

JUSTIFICATION FOR NON-COMPETITIVE PROCUREMENT

COMPLETE THIS SECTION IF NEW CONTRACT

For contract(s) in this request, answer applicable questions in each of the 4 major subject areas below in accordance with the Instructions for Preparation of Non-Competitive Procurement Form on the reverse side.

Request that negotiations be conducted only with HRNavigator for the product and/or services described herein.
 (Name of Person or Firm)

This is a request for _____ (One-Time Contractor Requisition # _____, copy attached) or X Term Agreement or
 _____ Delegate Agency (Check one). If Delegate Agency, this request is for "blanket approval" of all contracts within the
 _____ (Attach List) Pre-Assigned Specification No. 29412
 (Program Name) Pre-Assigned Contract No. _____

COMPLETE THIS SECTION IF AMENDMENT OR MODIFICATION TO CONTRACT

Describe in detail the change in terms of dollars, time period, scope of services, etc., its relationship to the original contract and the specific reasons for the change. Indicate both the original and the adjusted contract amount and/or expiration date with this change, as applicable. Attach copy of all supporting documents. Request approval for a contract amendment or modification to the following:

Contract #: _____ Company or Agency Name: _____
 Specification #: _____ Contract or Program Description: _____
 Mod. #: _____ (Attach List, if multiple)

Jacqueline King 312-744-4966 Jacqueline King Human Resources 8-16-06
 Originator Name Telephone Signature Department Date

Indicate SEE ATTACHED in each box below if additional space needed:

<input checked="" type="checkbox"/> PROCUREMENT HISTORY See attached cover memorandum	S. S. R. B.
<input checked="" type="checkbox"/> ESTIMATED COST See attached scope of services	DATE _____ APPROVED... _____
<input checked="" type="checkbox"/> SCHEDULE REQUIREMENTS See attached scope of services	CONDITIONALLY APPROVED... _____ RETURN TO DEPT... _____
<input checked="" type="checkbox"/> EXCLUSIVE OR UNIQUE CAPABILITY See attached cover memorandum	DISAPPROVED... _____
<input type="checkbox"/> OTHER	

APPROVED BY: _____ DATE 9 August 2006 _____ DATE _____
 DEPARTMENT HEAD OR DESIGNEE BOARD CHAIRPERSON

**CITY OF CHICAGO
 PURCHASE REQUISITION**

Copy (Department)

DELIVER TO: 033- CH 1100 121 N. LA SALLE ST. ROOM 1100 Chicago, IL 60602	REQUISITION: 29412 PAGE: 1 DEPARTMENT: 33 - DEPARTMENT OF PERSONNEL PREPARER: Rodregais Thomas NEEDED: APPROVED: 8/9/2006
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REQUISITION DESCRIPTION

HR NAVIGATOR, PO#2628, CONSULTING SERVICES: FIRE DEPARTMENT DEVELOPMENT OF PROMOTIONAL EXAMINATIONS
 SPECIFICATION NUMBER: 9610100

COMMODITY INFORMATION

LINE	ITEM	QUANTITY	UOM	UNIT COST	TOTAL COST						
1	96120	1.00	Each	0.00	0.00						
	CONSULTING SERVICES										
SUGGESTED VENDOR:											
REQUESTED BY: Rodregais Thomas											
DIST	BFY	FUND	COST CTR	APPR	ACCNT	ACTV	PROJECT	RPT CAT	GENRL	FUTR	Dist. Amt.
1	006	0100	0994433	0140	220140	0000	00000000	000000	00000	0000	0.00
LINE TOTAL:											0.00
REQUISITION TOTAL:											0.00

Where a commodity is for a particular or unique use other than standard quality, grades, color, size or other characteristics, give details of how it will be and for what purpose.
 Requisitions prepared incorrectly will be returned to the using department.

The City of Chicago

Proposal for Consulting Assistance

**Development of Promotional Examinations for
the Chicago Fire Department**

**Phase 1 – Fire Engineer, EMS Field Officer, and
Ambulance Commander**

May, 2006

Development of Promotional Examinations for the Chicago Fire Department: Phase 1 – Fire Engineer, EMS Field Officer, and Ambulance Commander

HRNavigator Consulting is pleased to respond to the City of Chicago's request for consulting assistance to develop and validate a series of promotional examinations for multiple ranks within the Fire Suppression and Emergency Medical Services divisions of the Chicago Fire Department. The current proposal is concerned with the initial phase of the larger project, and focuses on the ranks of Fire Engineer, EMS Field Officer, and Ambulance Commander. Efforts to develop promotional examinations for other ranks included within the scope of the larger project (e.g., Fire Lieutenant, Fire Captain, Paramedic-in-Charge) will be dealt with under a separate proposal.

This proposal summarizes our understanding of the City of Chicago's need for the current examinations, outlines the steps necessary to develop, validate, process, score and document the examinations, identifies the project deliverables for each examination, presents a timeline for completion of each of the steps, provides cost estimates for the project and outlines the firm's qualifications for this critical undertaking.

Our Understanding of the Need

The City of Chicago intends to create new eligibility lists for the ranks of Fire Engineer, EMS Field Officer, and Ambulance Commander within the Department of Fire. There exist multiple factors which affect the need for the examinations, and which shape the nature of the examination methodology to be used and the results to be achieved. These factors are outlined below.

Contractual Requirements. In accordance with the bargaining agreement between the Chicago Fire Fighters Union, Local #2 and the City of Chicago, any promotional list for a merit-based position within the Fire Department must be established on the basis of an administered examination, derived from scores on three components:

- A written examination,
- An oral/proficiency examination, and
- Seniority.

The bargaining agreement defines the weights to be applied to each of the three components when combined to form a total score, such that the written component shall be assigned no less than 25% of the weight, the oral/proficiency component shall be assigned no less than 25% of the weight, and seniority shall be assigned no less than 30% of the weight when determining the final score.

The examinations for each of the three ranks must be related to the jobs under study based on an analysis of the duties and responsibilities of the job, and linked to the knowledge, skills and abilities required to effectively carry out the duties and responsibilities associated with the rank in question.

