



Classified Testing wants to be as transparent as possible. Members are always free to call to learn about the process or any questions regarding Chapter 143 pertaining to testing.

We are here to help HFD learn, grow, and have fair and job relevant tools to use in their selection and promotion processes.

One can look at Classified Testing as a consultant to both HPD and HFD. We are part of Human Resources' Selection Services. We are not HPD nor HFD. This is beneficial as it maintains our objectivity of the process.



Once a list expires or a vacancy occurs, the clock starts for Classified Testing and the testing construction process begins.

First, a job analysis is conducted. This entails “job observations” with Inspectors, interviews with Inspectors, and observations of Inspectors doing their daily routines. The job analysis identifies the most critical job tasks, and these tasks help HFD experts choose source materials that are relevant to the job for the exam.

Once the source materials are selected, then the Test Construction phase starts. Test questions are drafted for each source and prepared for review 2-3 weeks prior to the exam administration.

During the question review period, HFD Subject Matter Experts check that the questions and answers are accurate and pick the 100 questions that are most applicable to HFD for the exam. Then Classified Testing edits, triple-checks, and prints the exam for administration.



After the exam, there will be a review that lasts one hour.

A draft list will be produced and posted within 24 hours of the test completion time.

This rank has a 10 day appeal process and a 10 day rebuttal process.

Once all the appeals have been heard and decided by the TRC, we rescore the test if necessary and double-check all scoring to prepare the final list. Then the list goes to the Civil Service Commission to be certified.

Testing Industry Standards

- Uniform Guidelines on Employee Selection Procedures (1978)
- SIOP Principles for the Validation and Use of Personnel Selection Procedures (2003)

Characteristics of a good selection test:

Fair > Reliable

Job Related > Valid

The two main standards Classified Testing adheres to are:

The Federal Uniform Guidelines for Employee Selection as well as the Society for Industrial/Organizational Psychologists (SIOP) Principles for Validation and Use for Selection. These standards require Classified Testing to deliver reliable and valid tools to our customers, including HFD, so that they can make well-informed hiring and promotion decisions.

Our goal is to make each test or assessment Fair, Reliable, Job Related, and Valid.

By fair we mean that every applicant has the same opportunity to take the test. For example, the EXACT same reading materials should be available to all applicants at the, the EXACT SAME amount of time to study should be available to all applicants, and the same or equivalent tests and test settings should be provided to all applicants. Reliable means that people with the same amount of knowledge of the source materials score similarly on the exam—which means we have to make the test equally challenging for everyone with the same level of knowledge. Just as fairness is related to reliability, test validity is related to how job related the test questions are.

By valid, we mean 1) the test requires applicants to use knowledge similar to knowledge used on the job to answer questions similar to challenges encountered on the job, and 2) how well an applicant scores on the test is strongly related to how much and how well the applicant knows the source materials picked out by HFD specifically for this position.

Study Aide

| To inform your performance of the 5 Primary Job Tasks listed below: | Study Source A | Study Source B | Study Source C | Study Source D | Study Source E | Study Source F |
|---|--|--|---|--|---|--|
| 1 Plans, supervises, and participates in the investigative work and administration of the arson division. | Effective Public Manager Chapter 1, 4, 5, 6, 8, | Leader-Managers in Public Sector Chapters 1-8 | Scientific Protocols for Fire Investigation Chapters 2-6, 8-10 | HFD Guidelines Volumes I and IV I-01, I-16, I-22, I-30, I-33, I-35, I-36, I-45, Vol. IV | Administrative Procedure 2-2 and Executive Orders AP 2-2, EO 1-39, EO 1-50 | HFD Accountability Manual Accountability Manual |
| 2 Coordinates on-scene investigation efforts of multiple alarm fires or fires involving fatalities, including ensuring safety and guideline adherence, expediting tasks, and acquiring resources. | | Chapters 5, 7 | Chapters 1, 2, 4, 6, 10 | Vol. IV | | Accountability Manual |
| 3 Establishes and assigns work priorities, projects, and programs. | Chapters 4, 5 | Chapters 2-8 | Chapters 2-5, 6, 8-10 | I-22, I-25, I-27, I-30, I-41, I-45, Vol. IV | AP 2-2 | Accountability Manual |
| 4 Monitors flow of activity, detects patterns and issues, and coordinates with members to resolve problems. | Chapters 2, 10 | Chapters 3, 4 | Chapters 8-10 | I-04, I-06, I-19, I-22, I-30, Vol. IV | AP 2-2, EO 1-18 | Accountability Manual |
| 5 Reviews and evaluates work products, methods, procedures, and performance of the arson division for quality assurance. | Chapters 1, 6 | Chapters 2-8 | Chapters 2-6, 8-10 | I-04, I-13, I-16, I-19, I-35, Vol. IV | AP 2-2, EO 1-39, EO 1-50 | Accountability Manual |
| Estimated number of questions on the Examination from this source: | 16 | 23 | 25 | 25 | 8 | 3 |

