

The Penn State Justice and Safety Institute (JASI), was formed in 1971 to meet the professional development needs of



law enforcement and public safety professionals.

In addition, the Institute operates on a uniquely broad front of community and justice-focused services.

JASI's mission is to provide educational and training programs, related consulting services, and research that enables our clients to serve their increasingly diverse constituencies more effectively. Many courses offer participants Continuing Education Units from Penn State.

JASI maintains an in-house curriculum development staff of subject matter experts, instructors, evaluation experts, editors, and application designers and developers.

Penn State Justice and Safety Institute

306 Lubert Building
101 Innovation Park
University Park, PA 16802
Phone: 814-863-0079

E-mail: jasiinquiry@outreach.psu.edu
<http://jasi.outreach.psu.edu>



The Penn State Justice and Safety Institute & EB Jacobs



A partnership, offering state-of-the-art assessment programs to public safety agencies in regions across the country

EB Jacobs, LLC, a premier public safety and human resources firm, applies the science of assessment to help agencies better understand the jobs they have, the people who make up their staff, and those that they are considering hiring.



Since 1980, EB Jacobs has worked with law enforcement agencies across the country to develop their public safety professionals through human resource initiatives. They have conducted over 300 contracts with law enforcement agencies in over 75 different federal, state, municipal, and county agencies.

EB Jacobs' background and training coupled with the experiences of JASI allow them to create programs that are state-of-the-art, relying on the most current products and services.

EB Jacobs, LLC

300 South Burrowes Street
State College, PA 16801
Phone: 800-367-5214

E-mail: Inquiries@ebjacobs.com
<http://www.ebjacobs.com>

Job Analysis

Before designing a selection process to identify effective performers or a performance appraisal system, we must first define effective performance in terms of the tasks to be performed and the knowledge, skills, abilities, and personal characteristics needed to perform those tasks. A job analysis helps ensure that the selection or appraisal system in which you invest is going to produce the results you expect (i.e., effective performers). From a best practice and legal compliance standpoint, it is critical to conduct a job analysis before developing any personnel decision-making process.

Our goal in any job analysis is to completely and accurately define the tasks to be performed and the knowledge, skills, abilities, and personal characteristics (KSAPs) that are prerequisites for effective task performance. Our traditional job analysis process relies on:

- Observation and interviews with a representative sample of incumbents and supervisors
- Panel reviews with a representative sample of incumbents
- Questionnaires measuring task, knowledge, ability, and personal characteristic requirements

Recently, we reviewed our processes and results from agencies across the country and now offer a job analysis process that is online and easy to use.

It is critical to conduct a job analysis before developing any personnel decision-making process.

Regardless of the job analysis method chosen, the data are compiled into a simple but complete report for your agency to help you manage more effectively.

Entry Level Officer Testing

EB Jacobs offers comprehensive entry level testing services for all law enforcement officer assignments in

federal, state, municipal, and county agencies. The EB Jacobs approach to entry level selection embraces the value of cognitive ability tests but recognizes that personal characteristics and work styles also play a large role in performance effectiveness.

The EB Jacobs flagship product borne out of this approach is the Law Enforcement Aptitude Battery (LEAB). By combining cognitive ability assessment with non-cognitive measures during the initial phase of testing, we enhance the prediction of performance, while counteracting the potential adverse results of the cognitive test by including other job related assessments that have less adverse impact on protected groups. As a result, the group of law enforcement officer candidates that moves forward into subsequent phases of assessment is much more diverse than would normally be the case with traditional law enforcement selection tests.

The LEAB was developed by EB Jacobs based on ten years of research with dozens of law enforcement agencies. We have collected data from over 100,000 candidates and created a database for evaluating our results with a sample in excess of 1,100 incumbent law enforcement officers in state, municipal, and county law enforcement agencies. The LEAB will help you:

- Select the best candidates who are most able and willing to do the job
- Increase diversity by minimizing adverse impact
- Maximize test standardization and fairness for all candidates
- Reduce time and cost of testing
- Enhance test security with multiple versions

The Law Enforcement Aptitude Battery (LEAB) combines cognitive ability assessment with non-cognitive measures during the initial phase of testing.

The LEAB is available in two administrative formats, using a traditional paper and pencil method or through our online testing service. In addition to LEAB, we can assist you in creating an entry level selection process, including services, such as:

- Oral assessments
- Candidate preparation
- Test administration services

Promotional Examinations for Supervisory and Command Positions

In today's complex global environment, being an effective leader requires more than knowing the rules and possessing the ability to do the job – law enforcement professionals must also possess the necessary personal characteristics to succeed at the next level. EB Jacobs provides comprehensive promotion testing services to obtain a complete understanding of the qualities of your promotion candidates. We have provided services for:

- Every rank up to Chief
- Over 2,200 candidates for a single job title
- Up to seven promotion ranks simultaneously
- Personnel in state, municipal, and county agencies

We identify the most qualified individuals for the job while ensuring compliance with all professional and legal guidelines. Our hallmarks include:

- Using multiple forms of assessment
- Conducting rigorous test development, review, and scoring procedures
- Providing extensive information to prepare candidates for testing and to provide feedback on their performance
- Taking significant steps to preserve the integrity and security of our examination processes

We identify the most qualified individuals for the job while ensuring compliance with all professional and legal guidelines.

- Adopting a multi-faceted approach to minimize adverse impact based on subgroup membership

Executive Recruitment and Selection

We can assist you in helping to attract, screen, and assess candidates for the highest ranks within your agencies. We have successfully completed projects for multiple jurisdictions at the Deputy Chief and Chief positions.

Performance Assessment and Management at All Ranks

Our assessment work with law enforcement agencies does not end with the delivery of a list of candidates for hire or promotion. We believe that law enforcement agencies can find no better way to invest in their people than to help facilitate performance once on the job. Helping people excel at their jobs makes good business sense. It also helps people attain their personal goals and adds to their sense of well-being.

We can customize our content to your specifications.

We work with law enforcement agencies to develop detailed job specifications and then to create assessment and feedback procedures that help improve on-the-job performance. We create tools that supervisors can use to evaluate performance and tools that individuals can use to evaluate their own performance. We work with both supervisors and subordinates to facilitate the necessary communication about what is being done well and what needs to be improved. Not stopping there, we also help teams build programs to further the development of skills and abilities that are critical to success.

We recently undertook an initiative to put performance assessment online to help agencies more efficiently deal with this critical human resources activity. We can customize our content to your specifications and deliver it on an easy to use, Internet-enabled platform.