

RECRUITMENT AND SELECTION

POLICY & PROCEDURE NO. 4.23	ISSUE DATE: 07/01/14
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MASSACHUSETTS POLICE ACCREDITATION STANDARDS REFERENCED: 31.1.1; 31.2.3; 31.3.1; 31.3.4; 32.1.1; 32.1.4; 32.1.5; 32.1.6; 32.1.7; 32.2.1; 32.2.2; 32.2.3; 32.2.7; 32.2.8; 32.2.9; 32.2.10	REVISION DATE: _____

I. GENERAL CONSIDERATIONS AND GUIDELINES

The selection of police officers from a field of potential candidates is a very important task affecting not only the police department, but the community as well. Candidates who possess intelligence, physical ability and proper temperament must be identified and screened for further consideration. A poorly selected candidate can prove to be a burden to the department for an entire generation. So-called “bad hires” may expose the Chief and the municipality to unnecessary civil liability, become a burden to both labor and management as a disciplinary problem, and negatively affects the morale of the entire agency.

It is imperative that the recruitment and selection process attract desirable candidates and that the process not only be in compliance with federal, state and local law, but be fundamentally fair.

II. POLICY

It is the policy of this police department to:

1. select the most qualified candidates for appointment as sworn police officers;
2. maintain an efficient, effective, and fair selection process that will result in the appointment of those individuals who best possess the skills, knowledge, temperament, and abilities to police our community;

3. strive to ensure that all hiring practices will be formulated and conducted in a manner which will ensure equal access for all people and prevent discrimination;
4. Base selection criteria solely on the individual eligibility and merit or fitness of applicants, without regard to race, color, creed, religion, ancestry, national origin, age, disability, sex, marital status, affection or sexual preferences or political or union affiliation. [31.2.3]

III. DEFINITIONS:

- A. *Appointing Authority:*** The Board of Selectmen, who has the power of appointment or employment.
- B. *Selection Committee:*** A group of employees and/or other persons designated by the Chief to evaluate and interview candidates for employment, and make recommendations to the Chief regarding selection.
- C. *MPTC:*** Municipal Police Training Committee.
- D. *HRD:*** Human Resources Division of the Commonwealth of Massachusetts.

IV. PROCEDURES [32.1.1]

A. *Recruitment [31.1.1]*

1. This department shall actively participate in recruitment for qualified persons to fill sworn and non-sworn vacancies.
2. Official job announcements and recruitment notices shall include: [31.3.1(a)]
 - a. A description of the duties and responsibilities of the position;
 - b. Requisite skills;
 - c. Minimum educational requirements;
 - d. Other minimum qualifications or requirements;
 - e. Official application filing deadlines; [31.3.1(d)] and
 - f. Equal Opportunity Employer notice. [31.3.1(c)]
3. Recruitment activities of this department may include advertising or posting notices of vacant positions or entrance examinations: [31.3.1(b)]
 - a. In local newspapers;
 - b. On local radio stations;
 - c. On local cable television venues;

- d. At colleges;
 - e. At criminal justice training academies; and
 - f. In the CJIS Jobs file.
4. Unofficial recruitment activities for this department are every employee's responsibility. Persons who express an interest, or are identified as potential employees, should be referred to the Chief of Police, which is responsible for regular recruitment activities. Department-sponsored recruitment should be conducted on an on-going basis, but is particularly important when openings occur and prior to the holding of an entrance examination.
5. A superior officer designated by the Chief shall have authority and responsibility for conducting and managing the day-to-day recruitment operations and activities of the department. {S]he shall be responsible to do the following:
- a. Keep and maintain a file on all relevant recruiting and selection materials, and ensure that these materials are disseminated throughout the community;
 - b. Apprise members of the department regarding the current need for recruitment, and request their participation by suggesting they actively seek qualified individuals and encourage them to apply for lateral transfer positions or take the entrance exam;
 - c. Contact community organizations through written or verbal communication to encourage them to actively seek qualified applicants to take the entrance exam. Provide these organizations with recruitment brochures for dissemination purposes;
 - d. Ensure that individuals assigned to recruitment activities are knowledgeable in personnel matters, agency operations, career opportunities, and Equal Employment Opportunity issues as they affect the management and operations of the department;
 - e. Encourage students in the high schools to consider law enforcement as a career and participate in school-sponsored job shadow days and ride alongs;
 - f. Advertise lateral transfer positions in LEAPS/CJIS;
 - g. Identify and cultivate potential candidates through the Police Auxiliary.