Bargaining agreement requirements therefore stipulate (a) that merit-based promotions will be based on an administered examination consisting of three components, (b) the relative weights for those components, and (c) that the examination be based upon a content valid job analysis. Under the current bargaining agreement, promotions to the ranks of Fire Engineer and EMS Field Officer are merit-based. Currently, promotion to the rank of Ambulance Commander is seniority-based, but will become merit-based under the terms of the bargaining agreement which become effective in 2007.

Diversity Concerns. The Chicago Fire Department is operating under a consent decree with the United States Department of Justice. Under the decree, the Fire Department has adopted a goal of promoting minority candidates at a rate of 120% that of the minority composition of the rank(s) below. The objective of this goal is to increase the representation of minorities within the command structure of the Fire Department and is intended to correct for past practices within the Fire Department which may have been discriminatory. It is our understanding that the consent decree applies to ranks within the fire suppression service (e.g., Fire Engineer), but does not apply to ranks within emergency medical services (e.g., Ambulance Commander, EMS Field Officer). Beyond the legal agreement, however, the City of Chicago and the Fire Department are committed to having a diversified work force with appropriate levels of representation of protected groups at all levels.

For these reasons, the City of Chicago and the Fire Department are interested in promotional examinations which result in little or no adverse impact against protected groups and which facilitate the promotion of qualified minority candidates to higher ranks.

Depletion of Current Promotional List. Due to the retirement of a relatively large number of senior command officers in recent years, there has been considerable upward movement within the ranks in order to fill vacancies created by the departure of the senior officers. The current Fire Engineer eligibility list, which was created in 2001, has been drawn upon extensively, and as a result, is nearing exhaustion. Similarly, the EMS Field Officer eligibility list, which was created in 2000, has also been drawn upon extensively. Eligibility for the rank of Ambulance Commander is based on the level of seniority among Paramedics-in-Charge, and as a result, the list of eligible candidates does not deplete in a manner similar to lists based on administered examinations. Due to changes in the bargaining agreement which become effective in 2007, promotions to the rank of Ambulance Commander will be based on results of a competitive examination rather than seniority alone. Consequently, an administered examination is required for this rank in order to populate a formal eligibility list for use in 2007 and beyond.

Departmental Operational Requirements. The rank of Fire Engineer is the first officer-level position within the Fire Department's chain of command. The rank, however, does not have supervisory responsibilities. Fire Engineers serve under the direct supervision of a company officer within a fire house. They are responsible for the operation and maintenance of mechanical equipment within quarters, maintenance and supply of assigned fire apparatus, both within quarters and in the field, and pump operations at incident sites. In the field, their primary duties center around locating and drawing from an appropriate source of water, properly charging lines as ordered by higher-ranking officers, and maintaining communication channels during fireground operations. In addition, promotions to the rank of Lieutenant are often made from the rank of Fire Engineer. Thus the quality of candidates promoted to the rank of Fire Engineer is critical for the safety of the public, the safety of fire fighting personnel, the effective operation of the Fire Department, and the future management and command of the Fire Department.

EMS Field Officers each supervise the activities of 10 ambulance units within an assigned EMS District. EMS Field Officers are primarily responsible for supervising ambulance companies within their district and responding to emergency situations as dispatched by the Fire Alarm Office. Although Field Officers can self-dispatch to incidents as necessary, their primary responsibility is to respond to incidents involving multiple ambulances in order to coordinate the activities of the paramedics and the transport of patients to hospitals. EMS Field Officers assume command of emergency medical personnel at incidents, including paramedics assigned to ambulance companies and emergency medical technicians assigned to suppression companies. EMS Field Officers are also responsible for intervening with bystanders as necessary in order to permit paramedics to perform emergency medical services without undue distractions, and for investigating complaints on quality of service. EMS Field Officers report to Assistant Deputy Chief Paramedics, and supervise, in order of rank, Ambulance Commanders, Paramedics-in-Charge, and Fire Paramedics assigned to ambulance companies.

Ambulance Commanders have overall responsibility for ambulance companies within their assigned house across multiple platoons. Accordingly, they supervise the activities of Paramedics-in-Charge and Fire Paramedics assigned to their ambulance company, regardless of platoon assignment. As a result, they are charged with the responsibility of insuring that EMS operations and personnel under their command adhere to quality of care standards, CFD regulations and procedures, and all apparatus, equipment and supplies comply with departmental, state, and federal requirements.

For these reasons, the Fire Department has an interest in selection systems that provide an appropriate measure of job knowledge, skills and abilities such that qualified candidates are identified for promotion to these critical positions.

In summary then, the City of Chicago desires to implement selection procedures which comply with the bargaining agreement, which utilize methods producing accurate measures of the knowledge, skills and abilities necessary for effective job performance, which result in minimal or no adverse impact on protected groups, and which generate new promotional lists within a reasonable period of time.

The Project Plan

Projects of this importance and scope have multiple components. Based upon discussions with the Fire Department; review of the Labor Contract between the Chicago Fire Fighters Union, Local #2 and the City of Chicago; and prior experience with the Fire Department, HRNavigator Consulting proposes three project work plans which will allow the City to meet its objectives. Due to time constraints, the Fire Department has expressed its desire to have the work for the three projects to be completed concurrently. The proposed work plan for each project is detailed below.

Fire Engineer Examination

Stage 1: Project Planning and Initiation. HRNavigator Consulting will identify both a method of examination and method of examination usage which are likely to maximize test validity while minimizing levels of adverse impact and which will facilitate the Fire Department's ability to meet its timing objectives. Once options have been discussed and evaluated, HRNavigator Consulting will meet with representatives from the Department of Human Resources, the Fire Department, and Ernst & Young to finalize steps and timeframes, discuss scheduling, personnel resource needs, and other issues which are necessary for the project to be accomplished effectively and efficiently.

