County written notice that it does not wish to renew at least 120 days before the end of the term.

**CONTRACT DOCUMENTS:** This Contract hereby incorporates by reference the documents listed below (the "Contract Documents") which shall control in the following descending order:

1. This Non-Professional Services Contract between the County and Contractor.
2. License Agreement Addendum (Exhibit A)
3. Contractor's Terms of Service updated October 22, 2023 (Exhibit B)
4. The General Contract Terms and Conditions included in the Request for Proposals.
5. Contractor's Response to Questions dated July 9, 2024 and Best and Final Offer dated July 15, 2024 (Exhibit C)
6. Contractor's Service Level Agreement (Exhibit D)
7. Contractor's Original Proposal dated January 19, 2024 (Exhibit E)
8. The Scope of Services included in the Request for Proposals.

IN WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound hereby.

Public Safety Answers LLC  
2833 Crockett St. Suite 136  
Fort Worth, TX 76107

  
Signature

Brenden Trayner  
Printed Name and Title

7-31-2024  
Date

County of Henrico, Virginia  
P.O. Box 90775  
Henrico, VA 23273-0775

  
Signature

Oscar Knott, CPP, CPPO, NIGP-CPP, VCO  
Purchasing Director

8/1/24  
Date

APPROVED AS TO FORM

 7-31-24

Assistant County Attorney

## EXHIBIT A

### LICENSE AGREEMENT ADDENDUM

The [County of Henrico, Virginia (“County”) and Public Safety Answers LLC, a Texas limited liability company, (“Licensor”), are entering into an agreement for "Electronic Recruitment and Promotional Testing Services" (“Agreement”). Licensor has requested that its Terms of Services, last updated October 22, 2023 (“Contract”) be incorporated by reference into the Agreement. This License Agreement Addendum (“LAA”) (i) is attached to the Agreement and incorporated therein by reference, governing the use of all software licensed by the County thereunder (“Software”), and (ii) modifies and supersedes the Contract to the extent the Contract and the LAA are in conflict.

For good and valuable consideration, the parties agree as follows:

1. Certain provisions may appear in or be incorporated by reference into the Contract that the County does not accept. If any of the following provisions appear in the Contract, or if any provisions in the Contract have the effect of any of the following, such provisions are void, will not have any effect, and will not be enforceable against the County:
  - A. Requiring the application of the law of any place other than the Commonwealth of Virginia, United States of America in interpreting or enforcing the Contract;
  - B. Requiring or permitting that any dispute under the Contract be resolved in any court other than a state court of competent jurisdiction in Henrico County, Virginia;
  - C. Requiring any total or partial compensation or payment for lost profits or liquidated damages by the County if the Contract is terminated early;
  - D. Imposing any interest rate in excess of one percent per month or the default interest rate under Title 2, Chapter 43, Article 4 of the Code of Virginia, whichever is lower;
  - E. Requiring the County to maintain insurance for Licensor’s benefit;
  - F. Granting Licensor a security interest in any property of the County;
  - G. Requiring the County to indemnify, defend, or hold harmless Licensor or any entity or person for any act or omission of the County, including the County’s officers, agents, and employees;
  - H. Limiting or adding to the time period within which claims can be made or actions can be brought pursuant to Title 8.01, Chapter 3 of the Code of Virginia;
  - I. Restricting or prohibiting the County’s selection and approval of counsel or approval of any settlement;
  - J. Binding the County to any arbitration or otherwise committing the County to participate in any binding form of alternative dispute resolution;
  - K. Obligating the County to pay costs of collection or attorney’s fees;
  - L. Requiring any dispute resolution procedure(s) other than the default available under the Virginia Public Procurement Act;
  - M. Requiring the County to limit its rights or waive its remedies at law or in equity;
  - N. Establishing a presumption of severe or irreparable harm to Licensor by the actions or inactions of the County;
  - O. Limiting the liability of Licensor for property damage, death, or personal injury;
  - P. Capping the County’s damages or excluding types of damages available to the County;
  - Q. Applying UCITA except as may be required by Section 59.1-501.15 of the Code of Virginia;

- R. Not complying with all applicable federal, state, and local laws, regulations, and ordinances;
  - S. Requiring that the County waive any immunity to which it is lawfully entitled;
  - T. Requiring that the County, which is tax exempt, be responsible for payment of any taxes, duties, or penalties;
  - U. Obligating the County beyond approved and appropriated funding;
  - V. Permitting Licensor to unilaterally modify the Contract;
  - W. Having the Contract supersede agreements negotiated by the parties;
  - X. Renewing or extending the Contract beyond the term set forth in the Agreement or automatically renewing the Contract;
  - Y. Requiring the purchase of a new release, update, or upgrade of Software, or subsequent renewal or maintenance, in order for the County to receive or maintain the benefits of Licensor's indemnification of the County against any claims of infringement on any third-party intellectual property rights;
  - Z. Prohibiting the County from transferring or assigning to any entity the Contract or any license to Software granted pursuant to the Contract; or
  - AA. Making the County liable to pay Licensor's travel expenses, including transportation, meals, lodging, and incidental expenses, other than those explicitly approved by the County in advance.
2. Licensor represents and warrants that it is the owner of the Software or otherwise has the right to grant to the County the license to use the Software without violating or infringing any law, rule, regulation, copyright, patent, trade secret, or other proprietary right of any third party.
  3. Licensor agrees to indemnify, defend and hold harmless the County and the County's officers, agents, and employees, from any claims, damages, suits, actions, liabilities and costs of any kind or nature, including attorneys' fees, that arise out of or result from: (i) any negligent act, negligent omission, or intentional or willful conduct of any employee, contractor, or agent of Licensor; (ii) any material breach of any representation, warranty, or covenant of Licensor; (iii) any defect in the Software; or (iv) any actual or alleged infringement or misappropriation of any third party's intellectual property rights by any of the Software.
  4. All payment obligations from the County under the Contract are subject to receipt of necessary appropriations from the Henrico County, Virginia Board of Supervisors. In the event of non-appropriation of funds for the items under the Contract, the County may terminate, in whole or in part, the Contract or any order for those goods or services for which funds have not been appropriated. This may extend to the renewal of maintenance services for only some of the licenses granted by Licensor. There will be no time limit for termination due to termination for lack of appropriations.
  5. If Licensor provides any update or upgrade subject to additional payment or subject to the acceptance of additional terms and conditions, the County will have the right to reject such update or upgrade.
  6. The person signing below for Licensor represents and warrants that he or she is duly authorized to execute and deliver this LAA on Licensor's behalf.
  7. This LAA and the Agreement shall take effect simultaneously.

8. This LAA may be modified by the parties' mutual agreement. Any modifications shall be reflected in a separate document.

Public Safety Answers, LLC

[County of Henrico, Virginia

  
Signature

  
Signature

Brendon Trayner  
Printed Name and Title

Oscar Knott, CPP, CPO, NIGP-CPP, VCO  
Purchasing Director

7-31-2024  
Date

8/1/24  
Date

APPROVED AS TO FORM

 7-31-24  
Assistant County Attorney

## EXHIBIT B

### Terms of Service ("Terms") Last updated: October 22, 2023

Please read these Terms of Service ("Terms", "Terms of Service") carefully before using the psahire.com website (the "Service") operated by Public Safety Answers ("us", "we", or "our").

Your access to and use of the Service is conditioned upon your acceptance of and compliance with these Terms. These Terms apply to all visitors, users and others who wish to access or use the Service.

By accessing or using the Service you agree to be bound by these Terms. If you disagree with any part of the terms then you do not have permission to access the Service.

#### **Purchases**

If you wish to purchase any product or service made available through the Service ("Purchase"), you may be asked to supply certain information relevant to your Purchase including, without limitation, your credit card number, the expiration date of your credit card, your billing address, and your shipping information.

You represent and warrant that: (i) you have the legal right to use any credit card(s) or other payment method(s) in connection with any Purchase; and that (ii) the information you supply to us is true, correct and complete.

The service may employ the use of third party services for the purpose of facilitating payment and the completion of Purchases. By submitting your information, you grant us the right to provide the information to these third parties subject to our Privacy Policy.

We reserve the right to refuse or cancel your order at any time for reasons including but not limited to: product or service availability, errors in the description or price of the product or service, error in your order or other reasons.

We reserve the right to refuse or cancel your order if fraud or an unauthorized or illegal transaction is suspected.

#### **Availability, Errors and Inaccuracies**

We are constantly updating product and service offerings on the Service. We may experience delays in updating information on the Service and in our advertising on other web sites. The information found on the Service may contain errors or inaccuracies and may not be complete or current. Products or services may be mispriced, described inaccurately, or unavailable on the Service and we cannot guarantee the accuracy or completeness of any information found on the Service.

We therefore reserve the right to change or update information and to correct errors, inaccuracies, or omissions at any time without prior notice.

#### **Accounts**

When you create an account with us, you guarantee that you are above the age of 18, and that the information you provide us is accurate, complete, and current at all times. Inaccurate, incomplete, or obsolete information may result in the immediate termination of your account on the Service.

You are responsible for maintaining the confidentiality of your account and password, including but not limited to the restriction of access to your computer and/or account. You agree to accept responsibility for any and all activities or actions that occur under your account and/or password, whether your password is with our Service or a third-party service. You must notify us immediately upon becoming aware of any breach of security or unauthorized use of your account.

You may not use as a username the name of another person or entity or that is not lawfully available for use, a name or trademark that is subject to any rights of another person or entity other than you, without appropriate authorization. You may not use as a username any name that is offensive, vulgar or obscene.

We reserve the right to refuse service, terminate accounts, remove or edit content, or cancel orders in our sole discretion.

**Intellectual Property** The Service and its original content, features and functionality are and will remain the exclusive property of Public Safety Answers and its licensors. The Service is protected by copyright, trademark, and other laws of both the United States and foreign countries. Our trademarks and trade dress may not be used in connection with any product or service without the prior written consent of Public Safety Answers.

### **Links To Other Web Sites**

Our Service may contain links to third party web sites or services that are not owned or controlled by Public Safety Answers.

Public Safety Answers has no control over, and assumes no responsibility for the content, privacy policies, or practices of any third party web sites or services. We do not warrant the offerings of any of these entities/individuals or their websites.

You acknowledge and agree that Public Safety Answers shall not be responsible or liable, directly or indirectly, for any damage or loss caused or alleged to be caused by or in connection with use of or reliance on any such content, goods or services available on or through any such third party web sites or services.

We strongly advise you to read the terms and conditions and privacy policies of any third party web sites or services that you visit.

### **Termination**

We may terminate or suspend your account and bar access to the Service immediately, without prior notice or liability, under our sole discretion, for any reason whatsoever and without limitation, including but not limited to a breach of the Terms.

If you wish to terminate your account, you may simply discontinue using the Service.

All provisions of the Terms which by their nature should survive termination shall survive termination, including, without limitation, ownership provisions, warranty disclaimers, indemnity and limitations of liability.

### **Indemnification**

You agree to defend, indemnify and hold harmless Public Safety Answers and its licensee and licensors, and their employees, contractors, agents, officers and directors, from and against any and all claims, damages, obligations, losses, liabilities, costs or debt, and expenses (including but not limited to attorney's fees), resulting from or arising out of a) your use and access of the Service, by you or any person using your account and password, or b) a breach of these Terms.

### **Limitation Of Liability**

In no event shall Public Safety Answers, nor its directors, employees, partners, agents, suppliers, or affiliates, be liable for any indirect, incidental, special, consequential or punitive damages, including without limitation, loss of profits, data, use, goodwill, or other intangible losses, resulting from (i) your access to or use of or inability to access or use the Service; (ii) any conduct or content of any third party on the Service; (iii) any content obtained from the Service; and (iv) unauthorized access, use or alteration of your transmissions or content, whether based on warranty, contract, tort (including negligence) or any other legal theory, whether or not we have been informed of the possibility of such damage, and even if a remedy set forth herein is found to have failed of its essential purpose.

### **Disclaimer**

Your use of the Service is at your sole risk. The Service is provided on an "AS IS" and "AS AVAILABLE" basis. The Service is provided without warranties of any kind, whether express or implied, including, but not limited to, implied warranties of merchantability, fitness for a particular purpose, non-infringement or course of performance.

Public Safety Answers its subsidiaries, affiliates, and its licensors do not warrant that a) the Service will function uninterrupted, secure or available at any particular time or location; b) any errors or defects will be corrected; c) the Service is free of viruses or other harmful components; or d) the results of using the Service will meet your requirements.

### **Exclusions**

Some jurisdictions do not allow the exclusion of certain warranties or the exclusion or limitation of liability for consequential or incidental damages, so the limitations above may not apply to you.

### **Governing Law**

These Terms shall be governed and construed in accordance with the laws of Texas, United States, without regard to its conflict of law provisions.

Our failure to enforce any right or provision of these Terms will not be considered a waiver of those rights. If any provision of these Terms is held to be invalid or unenforceable by a court, the remaining provisions of these Terms will remain in effect. These Terms constitute the entire agreement between us regarding our Service, and supersede and replace any prior agreements we might have had between us regarding the Service.

### **Changes**

We reserve the right, at our sole discretion, to modify or replace these Terms at any time. If a revision is material, we will provide at least 30 days notice prior to any new terms taking effect. What constitutes a material change will be determined at our sole discretion.

By continuing to access or use our Service after any revisions become effective, you agree to be bound by the revised terms. If you do not agree to the new terms, you are no longer authorized to use the Service.

### **Contact Us**

If you have any questions about these Terms, please contact us.

**Falcone, Eileen**

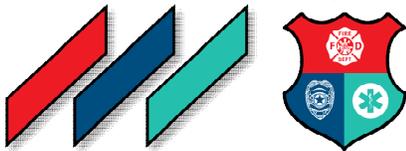
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**From:** Brendon Trayner <brendon.trayner@publicsafetyanswers.com>  
**Sent:** Tuesday, July 9, 2024 6:06 PM  
**To:** Falcone, Eileen  
**Subject:** Re: RFP 24-2659-3EMF Electronic Recruitment and Promotional Testing - Presentation  
**Attachments:** Meta Data Study.pdf; PSA - ServiceLevelAgreement-SLA - TEMPLATE.docx; Henrico RFP clarification response.docx

Good afternoon Eileen,

I have attached a word doc with our responses to your committee's clarification questions. I have also attached our Meta Data study as well as an SLA to refer to in our response where it may state "see attachment". Please let me know if you need any more details or have any additional questions from the group. Thank you so much!

Captain  
Brendon Trayner  
480-343-6897  
Brendon.Trayner@Publicsafetyanswers.com



## Public Safety Answers

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**From:** Falcone, Eileen <fal51@henrico.gov>  
**Sent:** Monday, July 8, 2024 11:19 AM  
**To:** Brendon Trayner <brendon.trayner@publicsafetyanswers.com>  
**Subject:** RE: RFP 24-2659-3EMF Electronic Recruitment and Promotional Testing - Presentation

Good afternoon

Please see the attached list of questions the committee has for clarification. Your response to these questions is due by 5:00 p.m. July 11<sup>th</sup> via email to me.

