

<b>CIVIL SERVICE COMMISSION MEETING</b>		
<b>MINUTES</b>		
<b>1:00 PM</b>	<b>AUGUST 8, 2023</b>	<b>ASPEN ROOM and TEAMS</b>
<b>COMMISSIONERS PRESENT</b>	Desmond McNeal	Chair
	Barb Cleland	Vice-Chair
	Barbara Shannon-Banister, Ph. D	Commissioner
	Matt Snider	Commissioner
	Patricia Stephens	Commissioner
<b>STAFF PRESENT</b>	Matt Cain	Administrator
	Emily Shuman	Senior Analyst
	Michelle Haines	Civil Service Analyst
	Heather Dearman	Civil Service Analyst
<b>OTHERS PRESENT</b>	Jason Batchelor	Interim City Manager
	Julie Heckman, Pete Schulte, Kimberly Skaggs	City Attorney's Office
	Sara Hanson, Ryan Lantz, Amy Oh	Internal Services
	Interim Chief Acevedo, Interim Dpty. Chief Morris, Div. Chief Juul, Div. Chef Lanigan, John Schneebeck	Aurora Police Department
	Chief Oughton, Dpty. Chief Robnett, Cmdr. Hays, FF Barnes	Aurora Fire Department
	Charlie Richardson	IAFF Local 1290
	Alex Johnson, Carl Swander	Ergometrics
	Erin Pilnyak, Jeff Schlanger	IntegrAssure
<b>1) Chair McNeal called the Civil Service Commission meeting to order at 1:00 PM</b>		
<b>A.</b> On a motion by Vice-Chair Cleland, seconded by Commissioner Snider, the agenda was adopted as written.		
<b>B.</b> On a motion by Vice-Chair Cleland, seconded by Commissioner Snider, the minutes for the July 11, 2023, meeting was unanimously approved.		
<b>2) AGENDA ITEMS (Requires a vote)</b>		
<b>A. Entry-Level Preference Points Placement</b>		<b>Cain</b>
<b>DISCUSSION</b>	Cain presented an updated version of the language preference points policy, which states that all languages qualify for maximum points. Cain went over the preference points calculations. He stated that the calculation of a candidates final combined score on the ranked eligibility list would be determined by averaging the passing entrance examination score with the passing oral interview score and preference points would be added to this averaged score. He added that the preference points were shifted from the entrance examination section to the certified Eligibility List in the rule book.	
<b>PROPOSALS/ CONCLUSIONS</b>	Commissioner Snider moved to accept the language policy and preference points calculations as presented by Cain. Vice-Chair Cleland seconded the motion. The motion passed unanimously.	
<b>3) ITEMS FOR DISCUSSION or POSSIBLE VOTE</b>		

A. Promotional Process Report	IntegrAssure
<b>DISCUSSION</b>	<p>Jeff Schlanger from IntegrAssure discussed their promotional process evaluation report. He expressed that the goal of the assessment was to ensure fairness, equity, transparency, and equal opportunity in the promotional system within the department. He stated that they reviewed the current process, had discussions with various stakeholders, and analyzed promotional and demographic data from 2018 to 2022. Jeff summarized that the findings revealed significant underrepresentation of minorities and women in civil service promotional ranks. To address this, they recommended:</p> <ul style="list-style-type: none"> <li>• Engaging HR expertise to analyze the data and identify root causes.</li> <li>• Examining why eligible female and minority candidates may not be applying for promotions.</li> <li>• Identifying potential disparities in testing areas.</li> <li>• Involving subject matter experts and consultants in post-promotion analysis.</li> <li>• Developing strategies to increase application rates and conducting focus groups to understand barriers to promotion for certain officers and firefighters.</li> </ul> <p>He explained that overall, the focus of the assessment was on promoting diversity and equal opportunities within the department's promotional process.</p> <p>Schlanger raised concerns related to the selection and training process for special assignments within a department, particularly in the context of Fire Rescue. He emphasized that being selected for these assignments can impact an individual's decision to pursue promotions positively, while not being selected can have a negative effect. He made recommendations to ensure equal opportunity and transparency in selecting incumbents for special assignments and training, including guidelines to avoid potential bias and promote merit-based decisions. Additionally, he suggested reevaluating the review period for disciplinary history in promotional candidates, and proposed a more flexible approach that considers the entire disciplinary history of candidates. There was a discussion about a proposed charter change that could address some of these issues by allowing the chief to bypass a candidate with a written explanation and a right to appeal to the CSC. There was a discussion about other ways to achieve this through rule changes rather than putting it on the ballot.</p> <p>Schlanger addressed the written exam portion of the promotional process and expressed that memorizing information that is not retained in long-term memory and is easily accessible in the field doesn't make sense. He suggested evaluating whether memorization of certain content is necessary and, if not, consider allowing open-book portions in tests to reduce barriers to entry. Dr. Swander addressed the practice of closed book testing for promotions. He mentioned that most tests for promotions across the country are closed book, and there are pros and cons to both. He stated that candidates should have essential knowledge readily available without relying on external sources like Google. He agreed that certain information may not need to be tested in a closed book environment and could be tested in an open book setting. He stated that Ergometrics puts an emphasis on ensuring that the test content aligns with what candidates need to know for their roles.</p>
<b>B. NTN Entry-Level Test Overview</b>	<b>Dr. Carl Swander, Ergometrics</b>

**DISCUSSION**

Dr. Carl Swander introduced himself as an industrial psychologist that serves as the CEO and President of the National Testing Network. He provided an overview of the National Testing Network stating that is a national company dedicated to testing positions in public safety, including roles in police, fire, corrections, and communications. He stated that they have been in operation since 1981.

