

	<h1>Garner Police Department</h1> <h2>Written Directive</h2>	
	Chapter: 300 - Personnel Management	
	Directive: 310.04 - Selection	
Authorized by: Chief Brandon Zuidema		Effective Date: October 1, 2017
CALEA Standards: 31.4.2, 31.4.3, 31.4.4, 31.4.5, 31.4.6, 31.5.1, 31.5.2, 31.5.3, 31.5.4, 31.5.5, 31.5.6, 31.5.7, 31.5.8		Last Revision: May 1, 2014

310.4.1 - Purpose

The purpose of this directive is to set uniform procedures for the selection process for hiring employees. The Garner Police Department is committed to selecting and hiring highly qualified candidates who possess applicable skills and who are sincerely motivated to pursue a career in law enforcement.

310.4.2 - Policy

The policy of the Garner Police Department is to ensure equal employment opportunities for all persons on the basis of individual merit.

310.4.3 - Program Administration

It will be the responsibility of the Personnel and Training Sergeant, in cooperation with the Town Human Resources Department, to coordinate the selection process for employing persons in sworn and non-sworn positions within the Department. Selection procedures and criteria will be established with the advice and consent of the Town's Human Resources Director. The Chief of Police will make all final hiring decisions.

310.4.4 - Selection Process (31.4.2; 31.4.4; 31.4.5; 31.4.6)

- A. All elements of the selection process use only those rating criteria or minimum qualifications that are job related. Selection processes for both sworn and civilian, full-time and part-time positions may include one or more of the following components:
1. Human Resources Department pre-screening;
 2. Minimum legal requirements for employment;
 3. Preliminary background Investigation;
 4. Interview panel;
 5. Testing components intended to evaluate the candidates' ability to demonstrate specific tasks;
 6. Police Officer Physical Abilities Test (POPAT);
 7. Emotional Quotient Inventory (EQI);
 8. Final Background Investigation;
 9. Computerized Voice Stress Analysis (CVSA);

10. Psychological testing; and
 11. Drug screen and physical examination.
- B. Materials used in the selection process will be maintained in a secure area. Selection materials will be disposed of by shredding to prevent disclosure of information.
 - C. At the time of their formal application, candidates will be informed in writing of all the elements of the selection process. These candidates will also be given:
 1. Written notice of the expected duration of the selection process, and
 2. Written notice regarding the retesting and reevaluation of candidates not selected for employment.
 - D. The Department does not allow reapplication, retesting, or reevaluation during a selection process. However, candidates may re-apply for consideration in any subsequent process.
 - E. The records of candidates not appointed will be maintained on file for a minimum of two (2) years. All federal, state, and local requirements for record keeping will be followed.
 - F. Candidates deemed ineligible for appointment will be informed in writing within thirty (30) days of such a decision.
 - G. Candidates not appointed to a position on the basis of a single test, examination, interview, or investigation will be informed in writing of the specific reason within thirty (30) days.

310.4.5 - Validation of Selection Process (31.4.3)

The elements of the selection process including time limits, oral instructions, practice problems, and scoring formulas will be administered, scored, evaluated, and interpreted in a uniform manner for each candidate.

310.4.6 - Interview Panel

- A. All candidates selected for further consideration from among the total pool of candidates will be required to appear before an interview panel prior to proceeding to a background or other component in the selection process.
 1. All elements of each interview will be standardized. Uniform questions, a defined set of personal attributes, and a uniform rating scale will be used.
 2. The interview results will be recorded on the proper form, with each member of the panel individually completing the form on each candidate. The panel will also prepare an appraisal form that reflects a group consensus.
- B. Interview Panel Composition
 1. The interview panel for sworn positions will include, at a minimum, a supervisory Department employee, a non-supervisory Department employee, and a minority Department employee. A Town Human Resources Department representative will also normally serve as a panel member.

2. The interview panel for non-sworn positions will include, at a minimum, a supervisory Department employee from the division where the position will be assigned, a Town Human Resources Department representative, and another Department employee.
3. External evaluators with the appropriate knowledge, skills, and abilities to assess the candidates may be used on any interview panel.

310.4.7 - Candidate Screening Procedures (31.4.6; 31.5.1; 31.5.2; 31.5.3; 31.5.4; 31.5.5)

A. Sworn Law Enforcement Positions

1. A background investigation will be conducted on each candidate applying for a sworn law enforcement position who is selected to move forward in the process after the interview panel. This investigation will be completed prior to an interview with the Chief of Police and will include the verification of a candidate's qualifying credentials, as well as:
 - a. A review of a candidate's criminal history, if any;
 - b. Verification of at least three (3) personal references of the candidate;
 - c. Education verification;
 - d. Employment history;
 - e. A review of the candidate's credit and driving history; and,
 - f. Any relevant national or state decertification resources.
2. Personnel conducting background investigations will receive training in the collection of required information.
3. A record of each completed background investigation is maintained on file for a minimum of two (2) years.