Stage 2: Job Analysis Review. A detailed analysis of the Fire Engineer job classification was conducted to support the development of the 2001 Fire Engineer examination. Since that job analysis was conducted, it is our understanding that few, if any, significant changes have occurred which have an impact on current Fire Engineer job responsibilities. Although the Fire Department has taken delivery of a fleet of new fire apparatus since the 2001 job analysis, the method of operation of the equipment remains essentially the same. Due to Fire Department time constraints, rather than undertake a full-scale job analysis review – complete with identification of specific job tasks and their associated knowledge, skill and ability (KSA) requirements – HRNavigator Consulting recommends having a group of current Fire Engineers and higher ranking officers with fire engineering experience carefully review the findings from the 2001 job analysis to confirm their consistency with

current job responsibilities. If the review reveals only minor changes in Fire Engineer job duties and their associated KSAs, the job tasks will be revised and updated accordingly. However, in the event that significant changes are necessary, HRNavigator Consulting will require a more in-depth job analysis review before proceeding with the examination development effort. In that event, HRNavigator Consulting will review the separate components of the 2001 Fire Engineer job analysis findings with Subject Matter Experts (SMEs) identified by the Department of Fire. The SMEs will review the job tasks, the associated knowledge, skill and ability (KSA) requirements, and the linkage of KSAs to tasks in detail, and make any modifications necessary to accurately reflect the tasks and KSAs of Fire Engineers.

Stage 3: Fire Engineer Examination Study Guide. Study materials will be developed to help candidates in their preparation for the examination. The nature of the study materials will be determined by the agreed-upon format for the written and oral/proficiency components of the Fire Engineer promotional examination.

Stage 4: Development of the Written Examination. Working with Fire Department SMEs, HRNavigator Consulting will develop a written examination to address those requirements of the Fire Engineer job which are most appropriately assessed through paper-and-pencil measures and which are necessary upon entry to the rank. The format and method of administration of the written examination will be decided upon through discussions with the Department of Human Resources, the Department of Fire, Ernst & Young and other interested parties as may be appropriate.

Stage 5: Development of the Oral/Proficiency Examination. HRNavigator Consulting will draw on the expertise of Fire Department SMEs and/or senior command personnel to develop the oral/proficiency examination. The oral/proficiency examination will focus on apparatus and pump operations in simulated fireground situations in order to assess candidates' skill in accessing a water source, and providing water through the appropriate line(s) at the proper pressure(s) within a reasonable amount of time. Like the written examination, the format and method of administration of the oral/proficiency examination will be decided upon through discussions with the Department of Human Resources, the Fire Department and Ernst & Young.

Stage 6: Examination Data Collection, Scoring, Analysis and Integration. HRNavigator Consulting will collect, record and analyze the data from the written examination and the oral/proficiency examination. Each component will be analyzed separately to determine its psychometric characteristics, and then in combination to determine the psychometric characteristics of the combined test scores. Included in this analysis will be credit for seniority, as specified by the bargaining agreement between the Chicago Fire Fighters Union, Local #2 and the City of Chicago.

Stage 7: Technical Documentation and Promotional List. HRNavigator Consulting will prepare a rank-ordered list of candidates for Fire Engineer positions. The rank order listing will be based on an overall examination score derived from scores from the written test component, the oral/proficiency component, and seniority. HRNavigator Consulting will document the examination development process and the examination results in a technical report. The technical documentation will also provide recommendations for use of the final test scores.

EMS Field Officer Examination

Stage 1: Project Planning and Initiation. HRNavigator Consulting will meet with the Project Advisory Committee to gain additional information about the position and to identify any additional constraints which may impact the design, structure or timing of the examination. This period will also be used to specify needs for SMEs for the job analysis and the examination development phases, to explore administration considerations, and to finalize the timeframe for the various project steps, including test administration.

Stage 2: Job Analysis. In conjunction with SMEs, HRNavigator Consulting will conduct a content-oriented job analysis to identify the important job duties and job tasks of EMS Field Officers and define the knowledges, skills and abilities needed to perform the tasks effectively. The proposed project plan calls for this process to begin with individual interviews with senior EMS officers who are familiar with the responsibilities of Field Officers. The resulting information will be assembled into a job analysis survey and administered to another set of EMS Field Officers and Assistant Deputy Chief Paramedics. These job experts will provide ratings on job tasks and KSAs.

Stage 3: EMS Field Officer Examination Study Guide. A study guide will be developed to introduce candidates to the structure and format of the examination and to help candidates prepare for the examination.

Stage 4: Development of Examination Content. Working with one or more senior EMS officers, HRNavigator Consulting will develop an examination to measure the critical KSAs identified through the job analysis. The candidate population for the rank of EMS Field Officer consists of approximately 63 Ambulance Commanders. Given the number of candidates and the short timeframe allowed for the project, HRNavigator Consulting recommends a structured oral interview with the addition of a brief work simulation which will include a written component. The final format and method of administration of the examination will be decided upon through discussions among the Fire Department, the Department of Human Resources and HRNavigator Consulting as the project progresses.

Stage 5: Examination Administration. HRNavigator Consulting will collect, record and analyze the data from the examination. The level of involvement required

of HRNavigator Consulting will be determined by the needs of the Fire Department, the structure and complexity of the examination, and timing requirements. HRNavigator Consulting is willing to actively participate in the administration by assisting in the examination process as an assessor, overseeing the selection and training of CFD assessors, or helping to identify and train external assessors for the examination.

Stage 6: Promotional List and Technical Documentation. HRNavigator Consulting will prepare a rank-ordered list of candidates for EMS Field Officer positions based on examination outcomes. HRNavigator Consulting will document the examination development process and the examination results in a brief technical report.

Ambulance Commander Examination

Stage 1: Project Planning and Initiation. HRNavigator Consulting will meet with the Project Advisory Committee to gain additional information about the position and to identify any additional constraints which may impact the design, structure or timing of the examination. This period will also be used to specify needs for SMEs for the job analysis and the examination development phases, to explore administration considerations, and to finalize the timeframe for the various project steps, including test administration.