B. Application Process

1. For transfer applicants or other positions where requested, the resume and cover letter are the first step in the screening process. The screening committee must review the resume and ensure that the

applicant meets all of the minimum standards for the open position. Candidates who meet at least the minimum standards may be invited to apply. The committee should respond to each applicant. Applicants who do not meet the minimum requirements will receive a letter explaining that fact. [32.1.5]

2. All candidates for employment must complete and submit an employment application package provided by the department. The application shall include a letter identifying:
 - a. An explanation of all elements of the selection process;[32.1.4(a)]
 - b. The expected duration of the process;[32.1.4(b)] and
 - c. The department policy on reapplication in the event that the candidate is not selected. [32.1.4(c)]
 - d. The applicant will also be required to produce the following documents:
 - 1) A release form completed and signed by the applicant in order to conduct a background investigation;
 - 2) A credit report;
 - 3) College transcripts;
 - 4) A copy of the applicant's Massachusetts Driver's License;
 - 5) Police Basic Recruit Training Certificate, if applicable;
 - 6) DD 214 if a veteran;
 - 7) Proof of Citizenship; and
 - 8) Fingerprints (taken at police station).
3. The application often provides the first impression of the candidate to members of the selection committee. It also serves as a foundation for background investigations and interviews. The application shall be screened by the selection committee. At a minimum, committee members should consider:
 - a. Whether the application was submitted in a timely fashion;
 - b. Whether the applicant meets minimum standards for training, education, age, etc.;
 - c. The neatness and professional appearance of the application, e.g., handwritten v. typed;
 - d. Spelling, grammar, writing skills, and proficiency in the use of the English language; and
 - e. Whether the application is complete, with all required documents submitted or accounted for.

4. The content of the application should be reviewed in detail. Areas which are reasons for concern or which make the candidate more desirable should be noted.
5. Intentional false, misleading, or exaggerated information will be grounds for rejection.
6. Minor omissions or deficiencies that can be corrected prior to testing or the interview process shall not be grounds for rejection. [31.3.4]

C. Applicant Screening

1. Applicants accepted for further consideration may be notified in writing, verbally, or both.
2. The screening committee shall review records readily available to further screen transfer applicants and/or candidates from a list established by entrance exam.
3. Criminal records checks include:

- a. Local records check;
- b. Board of Probation Record;
- c. Interstate Identification Index (III);
- d. Fingerprint check;

Note: No person convicted of a felony may be appointed as a police officer.¹ Nor shall anyone convicted of misdemeanor domestic violence, as they are permanently disqualified from possessing a firearm or ammunition.

- a. Driver history;
 - e. My Space, Face Book, or other social or personal web sites; and
 - f. Search of the candidate's name on an internet search engine.
4. Applicants who do meet those requirements and are not otherwise disqualified should be invited to submit an application for employment.
 5. Applicants who are not selected for further consideration shall be informed in writing within thirty (30) days of that determination. [32.1.5]
 6. All documents provided to the committee and those produced during the selection process shall be considered confidential and not circulated outside of the committee or administration. Records shall be stored in a secure area when not being used.[32.1.7]
 7. Selection Material

- a. All records of the selection process for candidates selected to be hired shall be included as part of the employee's personnel file. [32.2.3]
- b. All records of the selection process for candidates not selected shall be stored in the office of the Chief of Police for two years after the vacancy is filled or the position cancelled and, thereafter, may be destroyed in a manner which prevents disclosure of the information within, in compliance with the department policy on **Records Management**.² [32.1.6]

D. Re-application

1. Candidates who withdraw during the evaluation process may be considered for future positions.
2. Candidates who are screened out for failing to meet minimum qualifications or are medically disqualified may be considered for future positions provided that they meet the minimum qualifications at the time of re-application.
3. Candidates for police officer positions who fail to pass the PAT test may be re-tested or may reapply when another position becomes available.
4. Candidates who are rejected for intentional false, misleading, or exaggerated information will not be reconsidered for future positions.

E. Testing

1. GENERALLY: All elements of the selection process where a test is required are administered, scored, evaluated, and interpreted in a uniform manner.
2. TEST INTEGRITY:
 - a. To protect the integrity of the entrance examination process, the chief of Police shall ensure:
 - 1) All examination materials, documents, scores, evaluations forms, and completed evaluations shall remain confidential and shall be kept in a secure, locked location when not in use. [32.1.7]
 - 2) All copies of tests and testing related materials are accounted for prior to the exam date.
 - b. Exams, answer sheets, scoring keys and other examination related materials are controlled items and shall never be copied, scanned, photographed or reproduced unless expressly directed by the Chief of Police.

- c. Testing and scoring materials shall not be left unattended for any period of time. Materials not under the direct and immediate and direct control of a person authorized to possess them shall be kept in a locked, secure area approved by the Chief of Police.
- d. Such materials may only be reviewed by the Chief of Police or designee with the express permission of the Chief.
- e. Examination materials shall be retained for at least three years. Once the entrance examination process has been completed, all appeals exhausted or appeal periods have expired, and no litigation is pending, examination materials shall be destroyed by shredding. These include:
 - 1) Obsolete and used exam books and completed answer sheets;
 - 2) Scoring materials; and
 - 3) Any other testing materials of a confidential nature.