B. Non-Sworn Civilian Positions

1. A background investigation will be conducted on each candidate applying for a non-sworn position who is selected to move forward in the process after the interview panel. This investigation will be completed prior to an interview with the Chief of Police and will include the verification of a candidate's qualifying credentials, as well as:
 - a. A review of a candidate's criminal history, if any;
 - b. Verification of at least three (3) personal references of the candidate;
 - c. Educational verification;
 - d. Employment history; and
 - e. A review of the candidate's credit and driving history.
2. Personnel conducting background investigations will receive training in the collection of required information.
3. A record of the selected candidate's background investigation will be maintained on file.

- C. The Computerized Voice Stress Analysis (CVSA) will be conducted on each candidate applying for a sworn position for the purpose of detecting deception.
1. At the time of their formal application, candidates will be provided with a list of areas from which the questions will be drawn;
 2. Only personnel trained in the use of the CVSA will be used to administer the examination; and
 3. Results of a CVSA examination will not be used as the single determinant for eliminating a candidate from consideration for appointment.
 4. Candidates for non-sworn positions may be required to submit to CSVA examination prior to a final offer of employment if justified by the essential job functions of the position.

310.4.8 - Conditional Offer of Probationary Employment (31.5.8)

- A. Pursuant to mandates of the Americans with Disabilities Act (ADA), the following testing procedures will only be conducted after a candidate is issued a Conditional Offer of Probationary Employment:
1. Drug testing;
 2. Medical examination; and
 3. Psychological evaluation.
- B. Any investigation or inquiry into an area that may contain information about a possible disability a candidate may have must be preceded by a Conditional Offer of Probationary Employment.

310.4.9 - Medical Examinations and Drug Screen (31.4.6; 31.5.6)

- A. Candidates for sworn law enforcement positions must be examined by a licensed physician and pass a drug screen prior to a final offer of employment. These examinations are mandated by the North Carolina Department of Justice, Criminal Justice Education and Training Standards Division.
1. Applicable state forms must be used to document these examinations.
 2. The results of these tests will be maintained on file to ensure proper procedures are followed, and to provide data for continuing research and legal defense, if needed.
- B. Candidates for non-sworn positions will be required to submit to and pass a drug screen prior to a final offer of employment.
- C. Candidates for non-sworn positions may be required to be examined by a licensed physician prior to a final offer of employment if justified by the essential job functions of the position.

310.4.10 - Psychological Testing (31.4.6; 31.5.7)

- A. Candidates for sworn positions will be required to submit to psychological testing that is designed to evaluate emotional and psychological stability prior to a final offer of employment.
1. Only valid, useful, and nondiscriminatory procedures will be used in testing.
 2. The Department will use only licensed professionals to administer psychological testing.
 3. The results of this test will be maintained on file.

- B. Candidates for non-sworn positions may be required to submit to psychological testing that is designed to evaluate emotional and psychological ability prior to a final offer of employment if justified by the essential job functions of the position.

310.4.11 - Probationary Period

- A. All candidates selected for employment will serve a probationary period.
 - 1. Candidates selected for employment in non-sworn positions will serve a probationary period for six (6) months as Town employees.
 - 2. Candidates appointed to sworn positions will serve a probationary period of twelve (12) months as required by the North Carolina Criminal Justice Education, Training, and Standards Commission.
- B. The probationary period may be extended to provide employees with additional training and/or remedial services. Exceptions may also be approved for candidates assigned to duties that prevent entry-level training being completed prior to the end of the required probationary period.
- C. Newly appointed employees of the Department will be evaluated throughout their probation period. Individuals receiving unfavorable performance evaluations during probation may contest the evaluation by appealing to the immediate supervisor of the person doing the evaluation. If the appeal is unsatisfactory, the contesting member may appeal the evaluation through the chain-of-command to the Chief of Police.
- D. To ensure that all probationary candidates have been considered equally, the Department, along with the Human Resources Department, will measure the extent of adverse impact, if any, produced by the probationary process.

310.4.12 - Lateral Entry

- A. The Department does not permit lateral entry for supervisory or specialty positions.
- B. The Chief of Police may hire sworn officers at an incentivized salary based on experience and/or other job credentials. An assessment of individual qualifications will be used to determine starting salary rates.
- C. All lateral transfers, regardless of training, education, and experience, will be employed as Police Officer Trainees and will be required to complete a probationary period.

When lateral entry is permitted, candidates must meet the minimum standards for criminal justice officers as mandated by the North Carolina Criminal Justice Education and Training Standards Commission. Candidates must apply within the advertised time frame and successfully complete all phases of the selection process.