

DEPARTMENT GENERAL ORDER 13-02

OFFICE of the CHIEF OF POLICE
REPLACES: 07-23

DATE: March 11, 2013

APPLICANT SELECTION PROCESS

I. PURPOSE.

To establish appropriate policies and procedures for the selection and appointment of commissioned employees to the Clayton Police Department. The process shall be administered in a uniform manner; all applicants for employment will be tested, scored, and evaluated equally, ensuring that only the most qualified candidates are offered employment.

II. DEFINITIONS.

Selection Materials - All written tests, test scores, answer sheets, study materials, evaluations, ratings, questionnaires, reports, and forms used in the selection process that have a bearing upon the employment decision.

Selection Procedure - Any established method or combination of methods used in any way as the basis for an employment decision.

Selection Process - The combined effect of components and procedures leading to a final employment decision, to include minimum qualifications - e.g. education, physical attributes, citizenship, residency, written tests, performance tests, oral exams, interviews, background investigations, medical exams, polygraph tests, police academy ratings, probationary period ratings, personality inventories, interest inventories, psychiatric evaluations, veteran's preferences, cut-off scores, and ranking procedures.

III. GENERAL.

Individuals who desire to submit an application in regard to employment as a sworn officer will obtain the application forms through the City Personnel Department. Each application packet shall contain:

- 1). Basic application form for all City employees.
- 2). Supplemental application form for police applicants.
- 3). Police officer job description, which the applicant initials on the supplemental form that they have read same and can perform the functions of the position.
- 4). List of minimum qualifications.

A. Required Minimum Qualifications of Sworn Applicants

Each applicant for the position of police officer must meet certain minimum qualifications. These are:

- 1). Reached their twenty-first (21) birthday prior to starting the police academy or employment as a police officer.
- 2). Be a citizen of the United States.
- 3). Have weight in proportion to height.
- 4). Have eyesight not less than 20/100 (Snellen) in either eye, and corrected to 20/20 (Snellen) in one eye and at least 20/30 (Snellen) in the other.
- 5). Possess a valid Missouri driver's license.
- 6). Have no felony or Class A misdemeanor convictions.

Completed applications will be reviewed by the Commander of the Investigations and Support Bureau to ensure that candidates possess the qualifications required for a sworn position, and that nothing on the application would otherwise disqualify the candidate from further consideration. Should minor omissions or deficiencies be noted on an application, the candidate shall be provided the opportunity to rectify same prior to the commencement of the testing process.

At the time the application screening process is completed, the City Personnel Department will issue letters to each potential candidate advising them of the various elements involved in the selection process, how the elements are weighted and scored, the anticipated timetable of the process, and the department's policy in regard to reapplication.

The selection process for candidates applying for a sworn position with the Clayton Police Department will consist of a series of comprehensive assessments, with each step or phase receiving a weighted value. The maximum attainable score is 100 points, and the candidate receiving the highest numerical score will generally be hired. However, the Chief of Police retains full authority to utilize the "Rule of Three" and a lower ranking candidate may be selected if same is deemed to be in the best interests of the department.

IV. ELEMENTS OF SELECTION PROCESS.

The following elements of the selection process were adopted to assess the intellectual, physical, and psychological makeup of each candidate, and to determine who best possesses and/or displays the range of skills necessary to effectively function as a sworn officer. These shall occur in two distinct phases: Pre-Conditional Offer of Employment and Post-conditional Offer of Employment.

Pre-Conditional Offer of Employment

Written Examination

Education

Oral Board

Chief's Interview

A. Written Examination - 45 points

Applicants for the position of police officer will be required to take a written examination. The test will be administered simultaneously to each candidate, and will consist of a twenty-five (25) minute period to study test materials, and another hour and forty-five minutes to complete the actual test itself. The written examination shall be administered, monitored, and scored by the staff of the City of Clayton Personnel Department. No minimum score on the written examination is required.

The written examination currently being utilized by the department is a standardized examination produced by a commercial entity that follows the strategies recommended in the Uniform guidelines on Employee Selection Procedures and the Principles for the Validation and Use of Personnel Selection Procedures. The vendor will also provide information about the development, validity, and psychometric analysis of the tests, upon request.