Stage 2: Job Analysis. In conjunction with SMEs, HRNavigator Consulting will conduct a content-oriented job analysis to identify the important job duties and job tasks of Ambulance Commanders and define the knowledges, skills and abilities needed to perform the tasks effectively. The proposed project plan calls for this process to begin with individual interviews with senior EMS officers who are familiar with the responsibilities of Ambulance Commanders. The resulting information will be assembled into a job analysis survey and administered to another set of Ambulance Commanders and senior EMS officers. These job experts will provide ratings on job tasks and KSAs.

Stage 3: Ambulance Commander Examination Study Guide. A study guide will be developed to introduce candidates to the structure and format of the examination and to help candidates prepare for the examination.

Stage 4: Development of Examination Content. Working with one or more senior EMS officers, HRNavigator Consulting will develop an examination to measure the critical KSAs identified through the job analysis. The candidate population for the rank of Ambulance Commander consists of approximately 150 Paramedics-in-Charge. The final format and method of administration of the examination will be decided upon through discussions among the Fire Department, the Department of Human Resources and HRNavigator Consulting as the project progresses.

Stage 5: Examination Administration. HRNavigator Consulting will collect, record and analyze the data from the examination. The level of involvement required of HRNavigator Consulting will be determined by the needs of the Fire Department, the structure and complexity of the examination, and timing requirements. HRNavigator Consulting is willing to actively participate in the administration by assisting in the examination process as an assessor, overseeing the selection and training of CFD assessors, or helping to identify and train external assessors for the examination.

Stage 6: Promotional List and Technical Documentation. HRNavigator Consulting will prepare a rank-ordered list of candidates for Ambulance Commander positions based on examination outcomes. HRNavigator Consulting will document the examination development process and the examination results in a brief technical report.

The work plans will allow the City of Chicago to obtain content valid examinations with the likelihood of minimizing or eliminating adverse impact, and which meet the requirements established by the bargaining agreement between the Chicago Fire Fighters Union and the City.

Project Deliverables

At various stages of the project, HRNavigator Consulting will deliver specific products or services to the City of Chicago. The overall objectives of the consulting effort is to develop, content-validate, score and document promotional examinations for three ranks within the Fire Department: Fire Engineer, EMS Field Officer, and Ambulance Commander. Specific deliverables for each of the three projects are listed below.

Fire Engineer Examination

- Master copy of the Fire Engineer Promotional Examination *Study Guide and Workbook*.
- Master copy of the written test portion of the Fire Engineer Promotional Examination,
- Master copies of the materials for the oral/proficiency component of the Fire Engineer promotional examination, and a training session for examination assessors (in conjunction with qualified personnel from the Chicago Fire Department).
- List of promotion-eligible candidates with names rank-ordered by overall examination score, and
- Technical documentation summarizing the examination development process, the psychometric features of the examination and its sub-components, and recommendations for usage of the results in making promotions.

EMS Field Officer Examination

- Master copy of the EMS Field Officer Examination *Study Guide*,
- Master copy of the examination and associated materials,
- Training session for examination assessors, if required,
- List of promotion-eligible candidates with names rank-ordered by overall examination score, and
- Brief technical documentation summarizing the examination development process, the psychometric features of the examination, and recommendations for usage of the results in making promotions.

Ambulance Commander Examination

- Master copy of the Ambulance Commander Examination *Study Guide*,
- Master copy of the examination and associated materials,
- Training session for examination assessors, if required,
- List of promotion-eligible candidates with names rank-ordered by overall examination score, and
- Brief technical documentation summarizing the examination development process, the psychometric features of the examination, and recommendations for usage of the results in making promotions.

It is our understanding that the City of Chicago wishes to secure consulting services for the technical aspects of examination development, analysis and interpretation. Further, it is our understanding that the scope of HRNavigator Consulting's responsibility will not extend to administrative oversight, control and operation of the examinations. The proposal assumes that the City of Chicago, with the assistance of consultants from Ernst & Young, LLP, will provide the following:

- Personnel from within the ranks of the Fire Department to serve as SMEs for the job analysis sessions,
- SMEs designated by, and from within the ranks of, the Fire Department to serve as content developers for the written components of the examinations,
- SMEs designated by, and from within the ranks of, the Fire Department to serve as content developers for the oral/proficiency components of the examinations,
- Sites for administration of the written and oral/proficiency components of the examinations,
- Materials and equipment as required, which are necessary for the administration of the examinations,

- Oversight, operations personnel and security during examination administration,
- Auditing processes to document and verify distribution and return of all candidate materials associated with the examination,
- Outside assessors who meet the criteria specified by HRNavigator Consulting to administer the oral/proficiency component of the Fire Engineer examination,¹
- Printing/duplication of all examination booklets, study guides and other project materials needed for administration or distribution.

Project Time Frames

In order to help the Fire Department insure it has working eligibility lists from which promotions to the ranks of Fire Engineer, EMS Field Officer, and Ambulance Commander can be made as vacancies occur, HRNavigator Consulting will begin work on the projects once approval has been granted by the City of Chicago, Department of Human Resources. Work would continue on the projects until their completion. HRNavigator Consulting has developed an extremely ambitious schedule to help the City obtain its promotional lists as soon as possible. The proposed time frame for the combined projects is summarized in Exhibit 1, and broken down separately for Fire Engineer, EMS Field Officer, and Ambulance Commander in Exhibits 2 through 4, respectively. However, exact dates for completion of each stage will be dependent on the actual starting date for the project, as well as other factors which are outside of HRNavigator Consulting's control (e.g., CFD holiday schedule, available dates for testing sites).

It should be noted that the schedule for and timing of events beyond the completion of examination development and technical documentation are also outside of the control of HRNavigator Consulting as they will involve the Department of Human Resources, the Department of Fire, the Department of Law and, in the case of the Fire Engineer examination, the United States Department of Justice.