Example: How does Chapter 1 in Source A give you information you need to know or attend to in order to do Primary Job Task #1?

About this many questions will be on the exam from each source—so it can guide how much of your total study time you spend on each source.

1. How the source material was chosen
 1. A job analysis study was done to determine what tasks, skills, knowledge and abilities are most important to this job within HFD
 2. HFD members helped us link the most used knowledge areas, skills, and abilities (KSAs) to each of the most important tasks and then we limited the test to only those tasks that are the most critical.
 3. Current HFD subject matter experts (incumbents, supervisors, etc.) then picked the source materials they thought most relevant for learning how to do these tasks.
 4. The SMEs reviewed each book and marked on a matrix of tasks, and KSAs exactly which part of that book should help you learn a knowledge, skill, or ability needed to do one or more of these tasks
 5. Source materials that relate to more of the most important tasks, or to tasks that are performed more often, are also more represented on the exam.
2. The study aide is just an aide we offer to help guide your reading of the source materials. **That is where you should concentrate your study time towards, yet there are no “OMITS” on the Source Material Announcement and you should read the entire source.**
3. If you have questions about source material... start with CT because CT is using the material to write the test questions.
4. How to use the study matrix
 1. What information in Chapter X might help you learn to do task 1? How would you use the info in Chapter X to do task 1 well?
 2. Use the matrix to help you make up practice exam questions...

Bloom's Taxonomy

| Level | Skill Demonstrated | Test Item Stem |
|-------------------|--|---|
| 1 – Knowledge | <ul style="list-style-type: none"> Recall factual information Knowledge of dates, events, & places | <ul style="list-style-type: none"> List the three major... What is the definition of... |
| 2 – Comprehension | <ul style="list-style-type: none"> Grasp key meanings Apply knowledge to a different context | <ul style="list-style-type: none"> What is the difference between... Which of the following would occur... |
| 3 – Application | <ul style="list-style-type: none"> Use information to solve problems Apply methods, theories, or calculations | <ul style="list-style-type: none"> Apply the concept of X to solve Y... What are the steps for completing... |
| 4 – Analysis | <ul style="list-style-type: none"> Detect patterns Comprehend in-depth meanings | <ul style="list-style-type: none"> Analyze and determine... Which one of the following would not... |
| 5 – Synthesis | <ul style="list-style-type: none"> Make generalizations Make logical inferences | <ul style="list-style-type: none"> What would occur next... If X, then what happens to Y.... |
| 6 – Evaluation | <ul style="list-style-type: none"> Detect biases Diagnose deeper issues Pick the most effective solutions | <ul style="list-style-type: none"> Rank order the proposed solutions... Describe the factors that should be considered... |

1. How to build practice tests for yourself?
 1. Use Bloom's Taxonomy or the Levels of Knowing to ask yourself questions at each level of thinking related to the job.
 2. Inspectors do a most of their thinking at the Knowledge and Comprehension level, with Application level of thinking the 3rd most relevant—the test questions will follow a similar pattern.
2. Study tips
 1. Read 3 times, once for an overview understanding, the second time to build your own test questions, and the third time to answer and verify your own test questions.
 2. Each time you read, change up the order of the materials-Example: If you read the Guidelines first last time, read them third the next time.
 3. Ask yourself questions that mix and combine multiple materials, topic areas, and issues.
 4. Make up funny mnemonics or create interesting visual associations to help you remember technical material and procedures with multiple steps.
 5. Ask current Inspector's how they use the information you are currently studying—this will help you rehearse the information and also help you catch errors in your understanding of the information... Just be careful to ask more than one person before you decide that must be the way it really is, as opinions and experiences differ.