Thank you

*Eileen M. Falcone, CPPB*  
Purchasing Manager  
804-501-5637  
County of Henrico  
Division of Purchasing  
PO Box 90775  
8600 Staples Mill Road  
Henrico, VA 23273-0775



1. How does the system identify if an applicant has taken the test for another locality and how and when is the County notified that the fee needs to be paid?

The candidate has a login with PSA. The system automatically tracks that candidate anytime they apply for a new job with PSA. The application process stays the exact same for the applicant except for when they reach the written exam. If they have taken the written exam anywhere in the country within the last 6 months a popup will appear and notify them that their test scores are still valid and move them along to the video interview. PSA only charges you for candidates who reach the written exam portion. Once testing is complete PSA will send an invoice for the total number of candidates who reached the written exam portion of the process for \$45/applicant. There are no other annual fees or hidden fees.

2. Will the County be able to route applicants from the County's application to their test via a link in the posting or via an email after they apply?

Yes. We can provide a link to post on the County's application, or you can send the link via email. Our preferred method is to build a custom webpage for your applicants prior to applications opening [publicsafetyanswers.com/henrico](https://publicsafetyanswers.com/henrico) but we can also send the testing link at the end of your application period if you prefer. See [Publicsafetyanswers.com/tucson](https://publicsafetyanswers.com/tucson) for example of a custom webpage.

3. How are the cognitive and behavioral questions validated, by whom and how often?

The exam is validated through our testing provider FitFirst See the "Meta Data Study" attachment to see the details of the latest study

4. Is the (video) interview panel made up of Henrico members?

Yes. The custom panel builder allows the assignment of members defined by Henrico County to as many panels as you would like. The system will allocate and randomize the candidates based on the passing criteria you select. Your panel members can grade together as a group or individually. They can enter their scores for each question as well as enter justification notes for their scores. All data is available on our platform and can be exported. The main administrator can also monitor the progress of each panel.

5. How many people have access to the portal and what are the difference in levels of permissions? Is there a cost associated with providing additional people access, if so provide that cost.

There is one main administrator who has full visibility and can make changes. As many additional administrators can be added as desired. We can also add an unlimited number of assistants who can view the platform but cannot make changes. There are unlimited number of panel members for video interview reviews. Panel members can only see the candidates they are assigned to view and grade. There is no additional cost to add administrators, assistants, or panel members.

6. Provide details on how the County can ensure the identity of the person taking the test is the actual applicant? Does your platform need to integrate with the County's Oracle system?

Prior to beginning the exam the candidate must grant access to their camera and microphone. A small thumbnail window will open on their screen showing a live feed of their camera indicating recording. The platform will also take random pictures of the applicant throughout the exam process. These images are available to view and can be matched to their video interview as well as their driver's license should any nefarious actions be suspected. We have not had an instance where we believe a candidate was taking the exam for someone else. Candidates also don't have access to their test scores, only your administration can see their scores. The system also keeps track of the amount of time to take the test and will flag candidates for taking the exam too quickly or too slowly in relation to their peers. PSA requires no software to be downloaded and does not need to integrate with the county's Oracle system.

7. Is there a service level agreement to address how technical issues are handled so we know who to contact and an expected resolution timeline? If so, provide a copy.

Yes. See attached SLA agreement

8. What is the time line for start-up for the firefighter testing process?

Typically, our team only needs 3 business days to build the custom website, enter your video questions, minimum and preferred qualifications, and request final approval from your administrator. Expedited setup can be provided.

9. What is the time line for start-up for the promotional testing process?

The full custom promotional exam takes about 2 weeks to write. We typically like to start this process with 90 days notice to ensure we have all the study materials and direction from your staff. After the test is complete it will be sent

to your administrator for review and approval. All we need is the study materials and what percentage of the exam you want from each of the study materials.

10. Is it possible to let applicants take the test whether or not they have taken it with another locality within 6 months?

It is technically possible, but the PSA team would need to be notified prior to the candidate accessing the exam.

11. Does your firm take on the liability for any claims of discrimination made against the County as it relates to your proposed solution in the hiring and promotion process? Explain how your processes are validated.

PSA partners with FitFirst Technologies and provides the technical manual outlining the validation of the assessment tool. See attached. The assessment is consistent with the requirements of Title VII, the Civil Rights Act of 1964 and are tied directly to essential job components defined by the Department of Labor's O-NET.

PSA will support the County if a discrimination claim is made related directly to the assessment. PSA has not had a discrimination claim made against the PSA testing process anywhere in the country.

A content validity process is utilized for promotional exams.

#### Customized Written Promotional Exam Validation

The process has eight components, and it is recommended that fire departments and human resource departments use all eight. The greater the number of steps used, the greater the validity and the lower the risk to the organization.

#### Step 1) Job Analysis or Job Description

The department must develop a detailed job description or analysis for the position.

#### Step 2) Determine the Bibliography

The department should then develop a detailed bibliography for the exam.

#### Step 3) Perform a Task-Source Linkage.

The subject matter experts (SMEs) should also define how many items on the exam should come from each piece of the bibliography.

#### Step 4) Publish the Bibliography

The bibliography should be published by the organization and made readily accessible to prospective candidates

#### Step 5) Exam Development

The exam writer or writers should be SMEs. Using SMEs will produce a much better initial exam requiring fewer revisions. Using the bibliography, the exam writer or writers will produce the appropriate number of items from each component of the bibliography. Exam items should be 100% multiple-choice.

#### Step 6) Exam Review

Your organization will be given a copy of the exam to review prior to administering the exam to the candidates. During the review period your organization will work closely with our SME test writers to make any necessary changes to the final exam.

#### Step 7) Exam Administration

Candidates will complete the exam in person on site. The exam will be proctored by your organization. Login instructions and a link for the exam will be provided by PSA for candidates to complete online testing should you choose to administer the exam online.

#### Step 8) Exam Grading and Review

PSA will provide the results of the promotional exam within the defined 5-day window outlined in this RFP. However, if you are utilizing the online platform, exam results will be generated for administrators in real time. PSA subject matter experts will be available to work with your promotional team to address any questions (items) that are appealed by a candidate if necessary.

12. How does your firm accommodate for anyone who might make an accommodation request whether it be for the written tests or the video interview under the Americans Disabilities Act? How is that handled?

The Americans with Disabilities Act (ADA) section 35.130 requires accommodation for qualified individuals. A qualified individual must be able to perform the essential functions of the employment position with or without reasonable accommodation.

This requirement limits the potential for accommodation to complete the testing process to internet access or internet connected device.

The online exam is available 24 hours a day 7 days a week during the testing period. The test can be taken using public Wifi and can even be accessed via mobile device if needed.

If a candidate requires any other special accommodations, it would be at the discretion of the County of Henrico to provide appropriate accommodations at their facility should a candidate choose to request additional help in accordance with the ADA.

13. During the presentation it was mentioned that the “oral interview” was included in the cost. If the County does not need this can the cost be reduced? If so what would that cost be?

All of the features and benefits of the PSA platform are included in the flat fee pricing of \$45/applicant. There are no annual fees or other hidden fees or upcharges. The platform is customizable and we have the ability to turn off the video interviews should you choose not to utilize them. We also have the ability to exclude the custom webpage, social media advertising, cognitive and behavioral testing, and resume uploads, when requested. However, we find the best result is to utilize the PSA platform to its fullest potential. There is no discount for electing not to use certain features within the platform including video interviews.

14. How long is information available to the County of test applicant?

All of the candidate’s information, resume, qualifications, test results, videos, and video grading notes are available for 2 years on PSA’s to the County. Candidate data can also be exported by the County

## Falcone, Eileen

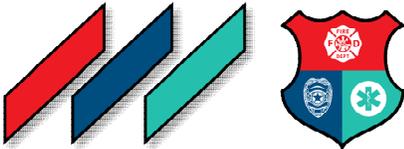
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**From:** Brendon Trayner <brendon.trayner@publicsafetyanswers.com>  
**Sent:** Monday, July 15, 2024 3:50 PM  
**To:** Falcone, Eileen  
**Subject:** Re: RFP 24-2659-3EMF Electronic Recruitment and Promotional Testing - Presentation  
**Attachments:** PSA pricing for Henrico.docx

Good afternoon Eileen,

Thank you so much for all of your help in this process. I have attached our best and final pricing as requested. Feel free to call me if you have any questions

Captain  
Brendon Trayner  
480-343-6897  
Brendon.Trayner@Publicsafetyanswers.com



## Public Safety Answers

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**From:** Falcone, Eileen <fal51@henrico.gov>  
**Sent:** Monday, July 15, 2024 10:58 AM  
**To:** Brendon Trayner <brendon.trayner@publicsafetyanswers.com>  
**Subject:** RE: RFP 24-2659-3EMF Electronic Recruitment and Promotional Testing - Presentation

Brendon

Please ignore the letter on my previous email with the additional questions from another RFP. This is the correct one.

Thank you

*Eileen M. Falcone, CPPB*  
Purchasing Manager  
804-501-5637  
County of Henrico  
Division of Purchasing  
PO Box 90775  
8600 Staples Mill Road  
Henrico, VA 23273-0775



## **PRICING / COST PROPOSAL**

Public Safety Answers has two pricing models for recruit firefighter testing.

Option One (1) – The County has the candidates pay for testing at \$50.00 Per candidate. With this option the County would pay nothing to Public Safety Answers. We recommend when choosing this option, the County set up a fund to pay for those candidates who request assistance due to economic hardships. Those candidates who test when receiving this economic hardship status would be given a link to test without charge. PSA would then invoice the County \$45.00 per economic hardship candidate.

Option Two (2) – The County pays for every candidate who tests. PSA would invoice the County \$45.00 per candidate for each one who starts the written exam.

The execution of option one or two is at the discretion of the County and may be changed back and forth with each testing cycle.

Public Safety Answers pricing for promotional exams is a flat fee of \$7500.00 irrespective of the number of candidates taking each promotional exam.

All the features outlined in this RFP including the video interviews and social media advertising are included in this pricing. There are no annual contract fees, hidden fees, or additional fees for service.

If your organization were to elect to pay for all the candidates, the candidates would not pay anything to participate in the process. For 400 candidates as requested in this RFP the total invoice would be \$18,000 or \$45.00 per candidate. Each additional candidate would be another \$45.00. The county has the ability to cap the number of applicants they would like to accept per recruitment event.



**Service Level Agreement (SLA)  
for County of Henrico, VA  
by  
Public Safety Answers LLC**

**Effective Date: August 1, 2024**

<b>Document Owner:</b>	Public Safety Answers
------------------------	-----------------------

**Version**

Version	Date	Description	Author
1.0		Service Level Agreement	Chris Kime

**Approval**

*(By signing below, all Approvers agree to all terms and conditions outlined in this Agreement.)*

Approvers	Role	Signed	Approval Date
Chris Kime	Operations	<i>Chris Kime</i>	July 30, 204
Oscar Knott	Purchasing Director		

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## 1. Agreement Overview

This Agreement represents a Service Level Agreement (“SLA” or “Agreement”) between *Public Safety Answers(PSA)*. and County of Henrico, VA for the provisioning of services required to support and sustain the PSA hiring platform.

This Agreement remains valid until superseded by a revised agreement mutually endorsed by the stakeholders.

This Agreement outlines the parameters of all services covered as they are mutually understood by the primary stakeholders. This Agreement does not supersede current processes and procedures unless explicitly stated herein.

## 2. Goals & Objectives

The **purpose** of this Agreement is to ensure that the proper elements and commitments are in place to provide consistent service support and delivery to the Customer(s) by the Service Provider(s).

The **goal** of this Agreement is to obtain mutual agreement for service provision between the Service Provider(s) and Customer(s).

The **objectives** of this Agreement are to:

- Provide clear reference to service ownership, accountability, roles and/or responsibilities.
- Present a clear, concise and measurable description of service provision to the customer.
- Match perceptions of expected service provision with actual service support & delivery.

## 3. Stakeholders

The following Service Provider(s) and Customer(s) will be used as the basis of the Agreement and represent the **primary stakeholders** associated with this SLA:

**Service Provider(s):** Public Safety Answers (PSA). (“Provider”)

**Customer(s):** County of Henrico, VA (“Customer”)

## 4. Periodic Review

This Agreement is valid from the **August 1, 2024** and is valid until further notice. This Agreement should be reviewed at a minimum once per fiscal year; however, in lieu of a review during any period specified, the current Agreement will remain in effect.

The **Business Relationship Manager** (“Document Owner”) is responsible for facilitating regular reviews of this document. Contents of this document may be amended as required, provided mutual agreement is obtained from the primary stakeholders and communicated to all affected parties. The Document Owner will incorporate all subsequent revisions and obtain mutual agreements / approvals as required.

**Business Relationship Manager:** Chris Kime

**Review Period:** Annually

**Previous Review Date:** 08-01-2024

**Next Review Date:** 08-01-2025

## 5. Service Agreement

The following detailed service parameters are the responsibility of the Service Provider in the ongoing support of this Agreement.

### 5.1. Service Scope

The following Services are covered by this Agreement;

- Manned telephone support
- Monitored email support

## 5.2. Customer Requirements

**Customer** responsibilities and/or requirements in support of this Agreement include:

- Payment for all service costs as agreed.
- Reasonable availability of customer representative(s) when resolving a service related incident or request.

## 5.3. Service Provider Requirements

**PSA** responsibilities and/or requirements in support of this Agreement include:

- Meeting response times associated with service related incidents.
- Appropriate notification to Customer for all scheduled maintenance.

## 5.4. Service Assumptions

Assumptions related to in-scope services and/or components include:

- Changes to services will be communicated and documented to all stakeholders.

## 6. Service Management

Effective support of in-scope services is a result of maintaining consistent service levels. The following sections provide relevant details on service availability, monitoring of in-scope services and related components.

### 6.1. Service Availability

Coverage parameters specific to the service(s) covered in this Agreement are as follows:

- Telephone support : 8:00 A.M. to 7:00 P.M. CST Monday – Friday
  - 888-983-4473
  - Calls received out of office hours will be forwarded to a mobile phone and best efforts will be made to answer / action the call, however there will be a backup answer phone service
- Email support: Monitored 8:00 A.M. to 7:00 P.M. CST Monday – Friday
  - [info@publicsafetyanswers.com](mailto:info@publicsafetyanswers.com)
  - Emails received outside of office hours will be collected, however no action can be guaranteed until the next working day

### 6.2. Service Requests

In support of services outlined in this Agreement, the Service Provider will respond to service related incidents and/or requests submitted by the Customer within the following time frames:

- 0-4 hours (during business hours) for issues classified as **High** priority.
- Within 24 hours for issues classified as **Medium** priority.
- Within 72 working days for issues classified as **Low** priority.

Remote assistance will be provided in-line with the above timescales dependent on the priority of the support request.