Project Costs

Project costs are broken down into two separate categories: professional fees and expenses. Professional fees are based on the estimated amount of time necessary to complete each stage of

¹ For the Fire Engineer examination, HRNavigator Consulting will identify and screen qualified assessors to (a) administer the proficiency examination to each candidate, and (b) monitor and record candidate performance. The cost estimates presented in this proposal assume that payment for the services of these assessors will be handled by Ernst & Young, which has overall administrative responsibilities for the examination. In the event that the City of Chicago would prefer that HRNavigator Consulting assume responsibility for these expenses, either an addendum to the contract or a supplemental contract will be necessary.

each project, as well as any additional professional resources which may be necessary or appropriate. These fees cover the work of the primary consultant and other consulting professionals who may be asked to join the consulting effort during various stages of the project. Professional fees necessary to develop, analyze and interpret the promotional examinations are estimated to be as follows:

Fire Engineer	\$281,800
EMS Field Officer	63,600
Ambulance Commander	80,400

Expenses refer to the out-of-pocket costs associated with the project, including travel, meals, lodging, equipment, materials, clerical support, photocopying, etc. All expenses will be billed as they are incurred and without mark-up. Expense receipts will be maintained on file and will be available for review by the City, if desired. Efforts will be made during the project to keep expenses at a reasonable level. Out-of-pocket expenses for this projects will be limited to 15% of total estimated professional fees for each project. A breakdown of the estimated professional fees and expenses is presented in Exhibit 5 for the project.

Background and Professional Capabilities of HRNavigator Consulting

Founded and incorporated in 1998, HRNavigator Consulting, Inc. specializes in the design and development of systems for human measurement, specifically the knowledge, skills, abilities and personal characteristics necessary for effective performance in various work settings. The firm's efforts are focused on the development of tailored selection systems, group and individual assessment programs and leadership development methods. HRNavigator Consulting, Inc. is a privately held corporation located at 2357 Tollwood Court, Grayson, Georgia.

The president of HRNavigator Consulting, Inc. and primary consultant for the project is Murray S. Weaver, PhD. Dr. Weaver's training includes a doctoral degree in experimental psychology from the University of Tennessee, Knoxville and postdoctoral specialization in industrial/organizational psychology from Bowling Green State University. Prior to founding HRNavigator Consulting, he served as the assistant director for a personnel research unit in a large state government system, directed the assessment and leadership development operations for a major telecommunications corporation in the southeastern United States, and worked as a consultant with an international human resources consulting firm. As a result of his varied positions, he has extensive experience working with both private and public sector organizations. He has developed selection and assessment systems for a wide range of organizations, including

seven promotional examinations for the Chicago Fire Department [i.e., Fire Lieutenant (1993, 1999), Fire Engineer (1994, 2001), Battalion Chief (1994, 2005), and EMS Field Officer (2000)]. Industries with which Dr. Weaver has consulted² or worked as a member of the professional staff include:

- Automotive manufacturers,
- Banking and insurance,
- Consumer products,
- Food and beverage manufacturers,
- Forestry and paper products,
- Healthcare and pharmaceuticals,
- Human resources consulting,
- Restaurant and retailing,
- Public sector, and
- Telecommunications.

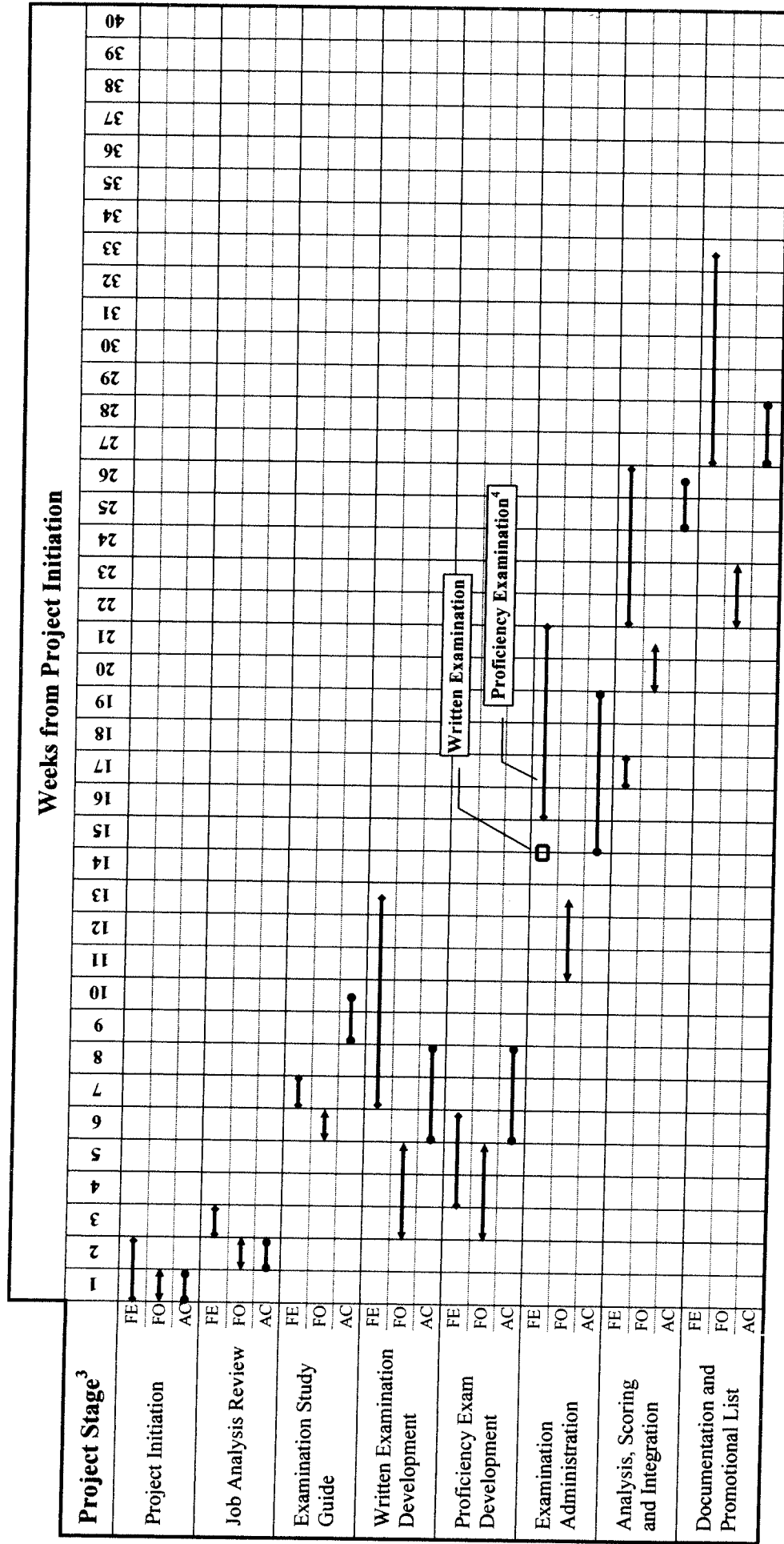
When additional expertise is required on project work, HRNavigator Consulting has an extensive network of contacts within the professional industrial/organizational psychology community. With access to four major universities in the Atlanta area (i.e., Emory University, Georgia Institute of Technology, Georgia State University, and University of Georgia) and a range of personal and professional contacts across the United States, the firm's expertise and resources can be quickly supplemented as necessary.