Sample Test Questions

1. Regardless of any other exits provided, assembly buildings must also have a main entrance and exit that is capable of accommodating how much of the total occupant load?

- A. One-half of the total occupant load.
- B. Two-thirds of the total occupant load.
- C. All of the total occupant load.

Source: [Fire Prevention: Inspection and Code Enforcement](#), Chapter 7, Page 119.

2. In the event of severe inclement weather or emergency situations, who issues the proclamation that would suspend non-emergency services?

- A. Fire Chief.
- B. Personnel Assignment Office.
- C. Mayor.

Source: [HFD Guidelines Vol. I, Reference I-22](#), Section 6.07B.

3. Your supervisor makes a decision with which you disagree. Which of the following options deviates furthest from the HFD Accountability Manual?

- A. Comply with the decision and keep the disagreement to yourself.
- B. Comply with the decision, but express your disagreement to your colleagues.
- C. Comply with the decision, but express your disagreement to the supervisor in private.

Source: [HFD Accountability Manual](#), Section Rules of Conduct, Page 39.

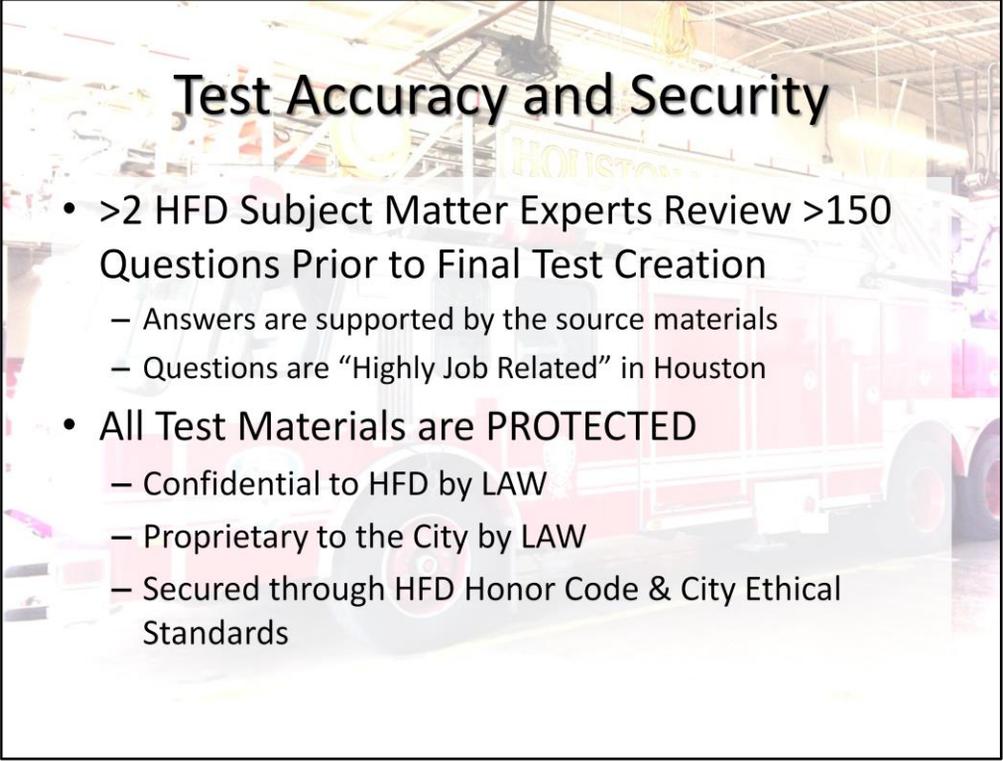
4. Which statement about small power distance is correct?

- A. Employees are hesitant to question their supervisor or even offer up ideas.
- B. A person's title and rank is socially significant, and greatly impacts interpersonal relationships.
- C. There is more two-way communication between those in authority and subordinates.

Source: [Diversity Consciousness](#), Chapter 7, Page 234.

These questions are examples from the an the last Inspector's exams (that we will never use again), but they give you a good idea of how questions are structured. Let's read over number 2 together...As you can see, some questions are near verbatim from the materials and simply ask you to recall factual information at the Knowledge level of Bloom's Taxonomy. Now let's read over number 1 together... Questions like this one are supported by the source material, but **are not verbatim** recall. First you have to remember that assembly buildings are special cases, and then define the total occupant load according to exit requirements (all of these facts are explained on page 119 of that source). While not verbatim, the question is entirely factual in nature and asks you to comprehend the information given in the source materials to identify the correct answer.