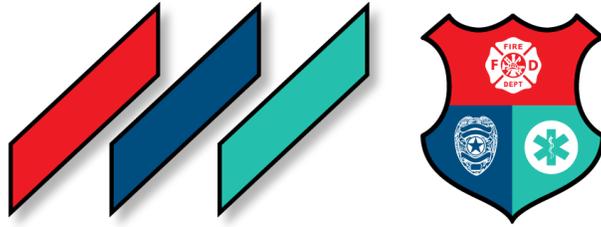
RFP RESPONSE FROM PUBLIC  
SAFETY ANSWERS, LLC  
for HENRICO COUNTY, VIRGINIA  
RFP # 24-2659-3EMF  
ELECTRONIC RECRUITMENT and  
PROMOTIONAL TESTING  
SERVICES for  
HENRICO COUNTY'S DIVISION  
OF FIRE

Public Safety Answers, LLC  
2833 CROCKETT STREET  
FORT WORTH, TX 76101

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## TAB 1 – INTRODUCTION AND SIGNED FORMS



# Public Safety Answers

Public Safety Answers (PSA) provides a complete approach to recruitment as well as promotional testing. PSA's founders have been in the fire service since 1979 and have been conducting recruit and promotional exams for over 30 years. The purpose of this platform is to combine our knowledge and decades of experience in the fire service with best practices and technology to bring recruitment and promotional testing to the 21<sup>st</sup> century.

PSA believes that successful recruitment is much more than just administering a test. This is why PSA not only provides the testing but also builds a custom webpage for your organization, a custom advertisement video, promotes the applications on multiple social media platforms, records video interviews, and provides consulting on all portions of the recruitment for best practices from around the country.

In addition to assisting your staff from the very beginning to the very end of your recruitment we also provide the highest quality user experience for the candidates. With PSA's system there is no need to download an app, schedule testing dates and times, or wait for email invites to move to the next step in the recruitment process. PSA's unique system allows candidates the ability to apply, test, and record their video interview 24 hours a day 7 days a week from anywhere in the world.

Signed:

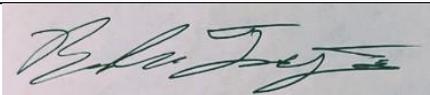
A handwritten signature in black ink on a light grey background, appearing to read "Bob Taylor".

**ATTACHMENT A  
PROPOSAL SIGNATURE SHEET**

My signature certifies that the proposal as submitted complies with all requirements specified in this Request for Proposal (“RFP”) No. 24-2659-3EMF Electronic Recruitment and Promotional testing Services for Henrico County’s Division of Fire.

My signature also certifies that by submitting a proposal in response to this RFP, the Offeror represents that in the preparation and submission of this proposal, the Offeror did not, either directly or indirectly, enter into any combination or arrangement with any person or business entity, or enter into any agreement, participate in any collusion, or otherwise take any action in the restraining of free, competitive bidding in violation of the Sherman Act (15 U.S.C. Section 1) or Sections 59.1-9.1 through 59.1-9.17 or Sections 59.1-68.6 through 59.1-68.8 of the Code of Virginia.

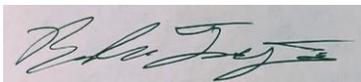
I hereby certify that I am authorized to sign as a legal representative for the business entity submitting this proposal.

LEGAL NAME OF OFFEROR (DO NOT USE TRADE NAME): Brendon Craig Trayner
ADDRESS: 2833 Crocket Street
Suite 136
Fort Worth Texas, 76101
FEDERAL ID NO: 87-2097295
SIGNATURE: 
NAME OF PERSON SIGNING (PRINT): Brendon Trayner
TITLE: Managing Partner
TELEPHONE: 480-343-6897
FAX: None
EMAIL ADDRESS: Brendon.Trayner@publicsafetyanswers.com
DATE: May 20, 2024

**ATTACHMENT B  
BUSINESS CATEGORY CLASSIFICATION FORM**

Company Legal Name: Public Safety Answers, LLC

This form completed by: Signature:



Title: Managing Partner

Date: May 20, 2024

PLEASE SPECIFY YOUR BUSINESS CATEGORY BY CHECKING THE APPROPRIATE BOX(ES) BELOW.

(Check all that apply.)

- SMALL BUSINESS
- WOMEN-OWNED BUSINESS
- MINORITY-OWNED BUSINESS
- SERVICE-DISABLED VETERAN
- EMPLOYMENT SERVICES ORGANIZATION
- NON-SWaM (Not Small, Women-owned or Minority-owned) If certified by the Virginia Minority Business

**SUPPLIER REGISTRATION** – The County of Henrico encourages all suppliers interested in doing business with the County to register with eVA, the Commonwealth of Virginia’s electronic procurement portal, <http://eva.virginia.gov>.

eVA Registered?  Yes  No

**DEFINITIONS**

For the purpose of determining the appropriate business category, the following definitions apply:

"Small business" means a business, independently owned and controlled by one or more individuals who are U.S. citizens or legal resident aliens, and together with affiliates, has 250 or fewer employees, or annual gross receipts of \$10 million or less averaged over the previous three years. One or more of the individual owners shall control both the management and daily business operations of the small business.

"Women-owned business" means a business that is at least 51 percent owned by one or more women who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51 percent of the equity ownership interest is owned by one or more women who are U.S. citizens or legal resident aliens, and both the management and daily business operations are controlled by one or more women.

"Minority-owned business" means a business that is at least 51 percent owned by one or more minority individuals who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51 percent of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals who are U.S. citizens or legal resident aliens, and both the management and daily business operations are controlled by one or more minority individuals.

"Minority individual" means an individual who is a citizen of the United States or a legal resident alien and who satisfies one or more of the following definitions:

1. "African American" means a person having origins in any of the original peoples of Africa and who is regarded as such by the community of which this person claims to be a part.
2. "Asian American" means a person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands, including but not limited to Japan, China, Vietnam, Samoa, Laos, Cambodia, Taiwan, Northern Mariana Islands, the Philippines, a U.S. territory of the Pacific, India, Pakistan, Bangladesh, or Sri Lanka and who is regarded as such by the community of which this person claims to be a part.
3. "Hispanic American" means a person having origins in any of the Spanish-speaking peoples of Mexico, South or Central America, or the Caribbean Islands or other Spanish or Portuguese cultures and who is regarded as such by the community of which this person claims to be a part.
4. "Native American" means a person having origins in any of the original peoples of North America and who is regarded as such by the community of which this person claims to be a part or who is recognized by a tribal organization.

"Service disabled veteran business" means a business that is at least 51 percent owned by one or more service disabled veterans or, in the case of a corporation, partnership, or limited liability company or other entity, at least 51 percent of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more individuals who are service disabled veterans and both the management and daily business operations are controlled by one or more individuals who are service disabled veterans.

"Service disabled veteran" means a veteran who (i) served on active duty in the United States military ground, naval, or air service, (ii) was discharged or released under conditions other than dishonorable, and (iii) has a service-connected disability rating fixed by the United States Department of Veterans Affairs.

"Employment services organization" means an organization that provides community-based employment services to individuals with disabilities that is an approved Commission on Accreditation of Rehabilitation Facilities (CARF) accredited vendor of the Department of Aging and Rehabilitative Services.

Enterprises (DMBE), provide DMBE certification number and expiration date.

\_\_\_\_\_ NUMBER \_\_\_\_\_ DATE

**ATTACHMENT C**  
**VIRGINIA STATE CORPORATION COMMISSION (SCC)**  
**REGISTRATION INFORMATION**

**The Offeror:**

is a corporation or other business entity with the following SCC identification number:  
\_\_\_\_\_ -OR- is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust -OR-

is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the Bidder in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from Bidder's out-of-state location) -OR-

is an out-of-state business entity that is including with this bid/proposal an opinion of legal counsel which accurately and completely discloses the undersigned Bidder's current contracts with Virginia and describes why those contracts do not constitute the transaction of business in Virginia within the meaning of §13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

Please check the following box if you have not checked any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for bids:

**ATTACHMENT D  
 PROPRIETARY/CONFIDENTIAL INFORMATION IDENTIFICATION**

NAME OF OFFEROR: Public Safety Answers

Trade secrets or proprietary information submitted by an Offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, the Offeror must invoke the protections of Va. Code § 2.2-4342(F) in writing, either before or at the time the data or other materials are submitted. The Offeror must specifically identify the data or materials to be protected including the section(s) of the proposal in which it is contained and the pages numbers and state the reasons why protection is necessary. A summary of trade secrets and proprietary information submitted shall be submitted on this form. The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or proprietary information. Va. Code § 2.2-4342(F) prohibits an Offeror from classifying an entire proposal, any portion of a proposal that does not contain trade secrets or proprietary information, line-item prices, or total proposal prices as proprietary or trade secrets. If, after being given reasonable time, the Offeror refuses to withdraw such classification(s), the proposal will be rejected.

SECTION / TITLE	PAGE NUMBER(S)	REASON(S) FOR WITHHOLDING FROM DISCLOSURE
Tab 5 Project Approach and Methodology	21	Photo only as it depicts proprietary secrets.
Tab 5 Project Approach and Methodology	24	Photo only as it depicts proprietary secrets.
Tab 5 Project Approach and Methodology	25	Photo only as it depicts proprietary secrets.
Tab 5 Project Approach and Methodology	26	Photo only as it depicts proprietary secrets.
Tab 5 Project Approach and Methodology	26	Photo only as it depicts proprietary secrets.
Tab 6 Technical	31-34 through XXII	This is an internal document that defines our data security process. Release of this information could compromise our data security.
Appendix 2 - Documents showing 3 years of providing services:	62	Photos show proprietary information with client names.

## TAB 2 – STATEMENT OF THE SCOPE

Public Safety Answers (PSA) understands the information contained in the “SCOPE OF SERVICES” section II subsections A, B, and C as well as the anticipated timelines and expected numbers of candidates for recruitment and promotional testing.

PSA can and will provide all labor, supervision, materials, equipment, etc. to provide testing services for recruitment and promotion of firefighters. PSA will be responsible for the compilation of test questions, registration of applicants, and administration of tests for both recruitment and promotional testing.

### General Requirements

1. PSA’s founders have been providing recruitment and promotional testing since 1993. PSA’s founders have also been utilizing a version of our current online platform for testing and video interviews since 2016 and have continued to improve upon the platform’s capabilities to provide specific public safety testing for over 3 years. PSA provides testing for recruiting firefighters including cognitive and personality fit written testing. PSA also provides video responses from the candidates in response to the department’s questions. PSA can also produce custom promotional written exams based on the department’s specific bibliography. The recruit written exam has a detailed validation study (Appendix 1). Promotional exams are validated using content validation process.
2. All testing processes will be provided electronically using secure links to our platform.
3. PSA provides a remote web-based testing platform without the need for additional software. The PSA platform supports the completion of exams via any desktop computer, tablet, or smartphone, and supports Google Chrome, Microsoft Edge, and Apple Safari browser for the written exam. Google Chrome is preferred for submission of video interviews as it supports video.
4. The PSA platform can be set to terminate an exam at the time limit specified by your organization.
5. Candidates must allow PSA’s access to their device camera to begin testing and receive detailed instructions about the exam process. Once the exam begins a window will appear on their screen showing a live view of the candidate indicating they are being monitored. Several screen shots of the candidate are also captured during the exam. The system monitors several data points as well as review by PSA staff. If any nefarious actions are identified your organization will be made aware and be able to decide the candidate’s status moving forward along with consulting from the PSA team.
6. With PSA’s platform, recruit candidates can apply, take the written exam, and record their video responses anytime 24/7 during the client defined application and testing time frame.
7. PSA uses server sites with multiple servers and complies with all federal, state, and local requirements for securing data. The Henrico Division of Fire will have access to their dashboard and candidate information 24/7. The exception to this would be during routine maintenance to our site and platform. PSA will, to the extent possible, limit

these instances and will make every effort to perform maintenance outside of normal business hours.

8. PSA provides a sortable dashboard for the client's selected personnel to access. The dashboard displays,
  - a. Date and time of testing
  - b. Name
  - c. Address
  - d. Phone number
  - e. Email
  - f. Progress made
  - g. Written score
  - h. Interview score
  - i. A text box for client to capture scoring notes input
  - j. Minimum and preferred qualifications filter
  - k. Comprehensive job fit report for each candidate with completed assessment
9. PSA can provide an expert to testify or provide a report for any legal or administrative proceeding if the testing process is challenged.
10. PSA takes pride in providing support including phone calls, emails and text messages and responding very quickly.
11. PSA will notify DOF within 24 hours of any knowledge of a data breach and cooperate fully with the County in such efforts the County deems necessary to remediate or mitigate any reasonably foreseeable result of such breach including, but not limited to, notifying affected candidates.

## B. Recruitment Testing

1. PSA offers a virtual written exam that is comprised of both cognitive and behavioral testing and assesses the candidate's fit for employment as a firefighter and over 900 other job roles. We also offer one-way video responses from the candidates. The questions for these video interview questions are determined by the department and if requested PSA can provide sample questions.
2. The written exam has a full meta-data / validation study. The exam was developed by industrial psychologists using Department of Labor and O-Net job descriptions for the position of firefighter and other roles.
3. PSA can limit the test to 150 minutes and terminate a candidate's test at 150 minutes should your organization choose this as a time cap. Incomplete tests will not receive partial scores.
4. Test results will be available to the client on the dashboard immediately after each candidate completes the written exam and video scores when the department's personnel grade the video responses.

5. Duplicate to B,2. The written exam has a full meta-data / validation study. The exam was developed by industrial psychologists using Department of Labor and O-Net job descriptions for the position of firefighter and other roles.

### C. Promotional Testing

PSA understands that testing for promotional positions is administered once per year and will be based on County and DOF SOG. Candidates taking the test for promotion will be required to take the test in person on County property. PSA can provide:

1. A secure link for candidates to sign on to and take the test.
2. A “test bank” of 125 multiple choice questions for review by DOF based upon a list of textbooks and policies provided to PSA by the DOF. DOF will select 100 questions from this test bank to be used for testing.
3. The PSA system can monitor the candidates’ time and the test can be terminated at 150 minutes should your organization choose to set that as the time cap. Incomplete tests will not receive partial scores.
4. PSA will provide test results within the required 5 business days of the test date. Assuming the exam is taken online within the PSA platform, results will be available to your organization upon the last candidates’ completion.

### **TAB 3 – DEFAULT, TERMINATION AND BARRED CERTIFICATION STATEMENT**

PSA certifies:

1. PSA has not defaulted on any government contract in the last five years or at any time.
2. No government has terminated a contract with PSA for cause in the last five years or at any time.
3. PSA nor any of its officers, directors, partners, or owners is currently barred from participating in any procurements by any federal, state, or local government body.

## TAB 4 - EXPERIENCE AND QUALIFICATIONS

PSA has been in business for more than 3 1/2 years and has a combined 57 years of Fire Service experience, 95 years of recruitment, testing and onboarding experience, and has a multifaceted view of the Fire Service and their needs. See Appendix 2 documentation of how long PSA has been providing these services.

