

Civil Service Commission

Safety Committee Presentation

July 16, 2025

Entry-level Written Test (through National Testing Network)

Police:

- Test time: Approximately forty (40) to sixty (60) minutes.
- Administration format: Un-proctored & Virtual; can be completed on a computer or a mobile device (i.e., cellphone, tablet).
- Two test elements: Writing (multiple choice + writing) and Reading (multiple choice)
- Passing score: 80% (must score at least 80% on each test element to pass)
- Reading is at 10th grade level & Writing is at 12th grade level

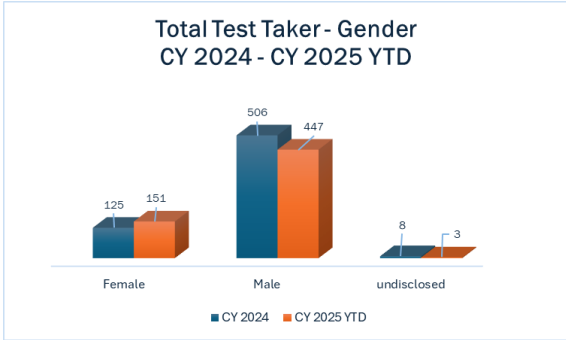
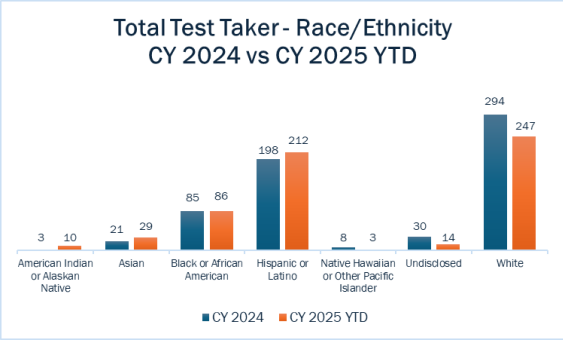
Firefighter:

- Test time: Approximately two (2) hours.
- Administration format: Proctored; May be taken online or at a testing center near you.
- Four test elements: Human Relations, Mechanical Reasoning, Reading Comprehension, Math
- Passing score: 82% (must score at least 82% on each test element to pass)
- Reading is at 10th grade level

EMT – No written test

Total Test Takers	2024	CY 2025 YTD
Did Not Pass	138	93
Pass	414	508
Expired	87	–
Total	639	601 (↓6%)

Total Did Not Test	Count	% (vs Total Applicants)
CY 2024	1031	41.88%
CY 2025 YTD	752	33.04% (↓27.06%)



2025 Highlights:

- ✓ Anticipated increase in total applicants completing the NTN test for Police in 2025
- ✓ YTD decrease in applicants not completing the NTN test

Entry-level Written Test (through National Testing Network)

Adverse Impact - 80% Rule	Total Testers	Total Pass	Total Did Not Pass	Pass Rate	Pass / Total Tester	(Pass / Total Tester) / (Pass/Total Tester of Highest Pass Demo)
Asian	29	21	8	72.41%	0.724138	79.14%
Black or African American	86	61	25	70.93%	0.709302	77.52%
Hispanic or Latino	212	173	39	81.60%	0.816038	89.19%
White	247	226	21	91.50%	0.91498	
Total	574	481	93			

Adverse Impact - 80% Rule	Total Testers	Total Pass	Total Did Not Pass	Pass Rate	Pass / Total Tester	(Pass / Total Tester) / (Pass/Total Tester of Highest Pass Gender)
Female	151	130	21	86.09%	0.860927	102.62%
Male	447	375	72	83.89%	0.838926	
Total	598	505	93			

Highlights:

- ✓ Ongoing monitoring of NTN test results for police entry-level indicate a potential for adverse impact in the Black or African American and Asian candidates. Sample size of Asian requires more data (<30).
- ✓ Candidates are primarily failing at the writing Test element (vs reading).
- ✓ Vendor recommends lowering the minimum passing score back to 65. They also indicate that adjusting the writing minimum score to 75% would eliminate adverse impact across all groups.
- ✓ Vendor do not have available correlation data on the success in the reading/writing test components and success in the more administrative-specific functions of an officer.