1. All questions have only one **best or most correct** answer
2. Section 143 states FD promo exams must be multiple choice and on a 100 point **scale**
3. We pick 100 items to make scoring and understanding your score easy
4. We give three answer options, because the research on how to build tests shows that 3 choices work better than 2 choices, and just as well as 4 or 5 choices.
5. It is better for you if questions are NOT verbatim--If everyone answers all the question correctly, then giving a test is no better than flipping a quarter—it's a competition for a limited number of spots, and the idea is that the people smartest about the knowledge used on the job win the competition.
6. If you find yourself reading a test question and think that there are two answer or no correct answer, consider this a red flag and re-read the question to be sure you understand exactly what the question is asking.



Test Accuracy and Security

- >2 HFD Subject Matter Experts Review >150 Questions Prior to Final Test Creation
 - Answers are supported by the source materials
 - Questions are “Highly Job Related” in Houston
- All Test Materials are PROTECTED
 - Confidential to HFD by LAW
 - Proprietary to the City by LAW
 - Secured through HFD Honor Code & City Ethical Standards

How we verify question accuracy and applicability to HFD

1. We know the source materials aren't 100% correct and don't apply perfectly to any job—so we also double check to make sure the question is truly knowledge someone in this job with HFD would actually use and that the right answer is not contradicted within the exam source materials themselves or by HFD guidelines. We have at least 2 HFD members in that rank or above review, edit, and match the answers based on the source materials for each question. In fact, we make these folks review at least 150 questions and only keep the best, most job related 100 for the test.

Why test security is so important to you personally and how you can help keep it secure

1. As you can imagine, we make anyone who looks at possible test questions sign a confidentiality agreement and an honor code acknowledgement. Test security is important to us because it does take a culmination of 6 months or more of work by many people to make each test. Test security should also be important to you because it is a competition...giving away any test question on this exam could make someone you are going to compete against in a future exam a better test taker—and could be the difference between you or that person getting a promotion on a future exam. It is also important to you because the US and Texas governments recognize testing as a business and these tests as proprietary business products—like the recipe for Coca Cola. If you compromise the security of promotional test, or cheat the quality of the testing process—you are committing a crime and could be fined, imprisoned, and sued for damages to other test takers and the city.
2. For many of the same reasons, it is also important to you to verify your points are correct before the exam....

Additional Points



- Calculating Points – Based on Relevant CBA for each Position
- **YOUR** Responsibility to Verify them!
- Deadline for Point Verification: 5/13/15

Contact:

HFDCST@houstontx.gov

Classified Testing Services

Points for the position of Inspector:

Seniority is 0.5 PTS per year, max 10 PTS

Rank is 0.5 PTS per year in rank, max 5 PTS

Education is 1PT for 60 College Hours or Associates, 1.5 PTs for 90 College Hours or higher, 2 PTS for 120 College hours or BA/BS

Cert is 1PT for Intermediate, 2 for ADV, 3 for MTS

Maximum Total Points = 20

Seniority points are calculated by the hire date into the Houston Fire Department as a fire fighter trainee. If you worked for another city department prior to working for the fire department as a HFD trainee that time in service will not be calculated.

If you worked for the Houston Fire Department in a civilian position prior to you joining as a HFD trainee that time will not be calculated into your time. If you worked as a trainee up until a firefighter and left the department for any reason and came back, your time in service will be calculated accordingly. This means Classified Testing will capture your time when you started up until you left, then bridge your time when you were reinstated until present.

If you fail to acknowledge that you received more points than you should have received based on the examples mentioned - you will be held in violation of the honor code you signed at the time you signed up for this exam. Failure to notify a member of our staff of additional points can lead to disciplinary actions by the fire chief. It's very important that everyone take the time to review your points