PSA does not utilize subconsultants or subcontractors.

Additional provisions

1. PSA has four founding members each with their own skill sets covering fire service experience and leadership as well as corporate experience and leadership. PSA was developed to bring public safety hiring into the 21<sup>st</sup> century by utilizing tried and true personnel testing, assessments, and hiring practices from the private sector and with their public safety experience adapting this to the public sector hiring models. PSA has also developed new and innovative methods of processing candidate evaluations to provide a more cost effective, streamlined, and efficient hiring process. PSA provides a 360-degree view of each candidate rather than simply a number. This gives the hiring team the information they need to make excellent choices during the evaluation process.
2. The founding members of PSA have provided firefighter recruit testing as well as promotional exams for over 30 years, online testing, and video interviews since 2016, and have developed public safety specific testing over 3 years ago using the online platform.
3. PSA is financially sound and has turned a profit for over three years.
4. References:
  - a. David Maxwell, Assistant Chief  
Daisy Mountain, AZ Fire & Medical Department  
[dave.maxwell@dmfd.org](mailto:dave.maxwell@dmfd.org) 602-405-5668
  - b. Karina Cassano, HR Manager  
Daisy Mountain, AZ Fire & Medical Department  
623-465-7400x112
  - c. Earl Callander, Battalion Chief  
Flagstaff, AZ Fire Department  
[ecallander@flagstaffaz.gov](mailto:ecallander@flagstaffaz.gov) 928-699-6869
  - d. Mack Travis, Assistant Chief  
Clark County, NV Fire Department  
[mtravis@clarkcountynv.gov](mailto:mtravis@clarkcountynv.gov)  
Office 702-455-8257  
Cell 725-373-1098
  - e. Ms. Xuan Rodriguez, Senior Human Resources Analyst  
Clark County, NV Human Resources

[xuan.rodriguez@clarkcountynv.gov](mailto:xuan.rodriguez@clarkcountynv.gov) 702-455-3199

- f. Brandon Roark, Deputy Chief  
South Bend, IN Fire Department  
[broark@southbendin.gov](mailto:broark@southbendin.gov) 574-235-9310
- g. Kevin Ward, Fire Chief,  
Layton City, UT Fire Department  
[kward@laytoncity.org](mailto:kward@laytoncity.org) 801-940-6945
- h. Mark Manor, Deputy Chief  
Tempe, AZ Fire Rescue and Medical  
[mark\\_manor@tempe.gov](mailto:mark_manor@tempe.gov) 480-858-7209
- i. Chantal Botting, MEM, CFO, Deputy Fire Chief  
Fort Lauderdale, FL Fire Rescue  
[cbotting@fortlauderdale.gov](mailto:cbotting@fortlauderdale.gov)  
954-828-6864 (office) 954-547-3124 (cell)
- j. Ryan Cusack, Assistant Fire Chief  
Crown Point, IN Fire Rescue  
Office: (219) 662-3249 Mobile: (219) 333-0614

## **PSA TEAM RESUMES**

### **Resume For Wes Trayner**

#### *PROFESSIONAL EXPERIENCE*

City of Phoenix Fire Department

Battalion Chief BC3 Sept. 2015 to April 2016 (retired)

Division Chief, Training Academy, Driver Training, and Command Training Center July 2014 to Sept. 2015

Captain / Paramedic Fit Battalions 2, 5 and South Deputy April 2005 to July 2014

Captain / Paramedic Special Operations, Car 957, Hazmat Program Manager August 2003 to April 2005

Captain, Alarm Room, April 1997 to November 1997

Captain, December 1996

Recruit Training Officer, January 1994 to April 1994

Driver Training Officer, June 1993 to December 1993

Engineer, May 1985 to December 1996

Paramedic, April 1982 to April 2016

Firefighter, August 1979 to May 1985

#### *ACCREDITATION, TRAINING AND SPECIAL SKILLS*

City of Phoenix Fire Department

Fire Service Instructor I and II, August 1993

Incident Safety Officer Certification, July 2012

State of Arizona

Community College Instructor EMT and Fire Science, 1985 to 1998  
Instructor Arizona State Fire School, 1992 to present  
Certified EMT, August 1979  
Certified Paramedic, April 1982  
Hazmat Technician, September 1986  
Technical Rescue Technician, October 2003  
Arizona Fire District Association 2020 Statutory Compliance Training

*CLASSES TAUGHT*

Various EMT and paramedic level classes for the Phoenix Fire Department  
Various hazardous materials classes for the Phoenix Fire Department  
Various firefighting classes taught for the Phoenix Fire Department  
EMT (Mesa Community College)  
EMT refresher (Mesa Community College)  
Hydraulics (Mesa Community College & Central Arizona College)  
Apparatus (Mesa Community College & central Arizona college)  
Intro to Fire Protection (Mesa Community College)  
Intro to Fire Suppression (Mesa Community College & Central Arizona College)  
Firefighter I and II (Mesa Community College)  
Firefighter Safety and Building Construction (Central Arizona College)  
Tactics and Strategy (Central Arizona College)  
Command Strategies for Major Incidents (Central Arizona College)  
Various engineering classes for fire departments throughout the state and the country

*TEST WRITING, PHOENIX FIRE DEPT. & SPITFIRE FIRE TRAINING and TESTING, LLC*

Recruit exams – written exams and oral interviews  
Engineer’s exams – written and practical exams  
Captain’s exams – written exams, tactical evaluations, role-play exercises, and oral interviews  
Chief’s exams – written exams, tactical evaluations, role-play exercises, and oral interviews

**Resume For Brendon Trayner**

*PROFESSIONAL EXPERIENCE*

Southwest Ambulance/PMT  
Emergency Medical Technician  
Field Training Officer  
New employee orientation instructor  
Phoenix Fire Department  
911 call taker  
Channel 1 radio operator  
Tactical radio operator  
Gilbert Fire and Rescue  
Captain  
Hazardous materials technician  
Paramedic and Paramedic student preceptor  
Cadet program manager

Community outreach program manager  
Toxicology paramedic  
Recruit training officer  
Health and fitness instructor  
Regional hazmat Instructor  
International Association of Firefighters  
Executive board member overseeing,  
Civilian ambulance hiring  
Firefighter hiring  
Engineer testing  
Captains testing  
BSO/FIT testing  
Spitfire Fire Training and Testing, LLC  
Assisting in the production of Engineer, Captain, and Battalion Chief promotional exams across Arizona as well as being an evaluator for practical and tactical processes.  
Fire Interview, LLC  
Author Fire Interview “The Storyteller Method”, amazon best seller, selling in 4 countries.  
Instructor for fire service interviews  
Podcast host  
Public Safety Answers, LLC  
Owner and consultant

#### *EDUCATION*

Emergency Medical Technician - MCC  
Paramedic - Phoenix College  
Advanced Toxicology - UofA  
Building construction - MCC  
Tactics and strategies - MCC  
Supervisory of firefighters - MCC  
Firefighter 1 and 2 - MCC  
Driver operator – MCC

### **Resume For Chris Kime**

#### *PROFESSIONAL EXPERIENCE*

Public Safety Answers, LLC/ eHire Solutions LLC

General Manager, Fort Worth, TX      03/2016 - Present

Human Capital acquisition, development, and management platform and consulting firm

- Conceptualized, developed, and released innovative virtual hiring platform
- Leveraged existing technology with segment specific enhancements to provide robust hiring platform for Public Safety clients
- Translated voice of customer feedback into iterations of platform along with full automation via API integrations

- Cultivated new client engagements focused on Public Safety, Distribution, Healthcare, and Automotive sectors

-

TTI, Inc., a Berkshire Hathaway Company

Vice President, Sales Excellence, Fort Worth, Texas 03/2014 – 03/2020

Cross Functional Sales Enablement Executive

- Devised, delivered, executed Sales Enablement vision including sales process, systems, tools, and training.
- Price Analytics and Optimization multi department lead improving margins by 270 basis points
- CRM Program executive sponsor driving vision, ideation, development, and execution
- Appraised existing sales territory metrics and coverage to define proper allocation of America's branch and corporate resources.
- Led API strategy and development for customer engagements
- Existing customer ecommerce lead growing revenue 100% in 3 years
- Evaluated sales leaders, identified gaps, and implemented 3<sup>rd</sup> party and internal leadership development programs (Value Based Selling, Franklin Covey, Challenger)
- Investigated and measured key metrics including sales goals, customer churn, sales coverage, CRM utilization, customer engagement to assure company objectives realized or address obstacles.
- Total Quality Management Forum member evaluating global quality metrics and continuous improvement efforts

Vice President, Sales Development, Fort Worth, Texas

07/2011 – 03/2014

Provided leadership for High Performance teams: Business Operations, Training and Development, Business Development, Military Sales, Volume Customer Sales, Government Sales, Internet Sales, Distribution Sales.

- Achieved over \$120M revenue from selling organizations with 13% annual growth
- Team of 4 Directors and over 80 Employees
- Sales training & systems/process enhancements delivered .5% GP improvement
- Spearheaded college hiring program

General Manager, TX/OK/AR/LA, Irving, Texas 09/2009 – 07/2011

Assumed leadership of underperforming divisions with challenges to reputation with supply base and customers. Addressed internal and external obstacles and transformed division to high performance team exceeding revenue and profitability goals.

- Restored reputation of two divisions growing sales 34% in two years
- Improved profitability and delivered over 12% NIBT
- Coached and mentored team of Inside Sales, Field Sales, Product Managers, Inside Sales Manager, Field Sales Manager, Customer service, and Administration, improving performance of 16 of 19 salespeople.
- Earned top performing branch exceeding forecasts each year

Director, Sales Training, Fort Worth, Texas 07/2007 – 09/2009

Brought focus to necessity of sales and sales leadership training, garnering executive support to increase sales training expenditures.

- Utilized strong Sales, Sales Management, and General Management experience to evaluate skill gaps and devise training
- Established role specific training plans and delivered highly effective programs
- Energized Value Selling Program driving value vs. price selling methodology to improve revenue and profitability

General Manager, AL/MS/GA/TN, Huntsville, Alabama                      08/2004 – 07/2007

Inherited division with recent turnover, inexperienced team, and low performance. Branch revenue concentrated in top 5 customers, largest contributing over 25% of total sales.

- Evaluated talent, identified skill gaps, and applied focused development plan to deliver budget expectations.
- Coached team to position company as preferred by bringing value to customers and suppliers

Field Sales Manager, Central/South Texas, Austin, Texas                      07/1997 – 08/2004

- Guided remote Field Sales team in Central and South Texas, developing skills to provide unparalleled service to customers
- Consistently recognized as top design team by suppliers in market
- Grew revenues from \$7.6M to \$23.3M with highest NIBT in company, exceeding 14%.

*EDUCATION* - The University of Texas, at Austin. Bachelor Business Administration

## **Resume For Wade McNiel**

Managing Partner-Public Safety Answers LLC – Phoenix AZ | 2020 - Current

Cofounder-eHire Solutions LLC – Fort Worth TX | 2016 –

Current Vice President-Sales Development | TTI, Inc., a Berkshire Hathaway Company - Fort Worth, TX | 2014 – Current

- Led efforts in business development through acquiring new customers and nurturing/developing underpenetrated customers in North America.
- Led the Business Development Group (BDG) through a major change management process where we revised our charter to ensure the company's expectations in customer expansion were met, leading to an increase from 200 new customers per year to 1000+ in 2021.
- Identified emerging industries/applications such as space exploration delivering two significant relationships with industry pioneers that generate \$60M+/annum.
- Identified formalized lead sources including manufacturer referrals, web traffic analytics, and other third-party providers.

- Created and implemented a closed-loop lead process capturing high-potential prospects while providing visibility and awareness for regional stakeholders.
- Selected as an executive sponsor chartered to review all current rewards and recognition programs across the entire company and make recommendations to enhance employee satisfaction, engagement, and retention. Director-Business Development | TTI, Inc., a Berkshire Hathaway Company - Fort Worth, TX | 2007 – 2014
- Responsible for strategy formulation and implementation of a new venture, Business Development Group (BDG), committed to business development activities for underpenetrated customers across North America.
- Organically increased revenue by 20% CAGR since BDG's inception generating \$100M/annum.
- Recognized by the company for identifying, hiring, developing, and mentoring talented individuals who are later promoted to other leadership positions.
- Developed and implemented a centralized inside sales model offering a lower cost structure compared to a traditional brick-and-mortar strategy.
- Completed a comprehensive review of compensation plans taking inputs from stakeholders and colleagues alike to better align financial incentives with organizational goals. Director of Training and Development | TTI, Inc., - Fort Worth, TX | 2003 – 2007
- Responsible for creating and delivering training content in subjects such as Leadership, Coaching/Mentoring, Salesmanship, Sales Management, Pricing Strategies, Performance Management, B2B negotiations, and Succession Planning. 20
- Responsible for strategy formulation and implementation of the Sales and Marketing program, recognized as the industry benchmark in onboarding recent college graduates facilitated at Corporate.
- Responsible for creating a regional recruiting strategy identifying ranked institutions of higher learning that exhibited cultural similarities and whose student population reflected the values of knowledge, hard work, dedication, and integrity.
- Responsible for planning and implementing our regional recruiting strategy by visiting college campuses and seeking opportunities to promote both the electronics industry as well as TTI as the industry leader for the products we distribute to both faculty and students alike.
- Responsible for planning and implementing Value Based Selling (VBS) program for 200+ Field Sales Representatives defining how to create value for customers given the industry's changing landscape. EARLIER WORK EXPERIENCE European Strategic Account Manager | TTI, Inc., - High Wycombe, United Kingdom | 2001 – 2003
- Responsible for negotiating a Pan-European corporate contract with a €12.5B French telecommunication provider to entirely manage their supply chain for passive electronic components.

- Leveraged corporate relationships to ensure successful adoption and implementation across EMEA business units.
- Responsible for introducing corporate contracts to each European business unit and their manufacturing partners while addressing site-specific challenges.
- Led and organized implementation internally with TTI branches responsible for managing day-to-day activities.
- Conducted quarterly business reviews to assess performance and effectiveness of the supply chain. Inside Sales Representative | TTI, Inc., - Houston, Texas | 1996 – 2000

Education and Training Bachelor of Business Administration, Marketing - Texas A&M University - College Station, TX

## **TAB 5 – PROJECT APPROACH AND METHODOLOGY**

### Development and Administration of Entry Level Firefighter Examination

Onboarding - As the first step, the County/Department will work with PSA's Customer Success Team, to sign up for firefighter testing through PSA. Once the Department is ready to move forward with the testing process, the Department will provide PSA with the required setup items. This consists of the dates and times to open and close applications and testing, a job description, the minimum and preferred qualifications, and questions for the video interview with maximum allowable time to answer each.