Entry-level Written Test (through National Testing Network)

EEOC Guidance on Addressing Adverse Impact:

Employer Responsibility: Employers are responsible for any adverse impact caused by their tests, even if the tools are designed or administered by a third-party vendor.

- **Job-Relatedness and Business Necessity:** If adverse impact is detected, the employer must demonstrate that the selection procedure is job-related and consistent with business necessity. This means showing that the test or procedure is necessary for the safe and efficient operation of the business and that it is associated with the skills needed to perform the job successfully.
- **Test Validation:** To demonstrate job-relatedness, employers should validate their tests, which involves gathering evidence that the test accurately predicts job performance.
- **Exploring Alternatives:** Even if a test is job-related and consistent with business necessity, employers should still explore less discriminatory alternative selection procedures that would meet the employer's needs with a lesser adverse impact.
- **Taking Steps to Reduce Impact:** If an employer discovers that a test or procedure has an adverse impact, they should take steps to reduce the impact or select a different tool altogether.

Current Measures to Address:

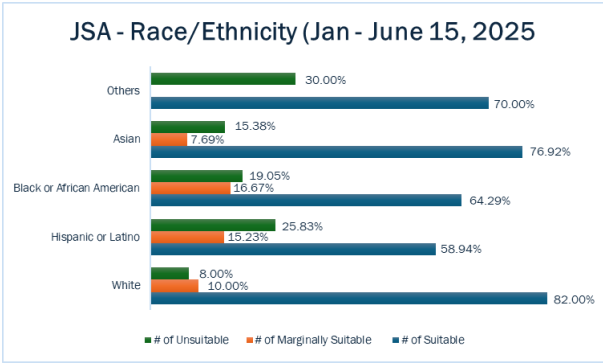
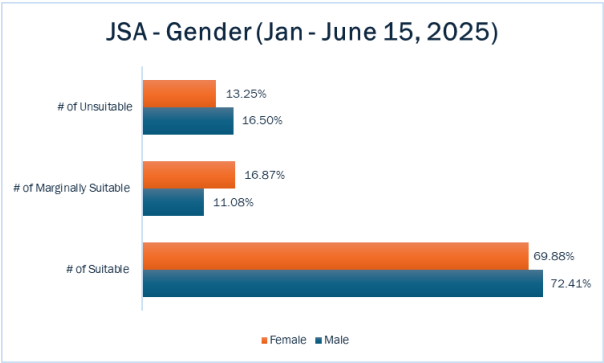
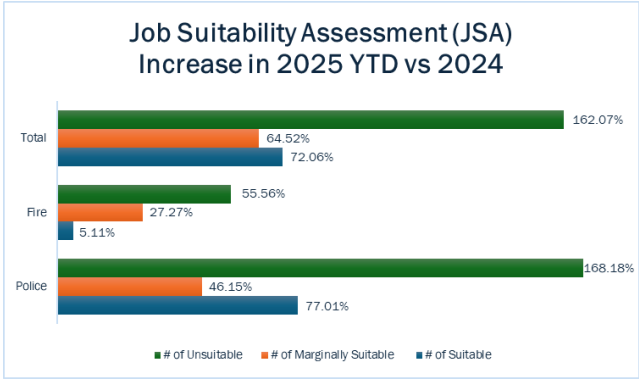
- ✓ Requested that the vendor conduct further review to gain insight on whether there is/are any question(s) the impacted candidates most commonly fail on. Then, exploring using a different question format or rephrasing question.
- ✓ Vendor developed a candidate handout designed to help prepare for the test. The handout discusses the test components and general test taking strategies and ways to avoid common errors.
- ✓ Vendor is developing a custom practice test that will be available to applicants online.
- ✓ DOS and DPD leadership and recruiting teams have been working hard on broadening and strategically diversifying recruitment pipelines. CSC will look to partner with them more closely on current and future strategies.

"Adverse impact is a known and well-documented risk when relying heavily on cognitive assessments, particularly when high cut scores are used. Decades of research confirm this relationship, and there is no completely impact-neutral way to measure cognitive ability alone. However, a key lever for mitigating this challenge lies not within the test itself, but rather in shaping who enters the pipeline."