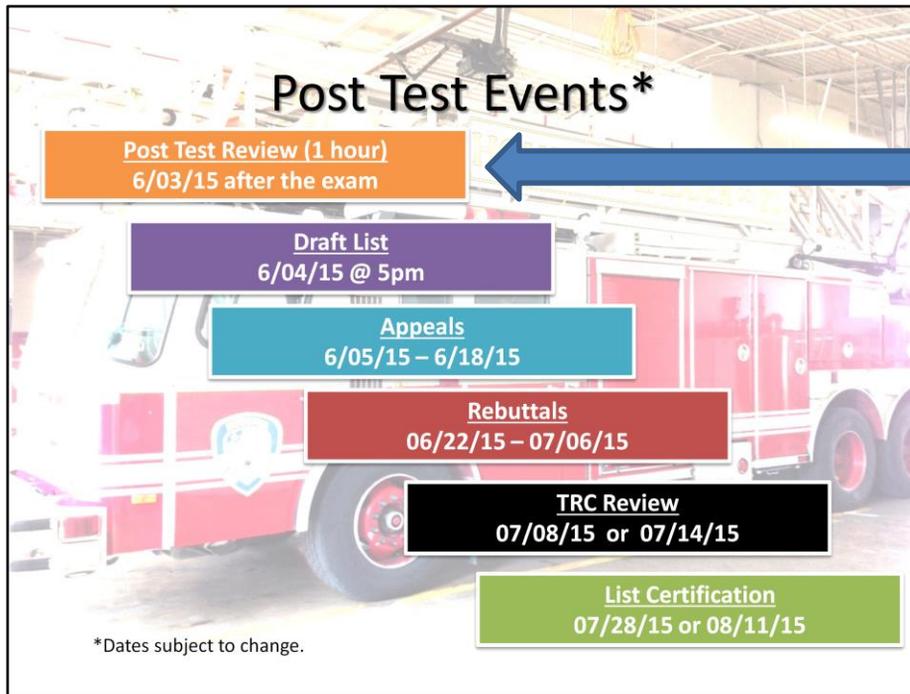
thoroughly. Each member is ultimately responsible for verifying and correcting his/her own points. Last day to correct points is 5/13/15.

Test Day

6/3/15



Please be on time to the test site. It may be a good idea to make a practice drive from your home or where ever you will be coming from to the test site during weekday traffic. You must arrive before 9:00 am to check in and get seated for the exam. The test instructions will be read at 9:00 am, when doors will be closed. Cell phones are strictly prohibited anywhere in the testing area. Please leave your cell phone in your vehicle. You may leave your phone at the registration desk, however we are not liable for ensuring its safe keeping. If a cell phone is discovered in the testing area, regardless of whether it is off or on vibrate, the owner will be asked to leave and they will forfeit their opportunity for testing that day. Be sure to bring a picture ID with you. You need this to check in at the registration desk. Be sure to bubble in the answer you want recorded on your Scantron answer sheet. Any blanks will be counted as wrong answers. Don't spend too much time on any one answer, they all count for 1 point. Periodically check to ensure you are bubbling in the corresponding question number from the test booklet. Bring a jacket, long sleeve shirt, etc. to make sure you are comfortable during the test. Classrooms and assembly hall rooms are usually kept cooler than usual. Proctors may assist in bringing sharpened pencil and/or escort you for a bathroom break. They cannot assist in test question comprehension. If you notice a possible typo on a question, ex: "it" should be "at", let us know and we will announce the typo to everyone, in order for everyone to have the same comprehension of the test question.



Post Test Review

Once everyone has completed the exam, there will be a review period the same day of the exam. Reviews usually begin 30-45 minutes after the last applicant has finished the exam and we do notify everyone when it is time for the review to start. You will be required to check into the review. You will need to show your ID. You will NOT be allowed to bring your phone or any other electronic device. You may bring your books (but you cannot write in them or on anything). You will be given your test packet and your Scantron. The review only lasts 1 hour. You are not allowed to appeal questions at this review (Classified Testing can no longer make any changes to the exam without the direction and consent of the TRC and CSC). The post test review is simply for you to look at your exam. Remember you are under the honor code. No pencils, pens or recording devices of any type are allowed in the review area. You should not be writing down any test information during the Post Test Review.

Draft lists are posted within 24 hours after the exam at 611 walker, city hall and on our website. Applicants are listed by Random Test Number (Each applicant has been given a random number via the email that was sent to you. If you did not receive the email, let us know in order to obtain your random number). CT cannot remind you of your Random Test Number so it is very important to remember this number.