PSA will contact the department representative to review the process, time frames, and optional services as well as provide a Zoom-based tutorial of the Platform for the users. PSA will provide additional tutorials as needed for any new employees or as needed refresher. PSA is also available for any questions regarding the platform should they arise.

Building the Job Posting - The Department will also need to provide a high-resolution logo and action-based photos to be used in building the Department's landing page. The landing page is where the candidates will go to apply and test for the position. Throughout this step of the process, PSA will ensure the County's minimum and preferred qualifications, and our testing process are clearly communicated to candidates as specified by the Department. During the build phase, the posting will be visible on the PSA website, but not accessible by a candidate. Candidates will not be able to access the job posting until it goes live. When the posting is completed, PSA will email a link to the Department for final review, revisions, and approval.

Landing Page - The landing page will be [publicsafetyanswers.com/Henrico](https://publicsafetyanswers.com/Henrico). This is a custom web page built by PSA for applicants to access the necessary steps of the hiring process. Should the Department / County choose to collect applications in addition to the PSA process a direct link to Henrico County application will be provided on the custom landing page, a link to complete their online testing and video interview recording will also be provided. This custom landing page makes the testing process much easier for the candidates as well as condensing the overall timeline of the recruitment process, making it more efficient. An example of a landing page can be found at [publicsafetyanswers.com/fortlauderdale](https://publicsafetyanswers.com/fortlauderdale) (links may no longer be active after the posting has closed).

Opening the Posting & Recruitment Services - Once County approval is received; PSA will activate the job posting on the PSA website and go live with the landing page on the specified opening date. PSA will also produce a video to advertise the job opening on social media. This video will be reviewed by the County for approval. PSA works with clients to develop effective job postings that accurately reflect the position and can link directly to the County's website. Our online presence and nationwide reach are 7 times the following of our competitors to ensure job postings reach more candidates, helping to cast a wider net for an organization's candidate pool, which increases diversity, equity, and inclusion as well as the number and quality of candidates. The County should continue to recruit using its past methods and partnerships, while PSA helps to add a layer of recruitment focus and support. This ongoing national recruitment strategy has been well received by candidates.

PSA utilizes @Fire\_Interview for social media advertising. Fire interview has thousands of followers across multiple platforms seeking firefighter employment across the country. PSA will produce an advertisement reel for the Henrico Fire and work closely with your own social media team to produce the most effective recruitment strategy possible.

Overall PSA's process is very streamlined and efficient. We estimate only needing a few short phone calls and 1-2 Zoom meetings to develop and complete the entire testing process. Everything can be done virtually and there is no need for in-person visits or the use of the County's facilities. We can handle thousands of applicants including administration of their written assessments and video responses to the Department's questions. We also screen candidates for minimum qualifications and will collect the candidate's name, address, phone number, and email. The candidates can also upload their resume and any required certificates as an option for the County. All this information will be available to the County from the dashboard.

Written Firefighter Exam Overview - PSA will utilize its validated exam for the County of Henrico project. The exam measures two areas. The first is the candidate's cognitive ability. The second is the candidate's behavioral fit for the job of a firefighter or any other position as needed. This written assessment was developed by industrial psychologists to accurately predict the likelihood of success in the position based on the candidate's cognitive abilities and behavioral fit for the job. Industrial psychologists have set parameters for the personality fit section. These parameters are based upon the Department of Labor and Occupational Information Network (O NET) for the position of firefighter or other roles. The written assessment is set to approximately a high school level. The PSA cognitive portion of the written assessment consists of basic mathematics, reading comprehension, logic, and problem solving.

## REDACTED INFORMATION

The behavioral fit was developed by industrial psychologists to look at areas of the candidate's personality that demonstrate a high likelihood of success as a firefighter or other role. The areas measured are:

1. Relational skills and relating to others.
2. Ethics
3. Integrity
4. Conscientiousness
5. Self-motivation
6. The ability to work as part of a team and be sensitive to the cultural differences within the team and the community.
7. The ability to handle stressful situations.
8. The ability to make good judgments.
9. The ability to adapt to an ever-changing and inconsistent workday.
10. The ability to display professionalism.

On PSA's platform, candidates are only permitted to take the exam once every six (6) months. They cannot pay to retake the exam within six (6) months to increase their score as this promotes socio-economic disparity and is not recommended. PSA believes all candidates should be tested consistently and not provide an advantage in exchange for the ability to pay additional fees.

The exam makes it very convenient for the candidate as they only need an internet connection and a device with a camera to test. The candidate can take the written and the interview process 24 hours a day 7 days a week during the open testing period. Making testing more convenient and streamlined increases the number of applicants who complete the testing process.

This exam is designed so that neither prior experience nor education in firefighting, or other roles, is necessary to do well on the test. It is designed to be the initial screening tool to identify applicants who have the key attributes important for these critical occupations. Optimally used, the PSA exam is intended as a first screen to determine which applicants should move forward to the more involved, time-consuming, and often costly steps in the selection process.

Online Firefighter Interviews Overview - Once the candidate has completed the online written portion of the assessment, they will be instructed to take a one-way online video interview. The candidate does not have to do the written and the interview all at one time. They can do the written portion and then, when convenient for them, record the interview.

The interview is completely customizable by your County. The County of Henrico and/or the Fire Department will be asked to provide interview questions to PSA and define how long the candidate should be given to answer each question. PSA can, upon request, provide sample video questions in advance. Questions defined by the County cannot be changed once the application process has been opened. ALL candidates will complete a video-based interview, no candidates will be excluded based on their written assessment scores. Although the Department does not have to view and score all the videos, the County will have access to all the videos. This allows the County to conduct 5-7 times the number of first-round interviews that would normally be conducted in an in-person setting. Your organization can set a pass/fail cutoff for the written exam.

Once completed, the interview is the last portion of the initial assessment. PSA's platform has a panel builder feature. The County can use the panel builder to create the desired number of panels and the system will randomize and equally assign the candidates between the panels. Evaluators are defined and assigned to a panel by the County.

Scoring the interview can be done by panel members who sit together and decide on a score for the question OR separately and the platform will combine their scores and calculate an average score. The platform also allows the panel members to input notes for each question answered by the candidate to justify their score. Panel members can also watch, grade, and enter notes individually if the Department chooses. All the scores and notes from each panel member are saved in the PSA Platform and can also be exported as a .csv file eliminating the need for paper packets.

The County will determine who will have access to the test results.-From the dashboard screen, the County has access to individual candidate information, including assessment scores, contact information, interview scoring and notes, and candidate-provided documents. Your organization may choose to save this data for longer than two years by simply exporting the data.

PSA also offers the option to input in-person interview scores and notes to keep all hiring process information in the PSA Platform.

THE “DASHBOARD”: PSA provides a dashboard where all the assessment results are available to your County/Department hiring team. All candidate information is accessed via the dashboard.

On the dashboard, each candidate’s written assessment score will be displayed in order of completion and can be sorted by best-fit score. Those whose scores of 85% or better will be highlighted in green, 70-84% are highlighted in yellow, and scores below 70% are highlighted in red. With one mouse click, the platform will sort them in order from highest score to lowest. Candidates can also be sorted by application date, alphabetically, or by interview score. The dashboard allows the County of Henrico to view their candidates’ resumes, contact information, test scores, video interview ratings, and even in-person interview scores. By having all this information with one company, on one dashboard, there is no need for the county to manually create Excel spreadsheets or try to compare information between multiple companies to compile an eligibility list.



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Qualifications Filter – PSA has a Qualifications Tab. This tab will contain the County prescribed minimum qualifications. All candidates will be required to mark yes to each minimum qualification, failure to do so will show they do not meet minimums. This tab can also have other non-required qualifications listed that the County may wish to be aware of such as the candidate being a paramedic, hazmat technician, etc. These questions can be asked of the candidates although answering no will not disqualify them from the testing. The qualifications questions are filterable. So, if the department is specifically looking to hire paramedics, they can simply filter by paramedic only. This can save time in that the hiring team would not have to search through each candidate’s resume or application to locate candidates who meet specific criteria.

## REDACTED INFORMATION

Job FIT Reports - The county can access full Job FIT reports for each candidate. From the dashboard, you can simply click on a candidate to learn more about why they scored what they scored. Within the Job FIT report, you will be able to see a breakdown of their cognitive ability, as well as their behavioral characteristics related to the position of firefighter (or any other position). The system will identify any areas outside the optimum for each behavioral attribute. There will also be details describing any variance from the optimum. The report will provide suggested behavioral based interview questions that can be used for an in-person interview. Examples on following page.

Behavioral Attributes Measured Report Summary



Behavioral Attribute Detail Report



Advantages for the County:

1. Everything is in one place on the dashboard. - - - - No more test booklets, scantrons, interview packets, or proctors. No more time spent bringing everything together into one spreadsheet.
2. Efficiency. Cost-effectiveness. More valuable information on the candidates than ever before.
3. More candidates. Increased diversity, equity, and inclusion.

Advantages for the candidates:

1. Only one website to complete everything. - - - - No more waiting for the next email to introduce every step.
2. Convenience of testing when and where it fits the candidate's schedule. Clear and complete instructions throughout each step. Not having to spend time and money traveling to each portion of the testing process.
3. Information to help them perform better on the interview portions of the assessment.

## **PROMOTIONAL EXAMS PROGRAM DESCRIPTION AND METHOD OF APPROACH**

Promotional exams provided by PSA will be custom built to reflect the County's specified bibliography. These bibliographies can include specified department policies and procedures as well as Textbooks, in their entirety or selected sections or chapters. The County has the freedom to include anything that is pertinent to the position being evaluated.

The County or Department will also specify how many questions will be taken from each piece of the bibliography. PSA will produce questions in the amount of 1.25 times the required number from each piece of the bibliography. This will produce approximately 125 -130 questions for the Department's review. The Department will select 100 questions that will comprise the final version of the exam.

This exam is a custom exam for the Department's needs. PSA will use, in conjunction with the Department, a validation method known as "Content Validation".

## **CONTENT VALIDITY PROCESS for FIRE SERVICE PROMOTIONAL EXAMS**

### **Customized Written Promotional Exam Validation**

This document shall make the argument for validating fire service promotional exams by means of an alternate process.

The process has eight components, and it is recommended that fire departments and human resource departments use all eight. The greater the number of steps used, the greater the validity and the lower the risk to the organization.

#### **Step 1) Job Analysis or Job Description**

The department must develop a detailed job description or analysis for the position.

#### **Step 2) Determine the Bibliography**

The department should then develop a detailed bibliography for the exam.

#### **Step 3) Perform a Task-Source Linkage.**

The SMEs should also define how many items on the exam should come from each piece of the bibliography.

#### **Step 4) Publish the Bibliography**

The bibliography should be published by the organization and made readily accessible to prospective candidates.

### **Step 5) Exam Development**

The exam writer or writers should be SMEs. Using SMEs will produce a much better initial exam requiring fewer revisions. Using the bibliography, the exam writer or writers will produce the appropriate number of items from each component of the bibliography. Exam items should be 100% multiple-choice.

### **Step 6) Exam Review**

Your organization will be given a copy of the exam to review prior to administering the exam to the candidates. During the review period your organization will work closely with our SME test writers to make any necessary changes to the final exam.

### **Step 7) Exam Administration**

Candidates will complete the exam in person on site. The exam will be proctored by your organization. Login instructions and a link for the exam will be provided by PSA for candidates to complete online testing should you choose to administer the exam online.

### **Step 8) Exam Grading and Review**

PSA will provide the results of the promotional exam within the defined 5-day window outlined in this RFP. However, if you are utilizing the online platform for the exam results should generate for the administrators in real time. PSA subject matter experts will be available to work with your promotional team to address any questions (items) that are appealed by a candidate if necessary.

PSA recommends a 90-day lead time to develop the exam depending on the volume of study material provided.

#### Written Promotional Exam Examples

- 1) \_\_\_\_\_ refers to the number of subordinates and/or functions that one individual can effectively supervise. There is no absolute rule for determining how many subordinates or functions one person can supervise effectively. The number varies with the situation but is usually considered to be somewhere between three and seven.
  - A) Span of control
  - B) Division of labor
  - C) Sectorization
  - D) Unity of command

- 2) \_\_\_\_\_ consists of dividing large jobs into smaller tasks to be assigned to specific individuals.
- A) Span of control
  - B) Division of labor
  - C) Sectorization
  - D) Grouping
- 3) It is the responsibility of Command to develop an organizational structure, using standard operating procedures, to effectively manage the incident scene. The development of the organizational structure should begin with deployment of the first arriving fire department unit and continue through a number of phases, depending on the size and complexity of the incident. The Command organization must develop at a pace which \_\_\_\_\_ the tactical deployment of personnel and resources.
- A) falls behind
  - B) reacts to
  - C) stays ahead of
  - D) balances
- 4) The \_\_\_\_\_ level involves the activities necessary for overall operational control and the completion of the tactical objectives, regardless of the size or complexity of the incident.
- A) tactical
  - B) task
  - C) section
  - D) strategic
- 5) \_\_\_\_\_ officers are responsible for the tactical deployment of assigned resources, evaluation, and communication with the IC. They are assigned by the IC and supervise directly at the site of the assigned activity in order to meet the operational objectives given to them by the IC.
- A) Branch
  - B) Sector
  - C) Company
  - D) Senior

**TAB 6 – TECHNICAL**

Written Information Security Program



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REDACTED INFORMATION

REDACTED INFORMATION

# REDACTED INFORMATION

PSA has no testing facilities. Recruit testing is 100% on-line and virtual. Promotional exams will be administered in-house by the County/Department using the PSA platform to access the exam.

Test administration – Recruit testing is administered on-line.

1. Candidates apply on the PSA/Henrico landing page under step one tab with a link to Henrico applications.
2. Candidates test under step two taking them to PSA’s validated written exam that is comprised of both cognitive and personality fit components.
3. Candidates are then directed to record video responses to Henrico’s custom interview questions.

Recruit test monitoring is done in several ways through the platform.

1. When logging in, the candidate must allow PSA access to their camera and microphone.
2. When starting the written exam, a thumbnail of the candidate live will pop up in the corner of their screen with the word “recording” flashing at the bottom of the thumbnail.
3. Several snapshot photos of the candidate will be taken during the test to allow for verification of the candidate’s identity.
4. The platform keeps track of how much time it takes the candidate to complete the written exam. The platform then compares the time to other candidates and will flag the candidate if they took significantly more or less time to complete the exam.
5. The platform recognizes when, during the personality fit portion, the candidate is attempting to manipulate the exam to fit what they believe the position needs for answers and will flag the candidate for that as well.

6. PSA also does an analysis of test score data for individual organizations as well as nationwide to ensure the integrity of the test and need for revisions.
7. The entirety of the interview response is recorded.
8. PSA reviews a wide range of data to determine any possible nefarious actions by candidates and will work closely with your organization in the rare event that cheating may have occurred to determine the best course of action for that individual.

## **TAB 7 – PRICING / COST PROPOSAL**

Public Safety Answers has three pricing models for recruit firefighter testing.