HRNavigator Consulting project work is supported by Pentium IV-based microcomputer hardware and software systems, allowing the consultant full computer support while in office or on project assignments. Software systems include a full range of word processing, graphic, presentation, photographic and statistical data analysis capabilities.

² Not all of these consulting relationships have been with HRNavigator Consulting

Exhibit 1

Fire Department Promotional Examination Development Timeline

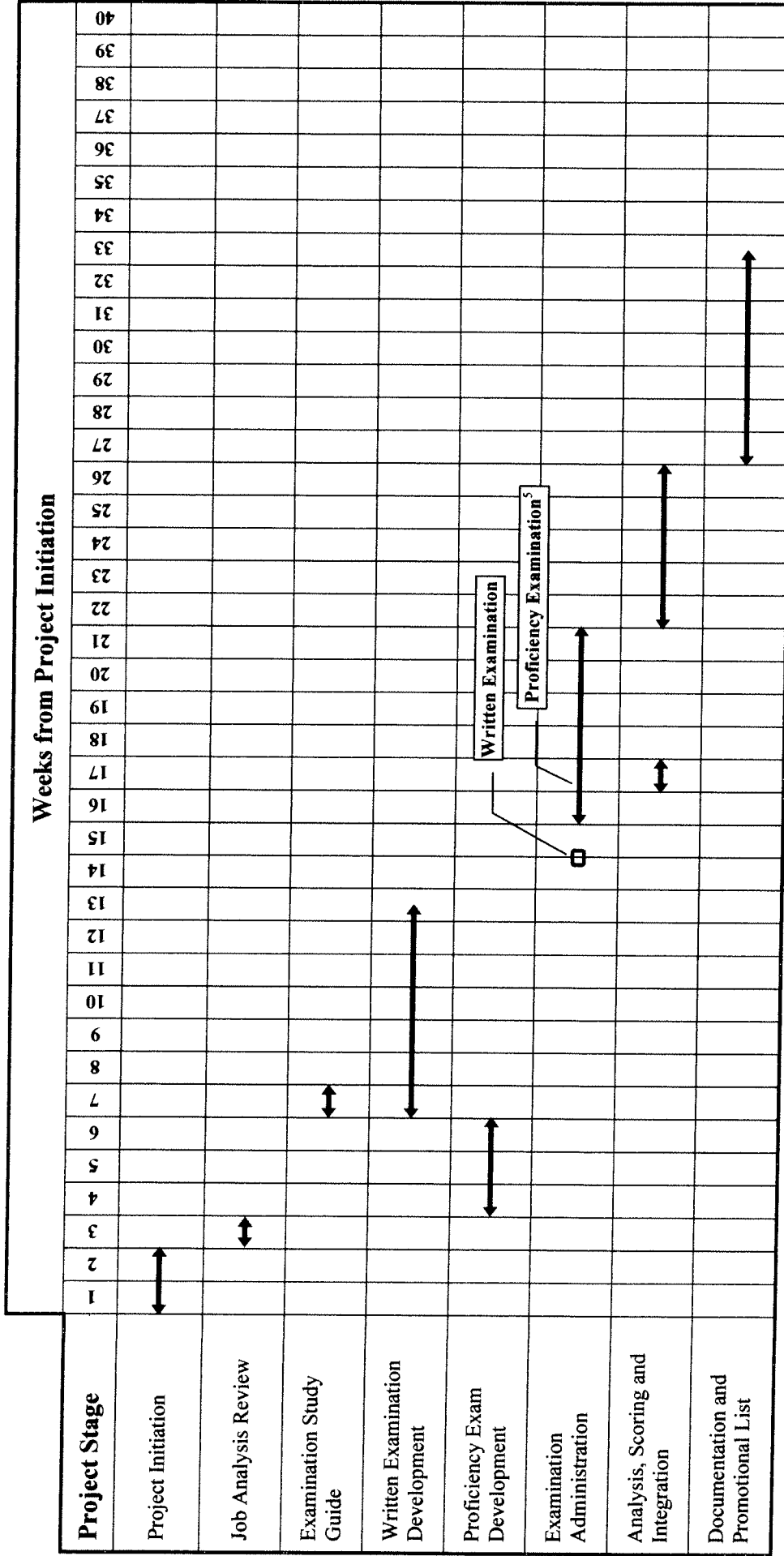


³ The timeline presents the phases separately for each of the three examinations included in this project. The key for the examinations are: FE – Fire Engineer, FO – EMS Field Officer, and AC – Ambulance Commander

⁴ The time estimate is based on 900 candidates having access to four front-line engines for the proficiency component of the examination. The actual amount of time needed will be shortened if six front-line engines are available, and/or fewer candidates register for the examination. To the extent that the amount of time needed to complete the proficiency component is shortened, the scheduling of the remaining phases of the Fire Engineer examination project will be moved forward.

Exhibit 2

Fire Engineer Promotional Examination Development Timeline



⁵ The time estimate is based on 900 candidates having access to four front-line engines for the proficiency component of the examination. The actual amount of time needed will be shortened if six front line engines are available, and/or fewer candidates register for the examination. To the extent that the amount of time needed to complete the proficiency component is shortened, the scheduling of the remaining phases of the Fire Engineer examination project will be moved forward.