The FINAL list will be sorted in the order determined by the relevant CBA, for example:

1. Total Score (test grade plus points)
2. Raw Test Score
3. Days as an HFD employee
4. Number of questions correct is the 1st quadrant (questions 1-25)
5. Number of questions correct is the 2nd quadrant (questions 26-50)
6. Number of questions correct is the 3rd quadrant (questions 50-75)

7. Number of questions correct is the 4th quadrant (questions 76-100)
8. Alphabetical order

Appeals / Rebuttal Process Rules

You must make an appointment

No phones or electronic devices allowed

If you have e-books we will provide you with a copy of the source

Phones must be checked in

If you need to use your phone you must do so outside of the review room

You are still under the honor code

Representing HFD (act and dress appropriately)

You are allowed to bring your books.

Classified Testing will provide you with appeal/rebuttal forms, pens and scratch paper

You are only allowed to write on the materials provided to you by Classified Testing.

Writing in your book or on any other papers will be a violation of the honor code and could result in indefinite suspension.

Appeals (If you feel that a test question is incorrect or has multiple answers)

Dates: 6/5/15-6/18/15 (10 business days)

You can come more than once

Must be done in the presence of Classified Testing

You must have an appointment

Rebuttals (If you disagree with an appeal)

Dates: 6/22/15-7/6/15 (10 business days)

All appeals will be posted on the CT website

You can make an appointment and come to the Cape Center to file a rebuttal where you can see your test and the appeals

The form will also be on the CT website. You can fill it out and bring it in to a member of CT at the Cape Center, but don't sign the form until you are in the presence of a CT member.

You can come more than once.

Test Review Committee

Who is the TRC

2 members of HFD

2 union members

1 member that HFD and the Union vote on

What happens at the TRC

TRC is provided with a copy of the exam, appeals, and rebuttals

They review each test question and make a decision

Their decisions are returned to CT and the list is re-ranked

There will not be another draft list put out.

List Certification

The CSC meet the 2nd and 4th Tuesday of every month

Some exceptions with holidays

Estimated Certification Date: 7/28/15 or 8/11/15

They review the list and it becomes an official document

Once Classified Testing receives the certified list, it is sent to HFD and posted at 611 Walker, city hall, and on the Classified Testing website

Each list is active for 2 years from the day the list was certified.

The list is recertified only one time. Any revisions such as point error, or USERRA administration, maintains the original certification date and will remain the start day for the 2 year period.

Appeal Form

MULTIPLE CHOICE WRITTEN TEST QUESTION - APPEAL / REBUTTAL FORM

Examinee Name _____ Department _____

Question _____

Appeal / Rebuttal

PLEASE CHECK ONE:

According to the cited source:

A is the only correct answer

B is the only correct answer

C is the only correct answer

Consider the following as correct answers:

A B C

Explanation: Please provide a detailed explanation of your appeal; rebuttal. **DO NOT REWRITE THE TEST QUESTION ON THIS FORM.** Print. Write legibly.

Examination Year Number _____ Date _____

Fill out the back of the form

Appeal / Rebuttal Form

Be sure to 1) Write question number, 2) indicate what you want to happen with the questions 3) give a logical argument or reason why your answer(s) are correct etc. (citing references to support is usually helpful), and 4) fill out both sides of the form.

You cannot write the test question. Only one question per appeal form.

There is no power in numbers (more forms don't equal a better chance).

Proving your point with references and good argument helps the most.

Some useful FACTS about Appeals:

Only the TRC decides if an appeal has merit.

The only authority base for determining the right answer to any question is the source material for that exam.

Questions that have no verifiable right answer are usually dropped from the exam—and DO NOT change scores by more than 0.10 points per question (since the new grade becomes the percentage of question correct out of 99 total questions).

Questions that have two verifiable right answers in the source material are usually given dual credit—and change scores by 1 point.

Questions do NOT have to be verbatim from source materials (only verifiable)- likewise typos on tests that do not substantially change the meaning of the answer or question are expected (and don't automatically give merit to an appeal).