Dr. Swander expressed his organization's commitment to developing video tests that are effective in assessing critical interpersonal skills that are vital for public safety professionals who often work in high-stress situations who must interact with various individuals. He stated that they have collaborated with law enforcement agencies worldwide to produce and implement video tests, which have garnered widespread recognition for their accuracy.

Dr. Swander stated that over the past 15 years, they have expanded their services to include various elements that have been adopted by organizations like the City of Aurora. He explained that the partnership was initiated by an investigation by the Department of Justice into the city's hiring practices. He stated that his company conducted a comprehensive validation, transportability, and implementation process to improve and understand Aurora's unique challenges.

Dr. Swander went on to explain that in 2018, they introduced a new fire team test, followed by the inclusion of integrity, use of force, use of authority, and bias testing in 2019 and 2020. He expressed that these additions allow them to assess candidates more comprehensively, ensuring that they possess the necessary skills for the job. He added that they continually strive to optimize their tests and services to help clients make informed hiring decisions.

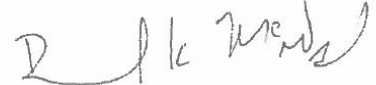
Dr. Swander discussed the National Testing Network platform. He stated that it consolidates the testing processes across multiple departments, giving candidates exposure to various opportunities in public safety. He emphasized that the approach has proven effective in attracting diverse and highly qualified candidates.

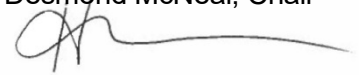
Dr. Swander explained their validation process. He emphasized that it goes beyond the industry standard by including criterion validation, which assesses how well the tests predict job performance based on incumbent performance evaluations which allows them to fine-tune tests and ensure they align with the demands of the job. He added that they focus on content validity, match skills to the job, and regularly update material to maintain relevance. He continued that they conduct individual department validation studies to ensure the tests remain valid over time.

Dr. Swander addressed cut scores. He stated that it is crucial to understand that the test scores do not correlate with academic grades. He stated that they set cut scores to identify high-probability candidates who are likely to perform well in the job based on incumbent performance. He added that the optimal cut score can vary depending on the test's difficulty, but the goal is to strike a balance that predicts successful job performance.

Dr. Swander summarized that they offer recruitment support, job posting, candidate scheduling (physical and virtual), scoring, and other services to expedite the hiring process for departments. He expressed that the emphasis is on speed and efficiency to increase the turnout rate of

	<p>candidates. He highlighted the benefits of their approach, such as increased candidate diversity and higher show rates, as well as ongoing efforts to further improve the system, including integrating technology and online interviews. He stated that their goal is to optimize the entire process to better serve departments in need of candidates.</p>
<p><b>C. Promotional Testing Overview</b></p>	<p><b>Dr. Carl Swander, Ergometrics</b></p>
<p><b>DISCUSSION</b></p>	<p>Dr. Swander discussed Ergometrics’ ongoing collaboration with organizations to customize and improve promotional processes. He emphasized the importance of tailoring these processes to the specific needs of each organization and the desire to bring innovation and best practices to the table. He mentioned the involvement of various experts, including psychometricians and project managers, to ensure fairness and transparency in the recruitment and testing processes. Johnson highlighted the continuous evolution of their methods and the importance of working closely with subject matter experts to create unique and effective content for assessments. He expressed that overall, the focus was on enhancing recruitment processes for better candidate selection.</p>
<p><b>4) REPORTS</b></p>	
<p><b>A. COMMISSIONER REPORTS-</b> Commissioner Patricia Stephens expressed that she was excited to be here and hopes to be effective and do good things for the city.</p>	
<p><b>B. LEGAL COUNSEL REPORTS-</b>Heckman welcomed new Commissioner Patricia Stephens.</p>	
<p><b>5) COMMENTS</b></p>	
<p><b>A. FIRE DEPARTMENT –</b> No comment</p>	
<p>1.Chief or Designee – No comment</p>	
<p>2.Union Designee – Local 1290 counsel Richardson emphasized the department's long-standing history and resilience despite challenges. He expressed optimism about fixing issues with the city charter and restoring the Civil Service Commission's power after a consent decree. He questioned the city's handling of disciplinary appeals and the role of the city attorney in such matters.</p>	
<p><b>B. POLICE DEPARTMENT</b></p>	
<p>1.Chief or Designee – No Comment</p>	
<p>2.Association Designee          &gt; APA – No Comment          &gt; FOP – No Comment</p>	
<p><b>C. CITY MANAGER DEPARTMENT –</b>No comment</p>	
<p><b>D. PUBLIC COMMENT-</b> None Present</p>	
<p><b>7) ADJOURNMENT –</b> The meeting was adjourned at 2:34 PM.</p>	

ATTEST:   
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 Desmond McNeal, Chair

  
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 Heather Dearman, Civil Service Analyst