Exhibit 3

EMS Field Officer Promotional Examination Development Timeline

	Weeks from Project Initiation																																											
Project Stage	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40				
Project Initiation	↕																																											
Job Analysis Review		↕																																										
Examination Study Guide						↕																																						
Written Examination Development			↕																																									
Proficiency Exam Development			↕																																									
Examination Administration											↕																																	
Analysis, Scoring and Integration																						↕																						
Documentation and Promotional List																																										↕		

Exhibit 5

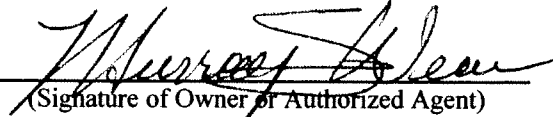
Projected Fees and Expenses for the Fire Engineer, EMS Field Officer, and Ambulance Commander Promotional Examination Projects

Professional Fees	Fire Engineer	EMS Field Officer	Ambulance Commander	Total
Project Stage				
1. Project Planning and Initiation	\$14,400	\$ 4,800	\$ 4,800	\$24,000
2. Job Analysis Review	7,200	4,800	4,800	16,800
3. Examination Study Guide	8,000	6,000	7,200	21,200
4. Written Examination Development ⁶	59,200	---	---	59,200
5. Oral/Proficiency Examination Development	38,600	18,000	18,000	74,600
6. Examination Administration ⁷	49,600	13,200	28,800	91,600
7. Scoring, Analysis and Integration	56,000	7,200	7,200	70,400
8. Documentation and Promotional List	48,800	9,600	9,600	68,000
Total Estimated Professional Fees	\$281,800	\$63,600	\$80,400	\$425,800
Expenses				
Out-of-pocket expenses are billed as incurred, and are limited to a maximum of 15% of total estimated professional fees.	\$42,270	\$9,540	\$12,060	\$63,870

⁶ The written and oral/proficiency components of EMS Field Officer examination will be integrated into a single examination event, and as a result, the two components will be developed concurrently. This also holds true for the Ambulance Commander examination. Accordingly, the professional fee estimate for developing the examinations for these ranks was not broken down into both a Written and Oral/Proficiency component.

⁷ The values used to calculate the time needed to complete the EMS Field Officer and Ambulance Commander examinations, and the proficiency component of the Fire Engineer examination were determined from an estimate of the number of eligible candidates who might participate in each examination. If the actual time needed to conduct those portions of the examination is markedly lower than calculated, the professional fees billed to the City of Chicago will be lowered accordingly.

This proposal, entitled *Development of Promotional Examinations for the Chicago Fire Department: Phase 1 – Fire Engineer, EMS Field Officer, and Ambulance Commander*, was originally submitted to the Department of Human Resources, City of Chicago, in May, 2006. It was re-submitted with clarifications on August 6, 2006.



(Signature of Owner or Authorized Agent)

MURRAY S. WEAVER / PRESIDENT

Name/Title (Print)

08-06-06

Date

770-513-9326

Phone

HRNavigator

Human Resources Management Consulting

*HRNavigator Consulting, Inc.
2357 Tollwood Court
Grayson, GA 30017-1820
Phone/Fax: 770-513-9326*

August 9, 2006

Ms. Ann Nakaguchi
Department of Human Resources
City of Chicago
City Hall, Room 1102
121 N. LaSalle St.
Chicago, IL 60602

Dear Ms. Nakaguchi:

As you know, the City of Chicago has set goals for minority and women's business enterprise involvement in all its contracts. HRNavigator Consulting, Inc. has worked closely with the City of Chicago since 1999 to develop and implement multiple promotional examinations for various uniformed ranks within the Chicago Fire Department. For each project, the firm worked diligently to meet the City's goal for the level of participation for Minority and Women's Business Enterprises (MBE/WBE). Unfortunately, extensive use of certified MBE/WBE firms has been found to be impractical given the nature of the work and the security needs of the City of Chicago and the Chicago Fire Department. I have outlined the reasons for this below.

- **Specialization:** HRNavigator Consulting, Inc. provides services in the area of employee selection system development. This is a specialized field of practice with a limited number of trained professionals. All qualified practitioners hold advanced degrees in industrial-organizational psychology or a related field, and most have earned doctorates. The use of selection systems is impacted by legal policies at both the federal and state level. As examinations may be challenged in court, the City and the Fire Department have an interest in assuring that consultants working on test development projects are recognized experts in the field, qualified to perform the necessary services and capable of withstanding examination in a court of law. It is for this reason that each phase of all the projects with the City of Chicago have been carried out directly by the firm's principal, with the assistance of select Fire Department personnel who have subject matter expertise, in order to assure acceptance of qualifications in a court of law. Accordingly, contracting to have other groups or individuals participate in this test development effort must be done with careful consideration of the needs of the City and professional standards of practice. Unfortunately, HRNavigator Consulting has been unable to locate certified MBE or WBE firms with the necessary qualifications to assist in test development efforts.

- **Security and Confidentiality:** Test development must be conducted under secure and confidential conditions in order to insure that no groups or individuals are given an unfair advantage prior to test administration. Were information about any test or its content to be released prior to test administration, the validity of the entire test could be placed in jeopardy. It is in part for this reason that the City has arranged with Ernst & Young, LLP to print test materials, administer examinations, secure the results and insure confidentiality of material and information throughout the entire process for each project. The use of outside entities by HRNavigator Consulting, Inc., even for such things as photocopying during examination development, has the potential to undermine the security and confidentiality required by the City. Therefore, all opportunities to utilize certified MBE/WBE firms must be evaluated against the potential threat to the security of the examination.
- **Limited Opportunity to Purchase Goods, Materials or Services:** The scope of services outlined in the contract between HRNavigator Consulting, Inc. and the City of Chicago is limited to developing, analyzing, interpreting and making recommendations for use of promotional tests. The City contracts separately with Ernst & Young, LLP for test administration, preparation of materials and other test-related activities. As a result, HRNavigator Consulting, Inc. has very limited opportunity to have MBE/WBE firms participate even indirectly in projects through the purchase of goods, materials and services.