The purpose of the written examination shall be to assess each individual applicant's reading skills, writing skills, retention ability, the ability to interpret information, and the ability to use logic and good judgment; qualities which all relate to the successful fulfillment of the law enforcement mission.

A tabulation of the written examination scores will be forwarded by the Personnel Department to the Commander of the Investigations and Support Bureau. Written scores will then be combined with those awarded candidates for their education to effect the first reduction in the total number of potential candidates. The number of candidates which continue with the selection process shall be determined by the Chief of Police and will be contingent upon the number of position vacancies. Those individuals not selected to advance to the next step in the process will receive a rejection letter issued by the City's Personnel Department.

B. Education - 10 Points

The educational level of each candidate will be reviewed by the Commander of the Investigations and Support Bureau and a numerical score assigned to each. The educational level of each applicant will account for a maximum of ten (10) points in the selection process.

The scale via which points shall be awarded for education is as follows:

- Bachelor's Degree in Law Enforcement or related field - 10 points
- Bachelor's Degree in non-law enforcement field - 9 points
- Associate Degree in Law Enforcement or related field - 6 points
- Associate Degree in non-law enforcement field - 5 points
- Accrued college semester hours with no degree - 1 point for every 10 hours to a maximum of 60 hours.
- Accrued college semester hours with no degree - ½ point for every 10 hours above 60 hours.

The scores awarded to each of these categories shall be combined with the written examination scores and the top cadre of candidates identified. These individuals will then continue in the selection process, while the remainder shall be excluded from further competition.

C. Oral Board - 35 Points

Candidates for police officer will appear before an oral review board consisting of four commissioned members of the Police Department and one citizen representative. The citizen shall be a resident of, and/or business owner in the City of Clayton. Each applicant shall be asked an identical series of pre-determined questions, with each individual interview allotted thirty (30) minutes of time.

Board members will rate each applicant on their responses, presence of mind, and ability to communicate personal goals. Board members will discuss and compare applicant files, after which time, the rating sheets will be delivered to the Commander of the Investigations and Support Bureau. Scores will then be tabulated for each individual candidate and factored together with those from prior elements of the selection process. The composite scores will then be ranked from highest to lowest, at which time, a second reduction in the applicant pool will be made, with only a specified number of candidates proceeding to the next stage of the hiring process. Applicants who fall below the cut-off point shall be eliminated from further consideration in the selection process.

The purpose of the oral review board shall be to assess each individual candidate's ability to think and function under stress, their verbal communication skills, and their attitude toward employment in a position of authority.

D. Chief's Interview - 10 Points

The final stage of the initial process will be the applicant's interview with the Chief of Police. Each candidate shall be allotted approximately thirty (30) minutes for the interview, which will generally consist of a series of similar questions.

At the conclusion of the interview process, the Chief of Police will rate each candidate and the scores will subsequently be tabulated with those obtained previously. A conditional offer of employment will generally be made to one or more of the candidates at this time.

The purpose of the Chief's Interview shall be to determine each individual candidate's short and long range goals, their strengths and weaknesses, their ability to present their ideas in a cogent fashion, and if the individual would best serve the needs of the department.

Post-Conditional Offer of Employment

Medical Examination

Psychological Examination

Background Investigation

E. Medical Examination - Pass/Fail

Each applicant given a conditional offer of employment will undergo a physical examination performed by a licensed medical physician. This shall be scheduled by the department and all costs associated with such exam shall be borne by the Police Department.

The purpose of the medical examination shall be to assess a candidate's physical ability and/or capacity to effectively perform the duties as indicated in the job description for the position.

Should an applicant fail the medical examination, and a reasonable accommodation is precluded as a matter of practicality, the candidate shall be eliminated from further consideration for the position.

F. Psychological Examination - Pass/Fail

Each applicant given a conditional offer of employment will undergo a psychological examination by a board-certified psychologist or psychiatrist. This shall be scheduled by the department and all costs associated with the exam will be borne by the Police Department.

The purpose of the examination shall be to assess whether a candidate suffers from a psycho-pathology which would impair the applicant in the performance of their duties.

Should an applicant fail the psychological examination, and a reasonable accommodation is precluded as a matter of practicality, the candidate shall be eliminated from further consideration for the position.