F. Background Investigation

- 1. A background investigation shall be conducted for each applicant approved for further consideration by the selection committee.
 - a. The investigation shall be conducted by an employee designated by the Chief.
 - b. All background investigators shall be properly trained in background investigation techniques prior to conducting such investigations. [32.2.2]
- 2. The investigators shall prepare a report for the selection committee, to include:
 - a. Verification of the candidate's qualifying credentials; [32.2.1(a)]
 - b. Review of any criminal record or negative contacts with police: [32.2.1(b)]
 - 1) Candidates with a history of perpetrating violence (including elder abuse, child abuse, sexual assault, stalking, or domestic violence) should be screened out at this point in the hiring process;
 - 2) For further information, see the department policy regarding ***Domestic Violence by Police Employees***;
 - c. Verification of at least three personal references; [32.2.1(c)]
 - d. Investigation of any areas of concern raised by the selection committee;
 - e. Appearance of excessive use of sick time or patterns of sick time taken in conjunction with days off, or on weekends;

- f. Appearance of excessive tardiness;
 - g. Appearance of excessive workman's compensation or injured on duty claims;
 - h. Excessive use of force complaints;
 - i. Character or integrity issues;
 - j. Difficulty in getting along with other employees; and
 - k. Sexual/harassment complaints.
3. Candidates who will have access to CJIS systems must be fingerprinted and conduct a national fingerprint based records check. Such employees include:³
- a. Police Officers;
 - b. Dispatchers;
 - c. Records Clerks; and
 - d. Computer network administrators and maintenance personnel.
4. Persons convicted of a felony cannot be police officers or access the CJIS system. The appointing authority may petition CJIS for a review of the felony record for authorization for access .⁴
5. Candidates who are found to have intentionally submitted false information in the application package will not be considered further.
6. The selection committee will review the report and determine which candidates should be considered further.
- a. Those who are still under consideration will be invited to interview with the selection committee.
 - b. Candidates who are screened out shall be notified in writing.
- [32.1.5]

G. Interviews

1. The selection committee shall conduct interviews of candidates. A standardized list of questions for all candidates will provide the format for the interview. Follow-up questions and inquiries into issues raised during the background investigation should also be asked as appropriate. The process should include:
- a. A general question about the candidate's background to put the candidate at ease and provide him/her with an opportunity to tell the committee about him/herself;
 - b. A question or scenario to test the candidate's integrity;

- c. An opportunity to provide the committee with any information that was not asked, but which the candidate deems important; and
 - d. An opportunity to ask questions of the committee.
 - e. Candidates with a history of perpetrating violence (including elder abuse, child abuse, sexual assault, stalking, or domestic violence) should be screened out at this point in the hiring process.
2. Candidates shall be clearly informed of the department's position of zero tolerance concerning domestic violence by police department employees. For further information, see the department policy on ***Domestic Violence by Police Employees***.

H. Final Evaluations

1. The committee will evaluate the candidates and prepare a report for the Chief of Police detailing recommendations for further consideration. Candidates will be made a conditional offer of employment, in writing, before further evaluation is conducted.
2. It is unlawful to require a polygraph as a condition of employment or continued employment.⁵
3. All remaining candidates shall undergo a medical evaluation conducted by a physician selected by the department to certify the general health of the candidate. The physician may have specialization in industrial medicine. The evaluation should include screening for controlled substances and the ability to physically perform tasks which have been determined to be critical job functions.[32.2.7]
4. All candidates shall undergo an emotional stability and psychological fitness examination by a qualified psychologist or psychiatrist who specializes in criminal justice pre-employment psychological evaluation. [32.2.8]
 - a. The psychological screening of all viable candidates will include indicators of abusive tendencies.
 - b. This department will strongly consider a no-hire decision in the case of a candidate with tendencies indicative of abusive behavior.
5. Reports of physical and psychological testing shall be considered confidential medical records. For candidates hired by the department, these records shall become part of the employee's medical personnel records. For candidates not selected, the records will be retained with the candidates' other selection process records. [32.2.9]

I. Sworn - Pre-Academy Screening

1. All candidates selected for employment as sworn officers who have not completed a basic recruit municipal police training academy must complete the HRD physical agility test (PAT) prior to enrollment. A “waiver” may be obtained from the MPTC for those that have completed equivalent academies in other states.

J. Training

1. Sworn Officer Candidates
 - a. Police Academy Training: Candidates selected for employment must meet training requirements as specified in M.G.L. c. 41, § 96B, and the department policy on **Training and Career Development**.
 - b. Upon successful completion of basic recruit training, new officers must complete a six month probationary period.⁶ [32.2.10]
2. Non-Sworn Candidates
 - a. Candidates for non-sworn positions shall undergo orientation and training within the agency. See the department policy on **Training and Career Development**.
 - b. The new employees must successfully complete a probationary period.

¹ M.G.L. c. 41, §96A.

² Administration and Personnel Disposal Schedule, DS-23-89, Series Number 23.44, 29 CFR 1602.31.

³ 4.51.b CJIS Security Policy version 4.4, April 2007.

⁴ M.G.L c. 41, §96A; 4.51.a CJIS Security Policy version 4.4, April 2007.

⁵ M.G.L. c. 149, §19B.

⁶ M.G.L. c. 31, §34.