Job Suitability Assessment (JSA)

The Job Suitability Assessment (JSA) is used to determine if you are at significant risk for employment concerns as a public safety employee. This is a non-medical evaluation; it focuses on relevant behaviors, characteristics, and personality traits of applicants using a battery of written tests and an interview with a licensed psychologist. The JSA evaluates personality traits and behavior patterns that are essential for law enforcement officers

Job Suitability Assessment (JSA) - All Applicants	CY 2024	CY 2025 (Jan - June 15th)
# of Suitable	204	351
# of Marginally Suitable	31	51
# of Unsuitable	29	76
Total # of JSAs	264	478



2025 Highlights:

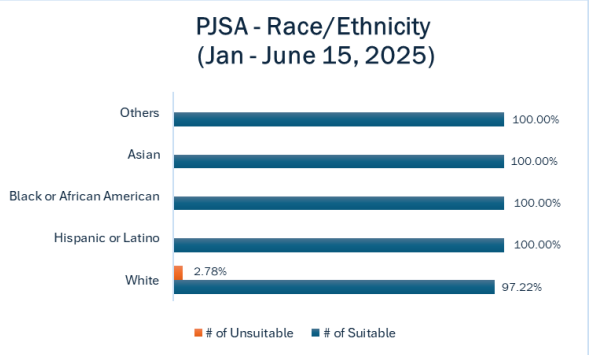
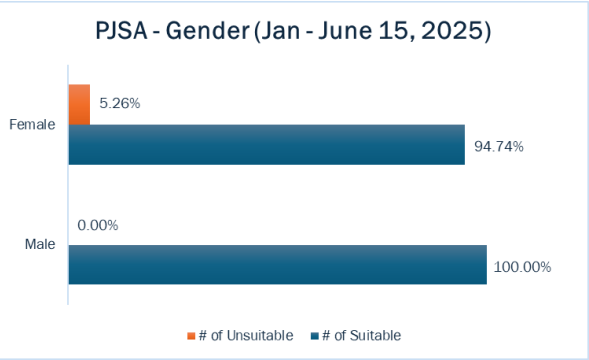
- ✓ The updated job analysis completed in January 2025 enabled a more specific assessment process, better differentiating candidates' suitability.
- ✓ The growth trend spans across all demographic categories, including gender and ethnicity, suggesting a systemic increase in evaluation volume.

Psychological Job Suitability Assessment (PJSA)

The Psychological Job Suitability Assessment (PJSA) is used to ensure you do not pose a direct threat to the health and safety of others. This is a medical evaluation administered after a conditional offer has been given & accepted.

Psychological Job Suitability Assessment (PJSA) - All Applicants	CY 2024	CY 2025 (Jan - June 15th)	% Increase
# of Suitable	70	78	11.43%
# of Unsuitable ↓	8	1	-87.50%
Total # of PJSAs	78	79	1.28%

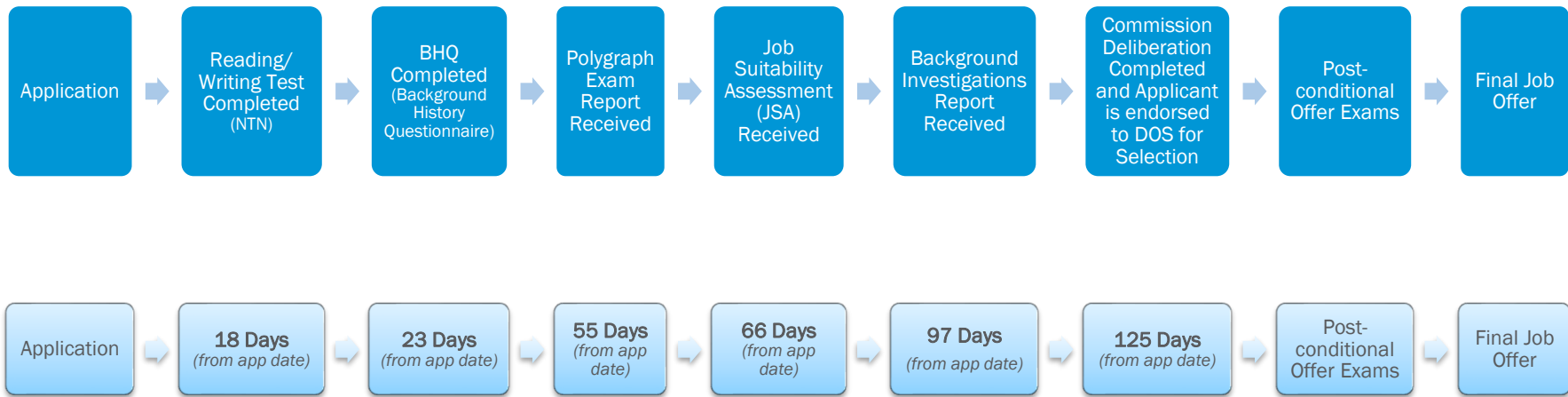
Job Suitability Assessment (PJSA) - Police Only	CY 2024	CY 2025 (Jan - June 15th)	% Increase
# of Suitable	70	76	8.57%
# of Unsuitable ↓	8	1	-87.50%
Total # of PJSAs	78	77	-1.28%