G. Background Investigation - Pass/Fail

The Criminal Investigations Division shall be responsible to conduct background investigations on all prospective department employees. The scope of such investigations shall include, but not be limited to, the following:

1). Verification of Credentials

Investigators will conduct a thorough and complete review of an

applicant's educational achievements, employment record, awards, military record, driving record, residential history, and any other pertinent credentials to verify the accuracy of the candidate's stated accomplishments.

2). Criminal History Review

Investigative personnel shall conduct a record and wanted check on each applicant to determine if the candidate possesses a criminal history, and if so, if the listed charges preclude the candidate's employment by the department. This shall include a fingerprint check submitted to the Federal Bureau of Investigation.

3). Verification of References

A minimum of three personal references, in addition to co-workers, and neighbors of an applicant, shall be contacted and interviewed to provide insight into a candidate's character and behavior. Such interviews may be conducted in person or by telephone, and shall be appropriately documented.

4). Credit History Check

A request shall be submitted to a credit reporting agency to obtain a report on each applicant's credit and financial history, with special attention to be given to the existence of bad debts or excessive spending.

5). Qualification of Investigators

Investigative personnel assigned to conduct background investigations shall be trained in general investigative and interviewing techniques, and at least one detective assigned to the investigative team shall be trained in conducting background investigations.

The purpose of a background investigation is to assess the validity of information provided by a candidate, and to determine if the character and integrity of a candidate are compatible with the responsibilities which accompany the grant of official authority.

The results of each background investigation shall be documented and forwarded through the appropriate chain of command to the Chief of Police. Should information detrimental to the applicant be discovered during the course of the investigation, the conditional offer of employment may be rescinded.

H. Polygraph/CVSA Evaluations

Polygraph examinations or Voice Stress Analyzer tests will not be utilized as a standard element of the selection process. However, should a question arise as to the accuracy/validity of a specific item of information during a background investigation, and the issue cannot be resolved through normal investigative procedures, the investigating officer may request the candidate be subjected to deception testing. However, prior to the initiation of any such examination, the investigators conducting the background check must obtain the approval of the Chief of Police.

1). Notification of Topic/Question Areas

Applicants will be advised, in advance, of the specific items or topic areas which will be the focus of questioning during a test for deception.

2). Qualification of Test Administrators

Department and/or other law enforcement personnel who may conduct a Polygraph or CVSA examination in regard to the selection process shall be fully trained and qualified in the administration and evaluation of such examinations.

3). Restrictions on Applicant Disqualification

The results from instruments designed for the detection of deception may not be the sole determinant for the disqualification of a candidate for employment. Test results shall be used as an investigative tool only, and will routinely be coupled with personal interviews and/or other investigative activities.

V. UNIFORM ADMINISTRATION OF SELECTION PROCESS ELEMENTS.

All elements of the selection process will be administered, scored, evaluated, and interpreted in a uniform manner, and shall adhere to the guidelines presented in Section IV of this order. Established scoring and administrative methods shall be utilized in each selection process designed to hire sworn personnel unless otherwise modified by order of the Chief of Police.

VI. JOB SPECIFICITY OF SELECTION ELEMENTS.

Elements of the selection process for sworn personnel will use only those rating criteria which have been deemed to be job-related and are applicable to various task areas listed in the job description for police officer. Validation measures for each of the selection process steps are enumerated as follows:

A. Written Examination

The written examination used by the department is a standardized commercial examination with data concerning its development, validation, and an associated psychometric analysis, available for review from the company.

B. Education Evaluation

Dealing with a well-educated, financially up-scale business and residential community, newly hired officers need to be able to communicate with those individuals they come into contact with on an equal level. Higher levels of education assist in this process. In addition, due to the increasing degree of complexity associated with modern law enforcement, college training provides a foundation to learn and adapt to an increasingly technical environment.

C. Oral Review board

Communication with victims, witnesses, complainants, peers, superiors, the general public, and others comprises an essential part of an officer's daily tour of duty. The image the officer presents, how the officer conducts himself under stress, and the method by which an officer collects/disseminates information, all bear on an officer's effectiveness in fulfilling specific tasks listed in the job description for police officer.

D. Chief's Interview

Designed to provide a more personal assessment of a candidate's strengths and weaknesses, their goals, and what positive elements each individual may bring to the department. Again, presence and the ability to communicate under stress relate to existing job requirements.