Option One (1) – The County has the candidates pay for testing at \$50.00 Per candidate. With this option the County would pay nothing to Public Safety Answers. We recommend when choosing this option, the County set up a fund to pay for those candidates who request assistance due to economic hardships. Those candidates who test when receiving this economic hardship status would be given a link to test without charge. PSA would then invoice the County \$45.00 per economic hardship candidate.

Option Two (2) – The County pays for every candidate who tests. PSA would invoice the County \$45.00 per candidate for each one who starts the written exam.

Option Three (3) – A customized pricing option for a specific special hiring process negotiated as needed between The County and PSA.

The execution of option one or two is at the discretion of the County and may be changed back and forth with each testing cycle.

Public Safety Answers pricing for promotional exams is a flat fee of \$7500.00 irrespective of the number of candidates taking each promotional exam.

All the features outlined in this RFP including the video interviews and social media advertising are included in this pricing. There are no annual contract fees, hidden fees, or additional fees for these services.

If your organization were to elect to pay for all the candidates, the candidates would not pay anything to participate in the process. For 400 candidates, as requested in this RFP, the total invoice would be \$18,000 or \$45.00 per candidate. Each additional candidate would be another \$45.00. The county can cap the number of applicants they would like to accept per recruitment event.

There are NO contract fees, NO annual administrative fees, NO membership fees, or any other hidden costs.

## **TAB 8 EXCEPTIONS**

PSA claims no exceptions.

## **TAB 9 – ASSUMPTIONS**

PSA has made no assumptions and believes we understand everything contained in the RFP.

**TAB 10 – APPENDICES**

**Appendix 1 – Meta-Data Study**



# TALENTSORTER® TECHNICAL MANUAL

JANUARY 2023



## INTRODUCTION

The TalentSorter Assessment System (TalentSorter®) is essentially a bank of hundreds of psychometric behavioral and cognitive items intended to measure an individual's characteristics for the purpose of determining the applicants who are best suited (fit) for employment in a specific position. Assessments administered for particular jobs are customized based upon extensive locally validated job analysis procedures and analysis of traits of existing employees who have been successful in the position. The items used are grouped into 25 personality constructs, or scales, and 1 cognitive reasoning scale. The specific scales measured are selected based on the results of the job analyses. This unique scale selection process improves the efficiency and relevance of each assessment and reduces administration time when compared to assessment systems which subject candidates to examination of all scales regardless of the correlation of the scales to the job in question.

TalentSorter includes a Critical Thinking and Reasoning section which also may or may not be administered depending upon the findings of the job analysis procedures. The items used to measure cognitive reasoning are based upon extensive research into the types of cognitive tasks individuals should be able to successfully complete at various levels of ability (Aldous, 2001). While cognitive ability has been shown to be a good predictor of success in a job, there are certain positions for which ability level may be gleaned from other sources such as education level or other extant test scores. The cognitive reasoning portion of the assessment is provided as an option, but may not be administered to all job candidates, especially if those candidates have other proof of cognitive ability level.

## TALENTSORTER SCALES

The Scales that TalentSorter measures were selected based upon a meta-analysis of the literature related to individual behavioral traits most commonly investigated by employers during the hiring process. Each scale is assessed as it relates to the particular job for which an individual is applying. Therefore, depending on the benchmark (or Ideal Candidate Profile) created to describe a successful employee in that job, desirable scores may fall anywhere within the range from low to high. Simply put, attaining high scores on all scales is not always the desired outcome. Note that only those scales deemed relevant to the job, based on the job benchmark, will be assessed.

<b>Scale</b>	<b>Definition</b>
Extraversion	Degree to which one requires social interaction and authority. High scoring individuals will be gregarious, outspoken, and assertive. Lower scorers may be timid and are more apt to work in the background and follow group consensus.
Agreeableness	Tendency to be friendly, approachable, and easy to get along with. High scoring individuals will usually be trusting of others and will follow rules so as not to cause conflict. Lower scorers are more reserved and aloof and may act against the group's wishes to accomplish a personal goal.
Conscientiousness	Tendency to strive for perfection, sometimes at all costs. High scoring individuals will generally act based on a comprehensive plan and will tend to analyze all relevant information before proceeding. Lower scorers are typically spontaneous and quick to act. While they will get things done, the results may not be as expected.
Stability	Degree to which one reacts positively to negative or stressful situations. High scoring individuals (low neuroticism) will usually maintain a positive outlook and will rely on logic and organization when dealing with stress. Lower scorers may seem overly emotional and will generally act on instinct in times of stress.
Openness	Willingness to try new ways of doing things. High scoring individuals will generally be adventurous, curious, and able to personally accept a high degree of risk. Lower scorers will usually prefer to maintain the status quo and will opt for tried and proven methods.
Intensity	Level of drive and/or restlessness one exhibits. High scorers will always be looking for new challenges, sometimes before completing previously initiated projects. Lower scorers tend to be more patient and methodical, preferring to finish one task before starting a new one.
Control	Tendency to take charge of people and situations. Leads more than follows. It is often associated with expressing confidence. High Control is often found with a focus on achievement and the need for being in control of situations. Lower scorers suggest a minimal need to control the actions of others. Such an individual may be perceived by coworkers as a compliant follower.
Compliance	The degree to which an individual is willing to follow policies, external controls and supervision, and to work within the rules. High Compliance is often associated with being comfortable with authority, conformity, and with being conventional. Lower scorers may reflect a working style that emphasizes individualized thinking and a willingness to question inefficient practices.
Decisiveness	Reflects how confident someone is for accepting the risk of making a decision in a timely fashion using what information is available at the time. A person with a high Decisiveness score will make decisions with the information currently available so processes do not become too mired in deliberation. This also reflects their willingness to risk failure or misjudgment for the sake of timeliness. A person with a low Decisiveness score requires as much information as possible before making a decision.
Optimism	Tendency to have a positive attitude regarding people and outcomes. A positive and accepting outlook regarding people and outcomes is common among those with high Optimism scores. Lower scorers are willing to question the intentions of others and the feasibility of outcomes.

Sociability	Tendency to be outgoing and people-oriented. High scoring individuals maintain interpersonal contacts and seek out group activities. Low scoring individuals are less likely to seek out such experiences and are more comfortable working on their own.
Acumen	Tendency to use logic and objective information in decision-making process. High scoring individuals generally act on the basis of proven facts and analysis. Lower scorers rely more heavily on intuition and feeling when making decisions or taking action.
Cooperativeness	Tendency to be friendly, agreeable, and to be a team person. High scores in Cooperativeness display a willingness to consider the needs and ideas of others. The low Cooperativeness scoring individual is willing to express disagreement and defend priorities without compromise when necessary.
Autonomy	Tendency to be self-reliant, self-directed, and to take independent action, making own decisions. High scores in Autonomy define the manner in which an individual prefers to be directed by others and one's orientation for accomplishing tasks with minimal supervision. Someone with low Autonomy prefers to turn to others to guide their actions and set their goals.
Tact	Tendency to consider the feelings of others when communicating. High scoring individuals will be more measured in their communication and may tend to withhold information if they believe it will cause conflict. Lower scorers are generally franker and more direct in their communication, being more interested in full disclosure.
Influence	Tendency to focus activities on persuading others to follow or work with them in attaining objectives. High scoring individuals will generally be friendly, outgoing, and will maintain a wide network of contacts. Lower scorers are more cautious when seeking assistance or support from others and tend to be more reserved and less sociable.
Assurance	Tendency to rely on and be confident in the integrity and ability of others. High scoring individuals generally believe in the inherent good intentions of others and are not likely to be suspicious. Lower scorers will evaluate others' actions over time and make judgments about their trustworthiness only after careful consideration.
Compassion	Willingness and ability to identify with, or vicariously experience, the feelings and emotions of others. High scoring individuals tend to be sensitive to how their own actions impact others. Lower scorers usually have little or no regard for the experiences of others and may lack the background to understand others' personal situations.
Work Ethic	Willingness to work for the intrinsic benefit of work and its ability to enhance character. High scoring individuals tend to be reliable, have initiative, and pursue new skills. Lower scorers may be regarded as failing to provide fair value for the wage the employer is paying them and will usually display irresponsible workplace habits.
Integrity	Tendency to behave in an uncompromising and consistently honest, moral, and ethical manner. High scoring individuals tend to be trustworthy and consistently accurate in their actions. Lower scorers may show tendencies for being inaccurate in their representations and could have a more accepting attitude toward theft and other dishonest behaviors.
Teamwork	Willingness to work as a group member toward the attainment of a common objective. A high scorer will typically be sensitive to the needs of the group above their own and will place an emphasis on equal participation toward reaching the stated goal. Those with low scores are more likely to follow group wishes, if and only if, the team's objectives match their own.

Happiness	Tendency to maintain a mental or emotional state of wellbeing characterized by positive or pleasant emotions ranging from contentment to intense joy. High scoring individuals are usually easy to get along with and work in close harmony with their environments. Lower scorers have a propensity for complaining and may seem difficult to please.
Creativity	Degree to which an individual uses imagination and intellect to produce novel and original products, ideas, or task solutions. Higher scorers are those individuals who often arrive at seemingly strange solutions to problems which ultimately succeed in solving the problem. Low scoring individuals tend to follow established routes toward problem solution regardless of their success.
Ambition	Willingness to do whatever it takes to attain a personal goal, often even at the expense of others. High scoring individuals will typically be those who are not content to stay in one job very long if there is a higher level to be achieved. Lower scorers are usually satisfied with staying where they are as long as the position or environment is meeting their needs.
Adventurousness	Tendency to have a need for exciting or unusual experiences which may be bold and risky undertakings with uncertain outcomes. Higher scorers will aggressively seek out risky tasks and projects which allow them to do something different and uncertain. Low scoring individuals will consistently gravitate toward those activities which have a proven record and very little risk.
Critical Thinking and Reasoning	Determines the individual's ability to process various forms of data and information, both verbal and numeric.

### Social Desirability

TalentSorter includes a scale and process for helping determine the viability of assessment results as a valid means of informing the applicant selection and placement function. The Social Desirability scale measures the forthrightness of the respondent and the statistical consistency of responses on the assessment. When respondents intentionally try to misrepresent themselves, have difficulty reading, or simply select item responses randomly the resulting inconsistency of responses can lead to a warning in the report to employers stating that the assessment results may not be representative of the individual and should be used with caution. This scale does not determine whether or not a person is lying, but rather refers to the validity of responses and the confidence which may be placed on results based upon the individual's response patterns. This scale cannot be used as a basis for benchmarking or selection.

### **Benchmarking**

The key to the effectiveness of any assessment system used for selection and placement is local validation. That is, the assessment and resulting information must be relevant to the specific job for which the system is being used. To accomplish this, the TalentSorter uses a comprehensive Position Analysis Survey (PAS) along with concurrent study capabilities to identify the behavioral and cognitive factors which most greatly influence the potential success of a candidate in a specific job. The PAS process is unique for TalentSorter in that it is patented technology that not only identifies relevant scales for benchmarking, but also identifies the scales which should be included in the assessment for a particular job. While other assessment systems require candidates to respond to all questions in all scales regardless of their relevance to the job in question, TalentSorter only requires candidates to respond to items in those scales which have proven to be associated with success on the job based on the results of the position analysis functions. The PAS also establishes a range of scores within those scales which have shown to be correlated with success on the job. This may be accomplished by having a person familiar with the demands of the job complete the PAS, which contains a proprietary algorithm for determining score ranges, or by assessing incumbents in the job and determining the range of scores most often reported for those who are or have been successful in the position. The score ranges for the scales assessed become the benchmark against which all future candidates will be compared to help determine their potential for successful performance in the job.

### **Administration and Scoring**

The TalentSorter is an internet-based assessment which, as explained earlier, is customized for each job within a given organization. There is no time limit for the assessment, however most people should be able to complete it within 30-35 minutes. Personality items offer brief descriptions of behavioral tendencies and attributes which are responded to on a 5-point Likert-type scale asking respondents to identify the degree to which they believe they display the behavior or attribute. Cognitive Reasoning items are formatted with multiple-choice responses.

Each domain or scale in the assessment is scored separately on a percentile scale which has been normed on the working population of North America. Percentile scores are then compared to score ranges identified in the benchmarking process and a Gap is reported if a candidate's scores fall outside that range. The larger the gap, the further away from the desired score range the

candidate is on a particular scale. A proprietary algorithm is used to calculate a Fit Score® which provides an overall look at how closely a candidate matches the overall benchmark.

**TALENTSORTER PSYCHOMETRICS**

**Norming Sample**

The initial norming sample (2016) for the TalentSorter was comprised of 14,693 individuals. Table 1 shows the demographics of this sample, reflecting their gender, ethnicity, and age groups. Table 2 provides the TalentSorter raw score descriptive statistics for this sample. Tables 3.1 and 3.2 provide the latest descriptive statistics for the TalentSorter, gathered between 2020-2022 from various samples of working individuals who have completed TalentSorter in actual selection processes.

<b>Table 1: TalentSorter Norming Sample Demographics</b>			
(2016 Sample)		N	%
Gender	Male	2526	17.19
	Female	4813	32.75
	No Response	7283	49.56
Race	Asian / Pacific Islander	878	5.97
	Hispanic	210	1.43
	African American	436	2.97
	White / Caucasian	5143	35.00
	Other	682	4.64
	No Response	7344	49.98
Age	16 to 25	2565	17.46
	26 to 35	2099	14.29
	36 to 45	1338	9.11
	46 to 55	1064	7.24
	56 to 65	373	2.54
	Over 65	26	0.18
	No Response	7228	49.19

<b>Table 2: TalentSorter Raw Score Descriptive Statistics</b>				
(2016 Sample)	N	Mean*	Std. Error	SD
Extraversion	14614	38.02	.04	5.20
Agreeableness	14610	41.63	.04	4.32
Conscientiousness	14609	42.00	.04	5.12
Stability	14614	40.15	.05	5.56
Openness	14621	38.29	.04	4.87
Intensity	14615	36.54	.05	5.80
Control	14602	33.61	.03	3.77
Compliance	14602	34.24	.03	3.95
Decisiveness	14613	31.92	.03	3.68
Optimism	14603	24.11	.03	3.53
Sociability	14608	40.60	.04	4.44
Acumen	14607	33.05	.04	5.19
Cooperativeness	14601	40.13	.03	4.00
Autonomy	14611	35.72	.03	3.70
Tact	14616	30.68	.03	3.46
Influence	14596	38.56	.03	4.20
Assurance	14614	38.99	.04	4.29
Compassion	14607	37.10	.03	3.72
Work Ethic	14606	42.28	.04	4.34
Integrity	14611	42.54	.04	4.33
Teamwork	14599	43.26	.03	4.20
Happiness	14595	39.01	.03	3.58
Creativity	14607	39.80	.04	5.16
Ambition	14605	36.92	.04	4.39
Adventurousness	14606	41.83	.04	4.34
Cognitive	12103	11.50	.02	2.08

\*Raw Score Range: 10 to 50 except Cognitive (Range 0 to 15)

(Current Sample)	N	Mean	Std. Error	Std. Deviation
Extraversion	1509	37.43	.12	4.84
Agreeableness	1417	41.42	.12	4.41
Conscientiousness	1513	41.13	.12	4.57
Stability	1464	40.45	.14	5.32
Openness	1514	38.78	.12	4.63
Intensity*	5153	35.63	.06	4.31
Control	521	38.14	.21	4.68
Compliance*	5928	33.21	.06	4.69
Decisiveness	792	13.51	.11	3.11
Optimism	863	40.94	.15	4.53
Sociability	770	32.35	.17	4.78
Acumen	805	40.54	.14	4.04
Cooperativeness*	658	38.98	.18	4.67
Autonomy*	786	31.82	.16	4.60
Tact*	771	38.43	.17	4.64
Influence	879	39.33	.15	4.41
Assurance	842	37.45	.15	4.42
Compassion	763	41.99	.16	4.44
Work Ethic	1502	43.27	.11	4.08
Integrity	1471	43.86	.11	4.08
Teamwork	754	36.93	.13	3.50
Happiness	848	39.72	.17	5.05
Creativity	820	36.89	.15	4.23
Ambition	785	42.85	.16	4.39
Adventurousness	778	37.41	.16	4.48

\* Most of these scales were reviewed in 2020. The Autonomy scale was updated significantly in 2021. Intensity, Compliance, Cooperativeness & Tact were updated in 2022.