Promotions

- Verifying your information
- How vacancies are created
- Position timeframe:
ref. TLGC 143.036



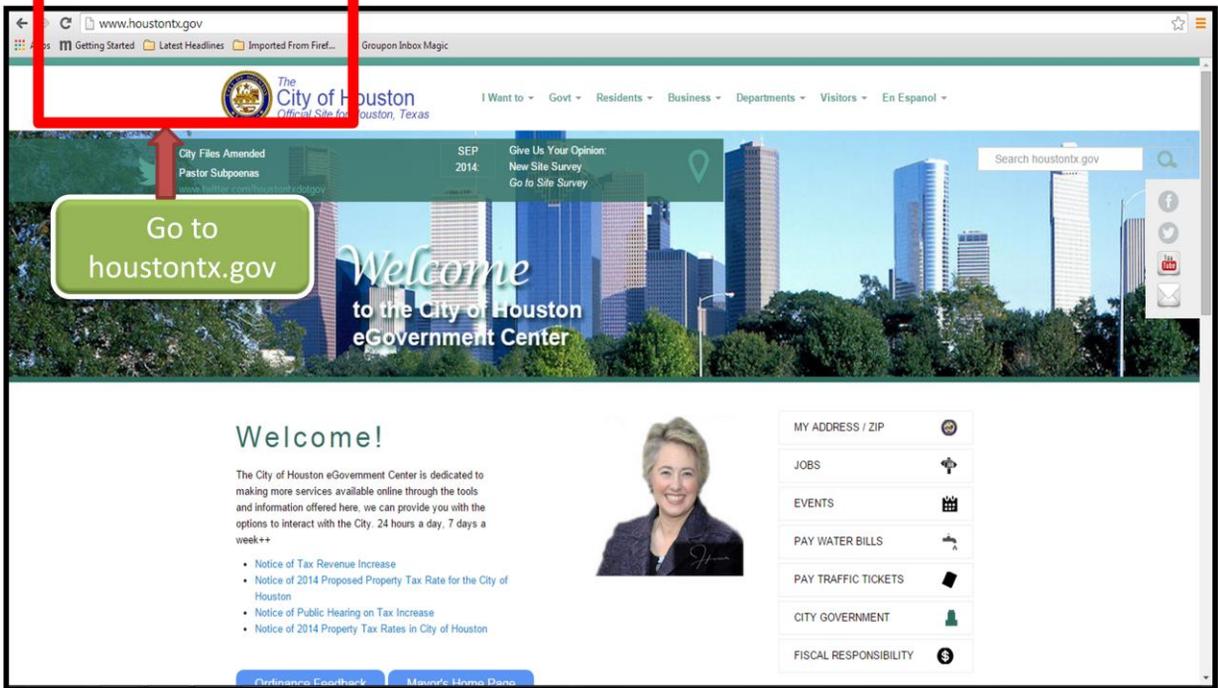
To ensure HFD has your current contact phone numbers on file, please log into your ESS-employee self service system to check your phone numbers on file. The number on file is the number you will be contacted. Please make an effort to verify your information.

Positions are created by retirement, promotion, death, resignation, an upheld indefinite suspension, or a newly created positions (ICT) created by City Council.

Timeframe for promotional vacancies: If an eligibility is in existence, HFD has 60 days from the date the vacancy occurred to promote a candidate from an eligibility. This means HFD can choose any date up to the 60th day. If an eligibility list does not exist, according to the TLGC and your collective bargaining agreement, HFD HR has 95 days from the date the vacancy occurred to promote a candidate from the newly certified eligibility list. This means HFD can choose any date up to the 95th day.

It's very important that each candidate read the Texas Local Government Code 143.036 and your HFD Collective Bargaining Agreement regarding the rules associated with how vacancies are created and the timeframe HFD-HR has to fill them.

Classified Testing on the Web



Visit our web site for announcements, eligibility lists, and more information.

Via the city web site....

Go to **www.houstontx.gov**

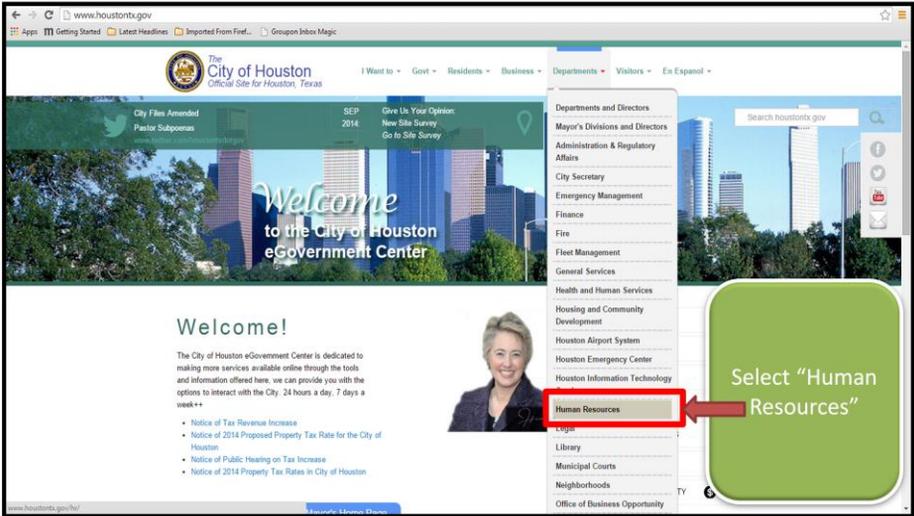
Click on Departments and select Human Resources.