E. Medical Examination

Performed by a licensed physician, the standard medical examination required of candidates for police officer, provides conclusive evidence that a candidate is physically able to perform the tasks required of a police officer.

F. Psychological Examination

Stress is inherent to police work. The psychological examination performed by a board-certified psychologist or psychiatrist is intended to assess a candidate's suitability to handle authority, and to deal with the stresses (both internal and external) which accompany an officer's daily routine.

G. Background Investigation

As officers are held to a higher standard of behavior, the information provided in the background phase of the selection process is critical to maintaining the integrity of the department's public image. Deception, past wrongdoing, and questionable associates, detract from the degree of trust necessary to effectively perform the police mission.

VII. WRITTEN NOTIFICATION TO SWORN APPLICANTS.

Employment openings for the position of "police officer" will be posted both internally within various City departments and with selected print and/or electronic media organizations. A closing date for the submission of applications will be included in all employment postings. At the time of the closing date, the City of Clayton Personnel Department will issue written notification to all applicants on file of the elements which comprise the promotional process, the expected duration of the selection process, and the agency's policy in regard to reapplication.

A. Written Notification of Rejection

Candidates who withdraw from the selection process, or are eliminated during the course of testing, shall receive written notification of their elimination from further consideration for employment within thirty (30) calendar days.

VIII. DISPOSITION OF RECORDS FOR REJECTED CANDIDATES.

Employment applications of candidates who fail to qualify, or who remove themselves from consideration, will be retained by the City of Clayton Personnel Department in a group file for a period of three years following the completion of the selection process. Such applications shall then be destroyed.

IX. SECURITY OF SELECTION MATERIALS.

Selection materials shall be stored and/or retained in secure files by the City of Clayton Personnel Department, the Commander of the Investigations and Support Bureau, and the Chief of Police during those periods of time when such materials are in their possession.

At the conclusion of the selection process, written examination testing materials obtained from commercial sources shall be returned to the firm or destroyed in accordance with contract specifications.

X. RETENTION OF MEDICAL/PSYCHOLOGICAL EXAMINATION RECORDS.

Medical records generated by the physical and psychological examination phases of the applicant selection process will be disposed of in accordance with the following:

- 1). Should an applicant be hired by the department, medical and psychological testing records will become part of the individual's permanent employee personnel file.
- 2). Should an applicant be disqualified from employment, medical and psychological testing records (if any) will be retained by the City of Clayton Personnel Office as prescribed by current Missouri statutes.

XI. RETENTION OF BACKGROUND INFORMATION.

Information generated by the background investigation phase of the applicant selection process will be disposed of in accordance with the following:

- 1). Should an applicant be hired by the department, information developed as a result of the background investigation phase of the selection process will become part of the individual's permanent employee personnel file.
- 2). Should an applicant be disqualified from employment, information obtained via background investigation will be retained by the Commander of the Investigations and Support Bureau for a period of three years, at which time it shall be destroyed.

XII. PROBATIONARY PERIOD.

Newly hired sworn personnel shall be required to successfully complete a twelve (12) month probationary period, which will commence upon the date of hire. At least six months of the probationary period must follow the completion of basic academy training and will include the department's Field Training Program, various types of in-service training, and independent patrol. Employees on probationary status will have the same benefits as regular officers.

Non-sworn personnel must successfully complete a six (6) month probationary or in-training period.

Failure to successfully complete the probationary period may result in the dismissal of new employees.

XIII. REAPPLICATION.

The Police Department does not maintain a hiring list. Applicants who are removed from a selection process, either by their own request or via routine testing/elimination procedures, will be notified in writing of their elimination from contention. However, should a vacancy for a sworn officer's position occur within twelve months from the end of the selection process in which they were rejected, the city shall re-contact each candidate to determine if they desire to re-activate their application. Should they elect to do so, the candidates will be included in the new selection process.

In the event that a vacancy occurs after the end of the twelve-month period, candidates will be required to submit an entirely new application form.

BY ORDER OF:

THOMAS J. BYRNE
Chief of Police

TJB:mj

CALEA Reference: 32.1.1/32.1.2/32.1.3/32.1.4
32.1.5/32.1.6/32.1.7/32.2.1
32.2.2/32.2.3/32.2.4/32.2.5
32.2.6/32.2.7/32.2.8/32.2.9
32.2.10