Where possible, however, HRNavigator Consulting, Inc. makes arrangements for and uses the services of certified MBE and WBE firms. Specifically, it has made the following arrangements with certified entities in previous projects, and will continue to do so for the current project:

- MBE firms have handled all travel, conference, and meeting arrangements (i.e., air transportation, car rentals, lodging, meeting rooms) for projects.
- WBE firms have brokered the insurance policies required in the contract between the City of Chicago and HRNavigator Consulting, Inc.

Based on past experience, the total involvement of MBE and WBE firms for the examination development project under consideration are likely to be well below the goals set by the City of Chicago. However, the level of MBE/WBE participation will represent a determined effort to meet the goals given the limitations described above.

I am therefore requesting a waiver for the level of MBE and WBE participation in the current contract between the City of Chicago and HRNavigator Consulting, Inc. In order to complete the contract process, I would like to obtain your concurrence for this waiver.

Ms. Ann Nakaguchi
August 9, 2006
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If, as you review this request, you have questions or need additional information, please feel free to contact me at your convenience. I can be reached on 770-513-9326.

Sincerely,

A handwritten signature in black ink that reads "Murray S. Weaver". The signature is written in a cursive style with a large, sweeping initial "M" and a long, horizontal flourish at the end.

Murray S. Weaver, Ph.D.
President



City of Chicago
Richard M. Daley, Mayor

Department of Human Resources

Jacqueline P. King
Commissioner

City Hall, Room 1100
121 North LaSalle Street
Chicago, Illinois 60602-1209
(312) 744-4966 (Voice)
(312) 744-1521 (FAX)
(312) 744-2563 (TTY)

<http://www.cityofchicago.org>

Administration
Employment Services
Information Services

City Hall, Room 1100-1102
(312) 744-4962 (Voice)
(312) 744-4976 (Voice)
(312) 744-4954 (Voice)
(312) 744-1521 (FAX)

Employee Assistance Program
(312) 747-0399 (Voice)
(312) 747-8970 (FAX)

Office of Compliance
Labor Relations
Sexual Harassment
Workforce Compliance

DePaul Center, Suite 330
333 South State Street
Chicago, Illinois 60604-3973
(312) 747-8960 (Voice)
(312) 747-8975 (Voice)
(312) 747-8988 (Voice)
(312) 747-8981 (Voice)
(312) 747-8971 (FAX)

Strategic Services
DePaul Center, Suite 520
333 South State Street
Chicago, Illinois 60604-3975
(312) 747-7277 (Voice)
(312) 747-0405 (FAX)
(312) 747-8972 (Voice)
(312) 747-8971 (FAX)

MEMORANDUM

DATE: 9 August 2006
TO: Barbara Lumpkin
Chief Procurement Officer
Department of Procurement Services
ATTN: Claude Humphrey
Deputy Procurement Officer
FROM: *Jacqueline P. King*
Jacqueline P. King
Commissioner of Human Resources

The Department of Human Resources is requesting a sole source contract between the City of Chicago and HR Navigator Consulting. In its first phase, this contract will cover the development of examinations for the ranks of Fire Engineer, Paramedic Field Officer and Ambulance Commander. Examinations for the titles of Fire Lieutenant, Fire Captain and Paramedic-in-Charge will be developed at a later date. Attached is a scope of services for the development of the first phase of examinations.

The Department of Human Resources must begin development and administration of these examinations during the third and fourth quarter of 2006. The current eligible lists for Fire Engineer and Paramedic Field Officer will be depleted by the end of 2006. An Ambulance Commander examination, per the collective bargaining agreement, must be developed and an eligible list posted in 2007. Without viable eligible lists, the resulting lack of proper staffing will result in costs for overtime and acting up pay. Not only will these costs increase as vacancies remain unfilled, but public safety and the safety of firefighting and emergency medical services personnel will be jeopardized.

HR Navigator Consulting has an understanding of the inner workings of the Chicago Fire Department and the climate in which testing must be developed. They have demonstrated the ability to develop valid examinations and provide appropriate training for assessors and test preparation materials for candidates. Of equal importance, HR Navigator's examinations are developed in a manner that ensures the security and strict confidentiality of the test items and all test materials.



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Their knowledge of job analysis, test development and statistical analysis of the data have provided valid and fair testing processes for Fire Department employees.

HR Navigator has developed examinations that have stood up to the scrutiny of the unions and the courts. In addition, they have experience working with the Dept of Justice. They are knowledgeable about the Department of Justice's requirements and expectations in relation to employment testing and have provided requested documentation to their satisfaction.

The City of Chicago has utilized the test development services of HR Navigator Consulting since 1993: 1993 and 1999 Fire Lieutenant; 1994 and 2001 Fire Engineer; 1994 and 2005 Battalion Chief; and 2000 Paramedic Field Officer. HR Navigator developed a Battalion Chief examination for the City of Chicago that not only was valid, but provided an eligible list with no adverse impact. The City was able to use the resulting eligible list in strict rank order.

In regards to the City's MBE/WBE requirements, we are requesting a waiver for HR Navigator. This consultant is a "one man shop," and will use certified firms for travel and insurance to at least meet some of the required level of MBE/WBE participation.

Thus, HR Navigator's knowledge of test development, the ability to develop test procedures that are secure and valid, an understanding of the City of Chicago, Department of Fire's structure and uniqueness of the Department's members, along with the Department of Justice experience makes HR Navigator the Department of Human Resources' choice to develop the next set of Fire promotional examinations.

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The estimated total cost for HR Navigator's services during initial three (3) year period is estimated at \$489,670.00

The funding strip is 06-100-99-0140.

Please contact Larry Blustain at 312-744-5393 if you have any questions.

Thank you for your assistance.

JPK/LB

Cc: Michelle Burton
Darlene Price
Ann Nakaguchi
Rodney LaBauex
Department of Human Resources

John O'Brien
Department of Procurement Services

Attachments