Table 3.1 provides the current means (raw score averages) for each scale. The standard deviations are also provided, which suggest how broadly each scale's raw scores distribute above and below their respective means, with thinly distributed scores (close to the mean) suggesting homogeneity, more conformity, within the sample and widely distributed scores (ranging further from the mean) suggesting heterogeneity, more diversity, within the sample. When it comes to interpreting such data, a mean from one scale is not typically compared to other scale means, as that does not add any relevant understanding of the scales, though a current mean may be compared to prior means of the same scale over time to learn about the ever-growing sample of test takers.

When we compare the prior (2016) to the current (2020-2022) means and standard deviations (see Tables 2 and 3.1) for each scale we see the scales are essentially unchanged in their means and standard deviations. Three notable exceptions include the lower mean for Decisiveness, the higher mean for Optimism, and the wider standard deviation for Happiness. Test takers seem to be scoring lower or higher on these scales than first observed, possibly due to increasing diversity within the full test taker sample. However, no changes have been implemented in the normed scoring for Decisiveness, Optimism or Happiness, while more data is being gathered to confirm whether these trends hold up over time.

## VALIDITY

Validity is the extent to which an assessment measures what it is designed to measure. The concept of validity refers to the appropriateness, or accuracy, of inferences or decisions made about individuals based on assessment results. It is important from both a business and legal perspective that organizations answer the question regarding the validity of the inference underlying the selection process. If the inference is not valid, organizations stand to waste their business investment on selection assessments and risk legal challenges to their hiring and placement decisions. That inference almost always involves measurements of performance which are measurable, objective, and relevant to success on the job. Assessment validation refers to the process of gathering evidence to support the inferences being made by an assessment.

### Construct Validity

Construct validity refers to the extent to which an assessment and its scales are a relevant measure of a particular construct or trait. Construct validity addresses the question, “How well does the assessment measure what it was designed to measure?” Although there are different methods for evaluating construct validity, two of the most informative methods include examining the correlation coefficients (1) among the scales within the new instrument, and (2) between the new instrument and other psychological measures which have been shown to measure the same or similar constructs in a valid fashion. The pattern of correlations should be consistent with expectations based on what these scales were intended to measure. Scales that measure related personality constructs should be highly correlated whereas scales that measure unrelated constructs should not correlate highly.

### **Interscale Correlations**

Prior to 2021, TalentSorter assessments were administered to over 1800 individuals in a wide range of occupations. Tables 4 and 5 show the interscale correlations while Table 6 shows the number of test takers in each correlation sample. Unlike most selection tests, TalentSorter has different sample sizes for each and every correlational pair of scales. This is because of TalentSorter's unique administration methods that tailor the test taking process to the candidate's job match situation, as described in the administration section above.

Correlations which are positively related exemplify characteristics which are typically seen together as normal personality traits in the population. As well, those traits with negative correlations provide further evidence of the separation and uniqueness of the scales being measured.

While this is a relatively high correlation rate for separately measured scales, it should be noted that in the TalentSorter scale selection process, it is unlikely that any individual job candidate will be administered all the scales at once, as described in the administration section above. As mentioned previously, 5 scales were rewritten in 2021-2022, so we see their pre-revision data in the following tables. The changes made to each scale did not alter what each scale measures but did help improve the quality of how we measure each construct.

Pearson Correlation	EXTR	AGRE	CONS	STAB	OPEN	INTE	CONT	COMP	DECI	OPTI	SOCI	ACUM
Extraversion	1.00	.565	.454	.497	.581	.450	.610	.107	-.385	.568	.622	.441
Agreeableness	.565	1.00	.495	.438	.584	.436	.450	.134	-.531	.578	.270	.583
Conscientiousness	.454	.495	1.00	.645	.528	.549	.437	.266	-.618	.667	.208	.518
Stability	.497	.438	.645	1.00	.544	.499	.441	.221	-.612	.709	.288	.498
Openness	.581	.584	.528	.544	1.00	.489	.619	-.055	-.538	.631	.271	.646
Intensity	.450	.436	.549	.499	.489	1.00	.491	.124	-.427	.506	.227	.452
Control	.610	.450	.437	.441	.619	.491	1.00	-.098	-.416	.563	.344	.532
Compliance	.107	.134	.266	.221	-.055	.124	-.098	1.00	-.233	.142	.066	.114
Decisiveness	-.385	-.531	-.618	-.612	-.538	-.427	-.416	-.233	1.00	-.573	-.140	-.663
Optimism	.568	.578	.667	.709	.631	.506	.563	.142	-.573	1.00	.316	.593
Sociability	.622	.270	.208	.288	.271	.227	.344	.066	-.140	.316	1.00	.186
Acumen	.441	.583	.518	.498	.646	.452	.532	.114	-.663	.593	.186	1.00
Cooperativeness	.198	.494	.529	.515	.352	.330	.110	.194	-.566	.488	.029	.422
Tact	.270	.538	.554	.578	.435	.354	.201	.258	-.604	.530	.073	.472
Influence	.699	.666	.489	.521	.655	.448	.634	.108	-.491	.607	.397	.614
Assurance	.466	.544	.507	.545	.480	.392	.338	.145	-.485	.602	.322	.483
Compassion	.447	.651	.623	.676	.544	.448	.386	.121	-.621	.669	.222	.595
Work Ethic	.503	.612	.647	.524	.571	.550	.557	.255	-.614	.640	.241	.655
Integrity	.478	.624	.663	.617	.562	.525	.505	.209	-.663	.655	.191	.667
Teamwork	.420	.599	.472	.483	.435	.317	.374	.292	-.571	.548	.223	.574
Happiness	.540	.494	.629	.726	.550	.501	.530	.168	-.550	.781	.322	.513
Creativity	.515	.505	.314	.380	.715	.413	.620	-.130	-.393	.463	.227	.593
Ambition	.548	.626	.658	.605	.667	.610	.651	.138	-.607	.715	.262	.690
Adventurousness	.671	.439	.481	.633	.621	.513	.678	.013	-.473	.638	.424	.499

Correlations &lt;.073 are not significant to .05 level or higher

Pearson Correlation	COOP	TACT	INFL	ASSU	COMP	WETH	INTG	TEAM	HAPP	CREA	AMBI	ADVE
Tact	.637	1.00	.411	.483	.641	.549	.596	.504	.496	.238	.519	.346
Influence	.260	.411	1.00	.440	.533	.652	.579	.505	.564	.624	.655	.618
Assurance	.493	.483	.440	1.00	.605	.491	.532	.484	.534	.342	.523	.420
Compassion	.636	.641	.533	.605	1.00	.626	.724	.574	.605	.426	.623	.509
Work Ethic	.435	.549	.652	.491	.626	1.00	.726	.583	.561	.483	.817	.527
Integrity	.571	.596	.579	.532	.724	.726	1.00	.630	.593	.443	.770	.542
Teamwork	.491	.504	.505	.484	.574	.583	.630	1.00	.445	.307	.597	.395
Happiness	.453	.496	.564	.534	.605	.561	.593	.445	1.00	.408	.646	.648
Creativity	.160	.238	.624	.342	.426	.483	.443	.307	.408	1.00	.561	.563
Ambition	.449	.519	.655	.523	.623	.817	.770	.597	.646	.561	1.00	.607
Adventurousness	.301	.346	.618	.420	.509	.527	.542	.395	.648	.563	.607	1.00

Correlations &lt;.073 are not significant to .05 level or higher

	EXTR	AGRE	CONS	STAB	OPEN	INTE	CONT	COMP	DECI	OPTI	SOCI	ACUM
Extraversion	1814	1681	1804	1742	1803	633	633	639	966	1050	943	982
Agreeableness	1681	1703	1691	1632	1692	633	633	623	967	1047	943	963
Conscientiousness	1804	1691	1824	1751	1810	633	633	640	967	1049	943	990
Stability	1742	1632	1751	1757	1750	633	633	639	965	986	941	989
Openness	1803	1692	1810	1750	1821	633	633	640	967	1047	943	989
Intensity	633	633	633	633	633	633	632	618	619	632	608	608
Control	633	633	633	633	633	632	633	618	619	632	609	607
Compliance	639	623	640	639	640	618	618	642	618	617	610	615
Decisiveness	966	967	967	965	967	619	619	618	968	961	938	931
Optimism	1050	1047	1049	986	1047	632	632	617	961	1051	938	929
Sociability	943	943	943	941	943	608	609	610	938	938	946	925
Acumen	982	963	990	989	989	608	607	615	931	929	925	993
Cooperativeness	999	997	999	936	999	607	607	609	925	994	929	925
Tact	1031	1029	1031	969	1028	623	623	612	932	1011	930	918
Influence	1074	978	1075	1072	1073	632	632	628	951	966	931	918
Assurance	1026	1027	1027	964	1026	618	618	619	961	1023	940	927
Compassion	939	940	940	939	939	608	608	607	931	936	930	920
Work Ethic	1787	1677	1800	1738	1797	633	633	638	966	1043	944	990
Integrity	1746	1662	1756	1697	1754	632	632	633	951	1026	929	960
Teamwork	924	924	924	924	924	607	607	609	916	921	918	914
Happiness	1033	1034	1035	974	1033	618	618	617	960	1025	939	932
Creativity	1002	1002	1003	940	1003	609	609	610	932	996	934	921
Ambition	959	961	959	959	961	621	622	607	940	952	939	932
Adventurousness	952	953	952	952	952	618	619	618	950	948	930	914

	COOP	TACT	INFL	ASSU	COMP	RESO	RELI	TEAM	HAPP	CREA	AMBI	ADVE
Extraversion	999	1031	1074	1026	939	1787	1746	924	1033	1002	959	952
Agreeableness	997	1029	978	1027	940	1677	1662	924	1034	1002	961	953
Conscientiousness	999	1031	1075	1027	940	1800	1756	924	1035	1003	959	952
Stability	936	969	1072	964	939	1738	1697	924	974	940	959	952
Openness	999	1028	1073	1026	939	1797	1754	924	1033	1003	961	952
Intensity	607	623	632	618	608	633	632	607	618	609	621	618
Control	607	623	632	618	608	633	632	607	618	609	622	619
Compliance	609	612	628	619	607	638	633	609	617	610	607	618
Decisiveness	925	932	951	961	931	966	951	916	960	932	940	950
Optimism	994	1011	966	1023	936	1043	1026	921	1025	996	952	948
Sociability	929	930	931	940	930	944	929	918	939	934	939	930
Acumen	925	918	918	927	920	990	960	914	932	921	932	914
Cooperativeness	1003	980	918	990	922	993	989	923	990	981	927	918
Tact	980	1032	956	993	932	1019	1001	919	998	996	942	932
Influence	918	956	1077	951	933	1064	1050	916	955	934	942	950
Assurance	990	993	951	1031	933	1027	1009	918	1023	996	936	948
Compassion	922	932	933	933	941	935	917	921	934	935	928	929
Work Ethic	993	1019	1064	1027	935	1809	1755	919	1034	1002	959	951
Integrity	989	1001	1050	1009	917	1755	1768	914	1017	983	949	940
Teamwork	923	919	916	918	921	919	914	926	916	918	915	916
Happiness	990	998	955	1023	934	1034	1017	916	1037	998	938	951
Creativity	981	996	934	996	935	1002	983	918	998	1008	929	930
Ambition	927	942	942	936	928	959	949	915	938	929	963	929
Adventurousness	918	932	950	948	929	951	940	916	951	930	929	954

### Correlation with Other Assessments

This section of the TalentSorter Technical Manual examines the statistical relationships between the 2016 TalentSorter scales and the ProfileXT. The ProfileXT (PXT) measures normal personality traits using nine scales. The PXT has been in use for over 25 years and has been determined to be a valid measure of personality by numerous external reviews and validation studies. The nine PXT scales are defined in Table 7.

<b>Energy Level</b>	tendency toward restlessness, activity and drive. This scale deals with issues such as efficiency and time utilization.
<b>Assertiveness</b>	measure of generalized influence. It is often associated with expressing confidence.
<b>Sociability</b>	measure of social presence. It directly relates to one's desire for group associations. This trait relates to maintaining interpersonal contacts and group activities.
<b>Manageability</b>	measure of how one reacts to the limits placed by authority and the acceptance of established procedures.
<b>Attitude</b>	measures the degree one is willing to demonstrate trust toward others. It relates to the tendency to suspend judgments about others.
<b>Decisiveness</b>	reflects how confident one is in accepting the risk of making a decision in a timely fashion, using what information is available at the time.
<b>Accommodating</b>	often associated with a concern for group accountability. A willingness to consider the needs of all group members is typical.
<b>Independence</b>	defines the manner in which an individual prefers to be directed by others, and one's potential to accomplish tasks with minimal supervision.
<b>Objective Judgment</b>	reflects a willingness to use either reason and logic or intuition. This is often referred to as the balance between thinking through the details of a situation and going with one's feelings and instincts

Both the TalentSorter and the PXT provide measures of factor-derived personality dimensions and include a number of scales that are similarly themed. Therefore, a comparison of these two measures was conducted in 2016 for the purposes of demonstrating the construct validity of TalentSorter. According to Table 8, the correlations between the TalentSorter and the PXT scales are highly consistent with what TalentSorter scales measure.

For example, all but one TalentSorter scale correlate with similarly themed PXT scales. Sociability correlates well with Sociability, Extraversion correlates well Assertiveness. Cooperation highly correlates, in an inverse (or negative) direction with Objective Judgment, suggesting cooperative individuals do not generally let cold, objective judgments dictate their

willingness to collaborate with others; they are apparently motivated by other incentives. The one scale that does not have a correlate among the PXT scales is Ambition and no PXT scale overtly encompasses this personality trait, thus no correlations should be expected for Ambition.