Scroll down to the Division list and select Classified Testing.

Or type in our URL

<http://www.houstontx.gov/hr/classified-testing.html>

Classified Testing on the Web



Classified Testing on the Web

The screenshot shows the City of Houston's official website. The browser address bar displays www.houston.tx.gov/hr/. The page header includes the City of Houston logo and navigation links: "I Want to - Govt - Residents - Business - Departments - Visitors - En Español". A large banner image features a city skyline at night with the text "Welcome to the City of Houston eGovernment Center". Below the banner, the breadcrumb trail reads "Home > hr > Human Resources Department". The main heading is "HUMAN RESOURCES DEPARTMENT". A sub-heading reads "PEOPLE COME FIRST!" followed by a paragraph: "Our 68,000 customers rely on us to go the extra mile in providing support, service and resources to management, city officials and employees. We serve our customers through these divisions:". A list of divisions is shown with right-pointing arrows: "Benefits", "HR Operations", "Learning and Development", and "Salary Administration". The "HR Operations" link is highlighted with a red box, and a red arrow points from this box to the "Classified Testing" link. A green rounded rectangle on the right side of the page contains the text "Select 'Classified Testing'".

Classified Testing on the Web

The screenshot shows a web browser window with the URL `houstontx.gov/hr/classified-testing`. The page content is organized into several sections:

- Civil Service Exams**
 - Non-Certified Fire Fighter Trainee
 - Eligibility List (June 24, 2014)
 - Certified Fire Fighter Trainee
 - Eligibility List (June 10, 2014)
 - Certified Fire Fighter Trainee - Paramedic
 - Eligibility List (June 10, 2014)
- Promotional Exams
- Communications
 - Deputy Chief Communications Officer - March 12, 2014
 - Eligibility List (certified April 6, 2014)
 - Chief Communications Officer - December 3, 2014
 - Announcement
 - Source Material Announcement
 - Test Orientation
 - Communications Senior Captain - January 23, 2013
 - Eligibility List (Certified February 12, 2013)
 - USERRA Communications Captain 2012 - December 17, 2014
 - Announcement
 - Source Material Announcement
- Investigations
 - Assistant Arson Investigator - May 14, 2014
 - Eligibility List (Certified June 10, 2014)

A green callout box with the text "Posted Here and 611 Walker" has a red arrow pointing to the "Civil Service Exams" section header.

On the right side of the page, there is a vertical menu with the following items:

- OPEN ENROLLMENT 2014
- HEAR INTERIM APPLICATION
- HOUSTON EMPLOYEE RELIEF
- ORGANIZATION
- PRIVACY POLICY
- GROW YOUR OWN WORKFORCE
- MUNICIPAL EMPLOYEE GUIDEBOOK
- PSRW
- BENEFITS PULSE
- CITY SAVVY
- VERIFY A CITY WORKERS' EMPLOYMENT
- SABA LMS



Please ensure you are Eligible for this exam. Knowingly attempting to take an exam in which you are not eligible is a violation of the Honor Code and may result in disciplinary action at a minimum.

Please verify your seniority points. The information Classified Testing has is based on the official city database. There may be some errors within it, therefore it is your responsibility to let us know about any discrepancies. Even if you have too many points, you must correct the error or be subject to disciplinary action.

Utilize the study tips we covered in this presentation to focus your study time and what to study during your study periods.

Maintain strict test security while you are in the test environment and afterward during the appeal and rebuttal phases.

We hope this presentation was beneficial and helpful for you to understand the test process and the role Classified Testing plays for you and within the City of Houston.

Please feel free to call anyone in the Classified Testing Division. The contact information is listed at the end of this presentation.

Thank you for spending time with us, and we hope this review helps!

Classified Testing Services

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Thanks again, and Good Luck!