2025 Highlights:

- ✓ Zero PJSA unsuitable determination for EMT & Firefighter
- ✓ Data highlights a notable improvement in screening practices, reflected in lower rate of unsuitable determinations in 2025.
- ✓ This suggests that earlier-stage screening procedures have successfully filtered out unsuitable candidates prior to reaching PJSA (hiring step).

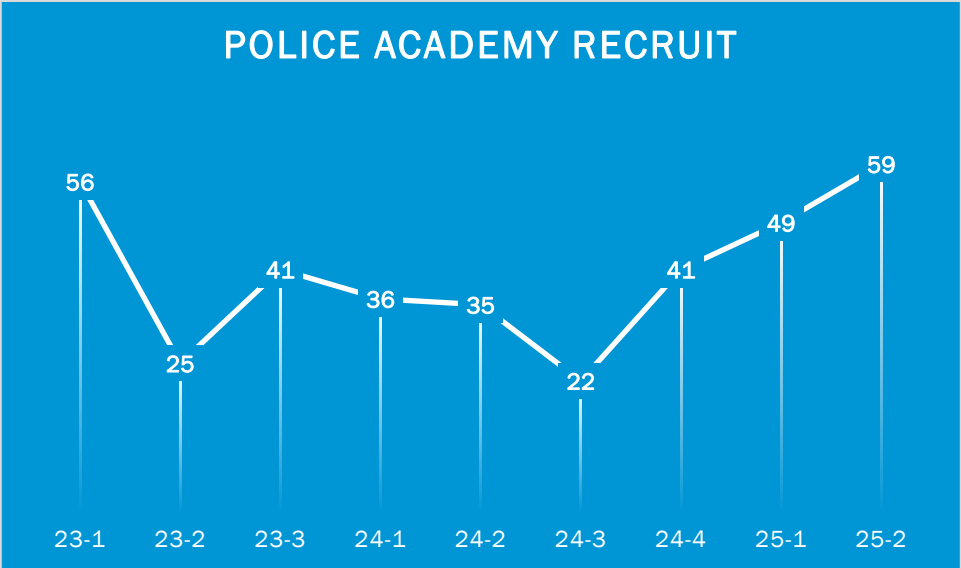
CSC Hiring Process Timeline - Police



2025 Highlights:

- ✓ Previously, the average to process was anywhere between 3-6 months.
- ✓ Workday automation and report enhancement plus process improvement changes have attributed to efficiency gains.
- ✓ Improved access to reliable data and more predictable and/or trackable outcomes.

Police Academy Recruit Count



2025 Highlights:

- ✓ CSC believes that speed doesn't automatically equate to value or progress.
- ✓ CSC focused on changes that brought efficiency, effectiveness, and meaningful impact.
- ✓ CSC did not embark on changes *just* to speed up without purpose.
- ✓ CSC received 14 recommendations from the recently concluded audit of our entry-level hiring process. Of the 14 recommendations, 4 have been completed, 6 are scheduled for completion on 10/31/2025, and 4 by 12/31/2025.

Thank You!

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