**TABLE 8: 2016 TalentSorter / Profile XT Scale Correlations**

TalentSorter Scales	Energy	Assert	Socia	Mana	Attit	Decis	Accom	Indep	Judge
Extraversion	.104	.527	.621	.157	.323	.226	.234	.112	.170
Agreeableness	.091	.010	.196	-.184	.098	.002	.183	.196	-.317
Conscientiousness	-.310	-.054	-.062	.318	.164	-.155	.453	-.252	.131
Stability	-.401	.263	.098	.467	.341	-.094	.352	-.137	.606
Openness	.018	.195	.048	-.109	.228	.041	.158	.392	.019
Intensity (2016)	.332	.371	.192	.095	-.002	.297	.068	.184	-.001
Control	.060	.555	.223	.218	.507	.287	-.139	.198	.235
Compliance (2016)	-.090	-.231	.147	.200	-.266	-.038	.113	-.559	-.176
Decisiveness	.345	.299	.138	.109	.004	.252	-.198	.020	.101
Optimism	-.049	.409	.240	.154	.409	.113	.283	.124	.283
Sociability	-.016	.208	.605	.221	.173	.029	.256	-.221	.232
Acumen	.043	-.029	-.112	.334	.205	-.027	.260	-.075	.450
Cooperation (2016)	-.460	-.646	-.190	.424	.301	-.567	.555	-.370	.220
Autonomy (2016)	.226	.089	-.090	-.230	-.132	.216	-.205	.334	.126
Tact (2016)	-.430	-.569	-.381	.493	.217	-.551	.466	-.340	.363
Influence	.155	.297	.386	-.031	.126	.312	-.093	-.005	.111
Assurance	-.072	-.060	.193	.247	.428	-.053	.150	-.106	.376
Compassion	-.476	-.287	-.048	.422	.363	-.417	.444	-.273	.451
Work Ethic	.068	-.136	-.073	.253	.051	.026	.177	-.131	.347
Integrity	-.189	-.236	-.172	.267	.145	-.183	.250	-.185	.369
Teamwork	-.246	-.257	-.151	.337	.210	-.267	.369	-.346	.195
Happiness	-.116	-.047	-.046	.205	.319	-.059	.342	.054	.506
Creativity	.113	.091	.361	-.050	.111	.141	-.072	.075	-.067
Ambition	.066	-.102	-.085	.116	.033	.063	.067	.008	.112
Adventurousness	.050	.306	.397	-.032	.038	.178	-.105	.019	.235

*Note that items in the Autonomy, Intensity, Compliance, Cooperativeness & Tact scales were revised between 2020 and 2022, so their correlations above reflect the older item sets; however, the themes of those scales remain consistent in the current version.*

Table 9 provides a verbal summary of the results.

<b>TABLE 9: TalentSorter Profile XT Scale Correlations Summary</b>	
<b>TalentSorter Scale</b>	<b>PXT Scale</b>
Extraversion	Assertiveness
	Sociability
Agreeableness	Low Objective Judgment
Conscientiousness	Accommodating
	Low Energy
Stability	Manageability
	Objective Judgment
	Low Energy
Openness	Independence
Intensity (2016)	Energy
	Assertiveness
Control	Assertiveness
	Attitude
Compliance (2016)	Low Independence
Decisiveness	Energy
	Assertiveness
Optimism	Assertiveness
	Attitude
Sociability	Sociability
Acumen	Manageability
	Objective Judgment
Cooperation (2016)	Manageability
	Accommodating
	Low Assertiveness
	Low Decisiveness
Autonomy (2016)	Independence
Tact (2016)	Manageability
	Accommodating
	Low Energy
Influence	Sociability
	Decisiveness
Assurance	Attitude
Compassion	Manageability
	Accommodating
	Objective Judgment
	Low Energy

	Low Decisiveness
Work Ethic	Objective Judgment
Integrity	Objective Judgment
Teamwork	Accommodating
	Manageability
	Low Independence
Happiness	Attitude
	Accommodating
	Objective Judgment
Creativity	Sociability
Adventurousness	Assertiveness
	Sociability

## RELIABILITY

No measure or assessment can be of much value unless it measures what it purports to measure in a reliable or consistent manner. Reliability refers to the consistency of measurement over time and within an assessment based on various analyses.

### Coefficient Alpha

Internal consistency was measured by the product of a Cronbach's alpha analysis which indicates the consistency of responses to individual test questions. The alpha coefficient is a type of interitem correlation and ranges from 0.00 to 1.00. The higher a set of items' coefficient alpha, the more consistent the questions or assessment items are for that scale or factor. An assessment with a low coefficient alpha could produce uncharacteristic and meaningless scores in reference to what the assessment claims to measure. A high coefficient alpha, however, indicates the assessment items elicit consistent responses from the subjects in the sample, and thus, scores are more representative of the factor being measured.

In 2020, each scale of the TalentSorter was subjected to analysis to determine the alpha coefficient as a means of establishing reliability or internal item consistency of each scale. An alpha coefficient of .70 or greater is considered to be a strong indication of reliability. All scales of the TalentSorter meet or exceed this standard. One of those scales, Autonomy was rebuilt with a majority of new items and achieved a coefficient alpha of .70 in an analysis conducted in 2021. The four remaining scales were published with five non-scoring experimental items each and

analyzed in the Summer of 2022; some of the new items were retained and now score while some older items were removed, resulting in satisfactory reliability coefficients in each case. The alpha coefficients for TalentSorter scales are shown in Table 10.

<b>TABLE 10: 2020 TalentSorter Reliability</b>		
<b>Scale</b>	<b>Alpha</b>	<b>N</b>
Extraversion	.80	1509
Agreeableness	.80	1417
Conscientiousness	.78	1513
Stability	.87	1464
Openness	.77	1514
Intensity*	.79	5153
Control	.82	521
Compliance*	.76	5927
Decisiveness	.72	796
Optimism	.80	863
Sociability	.73	770
Acumen	.74	805
Cooperativeness*	.75	658
Autonomy*	.70	786
Tact*	.75	771
Influence	.81	879
Assurance	.77	842
Compassion	.78	763
Work Ethic	.80	1502
Integrity	.78	1471
Teamwork	.75	754
Happiness	.82	848
Creativity	.71	820
Ambition	.84	785
Adventurousness	.71	778
<b>Overall</b>	<b>.77</b>	

\*The Autonomy scale was updated significantly in 2021. Intensity, Compliance, Cooperativeness & Tact were updated in 2022.

### Split-halves Reliability

Another form of reliability review conducted on TalentSorter was conducted in 2016, a Split-Half reliability analysis, in which scores are generated for two halves of the set of items in each section of the survey. This is often useful when retesting a sample over time is impractical. Each half of the assessment is treated as a separate administration and the associated scores correlated

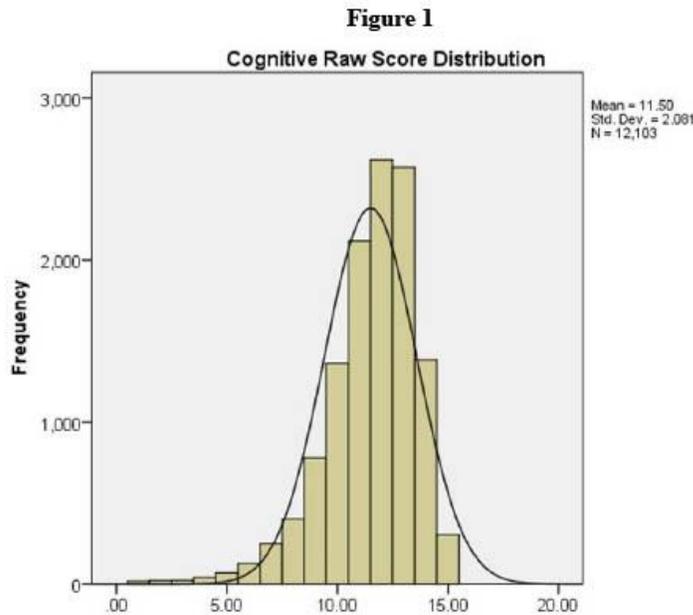
just as two scores are correlated in the test-retest method. The Spearman-Brown Prophecy formula is used to predict reliability after changing the length of the assessment.

The TalentSorter was divided into two equivalent halves of odd and even numbered items. A split-half reliability correlation coefficient was calculated to provide a measure of consistency with regard to the content of the assessment items. That is, the split-half reliability coefficient would indicate how consistently the TalentSorter items measure the dimensions for which they were developed to measure, namely personality constructs. As with the alpha coefficient, a split half correlation of 0.70 or higher indicates good reliability. Table 11 shows that the TalentSorter exhibits good split-halves reliability. Autonomy was completely rewritten in 2021, so it is not included in this study.

Scales (2016)	Spearman-Brown Coefficient
Extraversion	.85
Agreeableness	.70
Conscientiousness	.71
Stability	.70
Openness	.73
Intensity	.70
Control	.84
Compliance	.70
Decisiveness	.72
Optimism	.74
Sociability	.86
Acumen	.93
Cooperativeness	.93
Tact	.87
Influence	.91
Assurance	.93
Compassion	.96
Work Ethic	.94
Integrity	.93
Teamwork	.94
Happiness	.94
Creativity	.91
Ambition	.94
Adventurousness	.92

## REASONING ABILITY

An investigation into the distribution of scores on the scale was conducted in 2016. Figure 1 shows the distribution of cognitive raw scores for the TalentSorter. The graph indicates the scores approximate a normal distribution for the sample and therefore represent a distribution typical of a normal sample. Mean and standard deviation are listed.



## ADVERSE IMPACT

The objective of analyzing the differences between population subgroups in a testing situation is to determine whether or not bias exists in the assessment, intentionally or otherwise. The final outcome of the assessment (the selection decision and all data that influence that decision) can be sensitive to bias. In the case of the TalentSorter, the final score is a job fit coefficient calculated from the deviations an individual's scores exhibit regarding a pre-determined job benchmark. This FitScore contributes to the decision-making process to help hiring personnel determine the next step in the job application process. If analysis results show a significant difference in

FitScores between population subgroups (defined by age, gender, and ethnicity), it may be inferred that the assessment process could have an adverse impact on members of these subgroups. Guidelines in the US recently added sexual orientation and gender identity to be covered by Constitutional protections, but this identifying data is not available in our samples at this time, so it has not been included in the analysis.

The US Equal Employment Opportunity Commission (EEOC) has set clear guidelines for determining what legally constitutes adverse impact in selection rates through the Four-Fifths Rule, wherein the selection rates for historically advantaged groups are compared to those of historically disadvantaged groups. If the latter attain a selection rate at best 4/5ths that of the former, adverse impact is present. Therefore, if an assessment score (like TalentSorter's FitScore) is used to influence results in a selection process (using a cutoff score as a pass/fail condition) the pass/fail ratio must avoid adverse impact. Note that an assessment score, even if it lacks adverse impact, should never be the sole determinate for selection decisions.

TalentSorter does not create a cutoff or recommend pass/fail conditions. That is the responsibility of the assessment user, a hiring manager, HR director, etc. and should be based on many factors, including not only adverse impact initiatives but also performance-based criterion validations, the richness of the talent pool from which they are selecting, the historical evidence for successful cutoffs, and many other factors. However, we have conducted an adverse impact analysis with our norming sample, scoring them against a sample job match pattern to achieve Fitscores; we then tested several hypothetical cutoff scores for the presence of adverse impact. By setting several cutoff scores, we were able to determine which were effective at avoiding adverse impact and whether any were unacceptably disadvantageous to any protected group by failing the four-fifths rule. The results follow.

The results of this analysis demonstrate that none of the five cutoffs introduced adverse impact against any demographic group when compared to the pass rates of the historically advantaged groups. The table lists each "4/5ths threshold" or the pass rate that would be considered too impactful compared to the pass rate of the historically advantaged group. For instance, the pass rate of White participants was .95 or 95% against the cutoff score of 50 (FIT50). The 4/5ths

threshold of .95 is .76, so any other group passing at a rate of .76 or less would be impacted adversely at that point.

We found no pass rates that low for the other ethnic groups, so the test was successful at that cutoff. This was continued throughout all cutoffs and with all demographic groups and in no case at any cutoff was adverse impact revealed. In fact, in some cases, historically disadvantaged groups attained pass rates higher than their historically advantaged counterparts.

**TABLE 12: Adverse Impact of the TalentSorter Fitscore under Hypothetical Cutoff Settings**

<b>GENDER</b>	FIT50		FIT60		FIT70		FIT80		FIT90	
	<b>PASS RATE</b>	<b>N</b>								
Female	0.96	11615	0.88	11615	0.70	11615	0.38	11615	0.09	11615
Male	0.90	10364	0.78	10364	0.58	10364	0.35	10364	0.08	10364
4/5ths threshold	<b>0.72</b>		<b>0.63</b>		<b>0.46</b>		<b>0.28</b>		<b>0.06</b>	

<b>AGE</b>	FIT50		FIT60		FIT70		FIT80		FIT90	
	<b>PASS RATE</b>	<b>N</b>								
<46	0.93	18029	0.83	18029	0.63	18029	0.37	18029	0.08	18029
46+	0.94	4017	0.86	4017	0.68	4017	0.36	4017	0.09	4017
4/5ths threshold	<b>0.74</b>		<b>0.66</b>		<b>0.51</b>		<b>0.29</b>		<b>0.07</b>	

<b>ETHNICITY</b>	FIT50		FIT60		FIT70		FIT80		FIT90	
	<b>PASS RATE</b>	<b>N</b>								
Asian	0.89	3112	0.78	3112	0.56	3112	0.35	3112	0.07	3112
Black	0.93	2359	0.85	2359	0.70	2359	0.35	2359	0.08	2359
Hispanic	0.93	2356	0.81	2356	0.60	2356	0.33	2356	0.08	2356
White	0.95	11463	0.86	11463	0.67	11463	0.39	11463	0.09	11463
4/5ths threshold	<b>0.76</b>		<b>0.69</b>		<b>0.53</b>		<b>0.31</b>		<b>0.07</b>	

*Age groups data were collected in intervals from 15 to 25, 26 to 35 etc. so the typical EEOC cutoff at age 40 was not determinable. A compromise was reached by setting the line between 45 and 46, rather than the younger 35 and 36.*

In actual practice, once the adverse impact of each cutoff score is determined, the user can then compare the relationship between performance ratings and FitScores in a criterion related validation study, correlating performance scores with pass/fail membership at each cutoff and identify where the best balance is achieved of predictability (the validity study correlation coefficients) and low adverse impact (the pass rate vs 4/5ths).

## Appendix 2 – Documents showing 3 years of providing services:

Client list with dates on right side for 3 years of service.

REDACTED INFORMATION