

		<b>DIRECTIVE 1.9</b>	
SUBJECT <b>Selection of Sworn Members</b>		NO. PAGES 5	
DISTRIBUTION All Personnel	AMENDS Directive §1.9 Dated: 07/11/06	THIS ORDER CANCELS	
DATE OF APPROVAL 04/14/09	DATE OF ISSUE 04/14/09	Applicable Accreditation Standards	
		All of Chapter 32 of CALEA	
ISSUED BY: Chief Michael J. Szczerba Chief of Police <i>Michael J. Szczerba</i> Reviewed: 4/7/2009			

## **Selection of Sworn Members**

Directive: 1.9

### **A. Professional and Legal Requirements**

The City of Wilmington Personnel Department will initiate the recruitment process by posting the job announcement within the City government. The Commander of the Human Resources Division serves as a liaison between the Department of Police and the Personnel Department, and coordinates and schedules activities with the Personnel Department relating to the police applicant process.

The Chief of Police has the ultimate responsibility within the Department for the selection process, making the final selection by identifying specific needs of the Department and determining the skills and personal attributes required for positions. The Chief of Police also has a role in the development of the measurement instruments that are used in determining the skills and attributes of applicants. The Human Resources Division maintains a manual describing all components of the selection process.

The Commander of the Human Resources Division will ensure only those components and elements that have been documented as having validity, utility, and a minimum adverse impact will be used. The validity of the selection process and each component is determined by one or more of the following: (CALEA 32.1.2)

- Showing that it is predictive or correlated with important elements of the job (Criterion-Related Validity).
- Showing that it measures a significant part of the job classification (Content Validity)
- Measurement of the characteristics or traits known to be important to successful job

performance (Constructive Validity) (CALEA 32.1.2)

The selection process will be measured by comparing the selection rates for the race, sex, and ethnic group with the group having the highest selection rate to insure the measurement of the adverse impact, if any.

Smaller differences in the selection rate may, nevertheless constitute adverse impact. If an adverse impact exists, the process will be subjected to review. Records and data used to monitor adverse impact will be maintained by the Human Resources Division. These records will be maintained a minimum of 5 years; however, final judgment documents should be permanently retained.

A valid, pertinent written examination is given to all applicants and is designed to assist in the assessment of candidate qualifications for the position. The Human Resources Division is responsible for the administering of the examination. The exam should minimize adverse impact. All elements of the selection process will be administered, scored, evaluated, and interpreted in a uniform manner. (CALEA 32.1.3)

Whenever possible, personnel representative of each race, sex, and ethnic groups on the Police Department, will help to administer, score, evaluate and interpret in a uniform manner, all elements of the selection process. Elements of the selection process which are contracted to or provided by private sector organizations, will meet the legal requirements of validity, utility and minimum adverse impact.

The selection material will be stored in the Human Resources Division when not being used, to insure its security. Materials will be disposed of according to proper procedure. As stated in State of Delaware Municipal Records Retention Manual. The selection process will be evaluated annually in terms of its effectiveness in selecting the best qualified candidates in a fair and equitable manner. (CALEA 32.1.7)

## **B. Administrative Practices and Procedures**

Lateral outside entry is only allowed for sworn positions at the probationary officer rank. A candidate who is accepted and who has already completed a training academy certified by the Delaware Council on Police Training, may only have to attend a "mini-academy" prior to being sworn. However, they will be subject to all pre-application testing. Each case will be decided on an individual status, based upon a fair and impartial analysis of the skills, knowledge, and abilities possessed by the applicant.

A candidate who has failed to be appointed to probationary status (recruit), will normally be allowed to reapply and be retested after one year from the date of elimination. They will be required to repeat the entire selection process at that time.

The Human Resources Division will ensure that, at the time of application, all candidates are informed, in writing, of all elements of the selection process as well as the duration (dates) of the components of the selection process and are provided a copy of the section of this

directive relating to reapplication and retesting. (CALEA 32.1.4 a-c)

Candidates determined to be not eligible for appointment will be informed by the Human Resources Division in writing, within thirty days of such decision. Candidates not appointed to probationary status on the basis of a single test, will be informed in writing of the basis for their disqualification (e.g., background investigation, test scores, medical examination). (CALEA 32.1.5)

The Human Resources Division will ensure that records of candidates not appointed to probationary status are filed, retained, and disposed of in accordance with federal, state and local requirements for privacy, security and freedom of information. (CALEA 32.1.6)

### **C. Background Investigations**

The Commander of the Human Resources Division will ensure that a background investigation is conducted of each candidate prior to appointment. Investigations will be assigned to an investigator, who has been trained in collecting the required information. The investigator will use all data available on the candidate, especially the application form and medical history questionnaire. Investigations will be conducted in person, unless unreasonable distances are involved, in which case, mail and telephone inquiries are appropriate. (CALEA 32.2.1, 32.2.2)

The purpose of the background investigation is to determine the candidate's suitability for employment as a police officer. Among other things, the background investigation must verify minimum qualifications for officers including US citizenship, high school education or passed the General Educational Development (GED) exam and possess, at a minimum, a valid class A Delaware Drivers License (or be required to possess one prior to employment.

The police applicant background investigation will include the verification of a candidate's qualifying credentials to include, at a minimum:

- Educational achievement: obtain copies of school transcripts. Contact school officials for personal information.
- Employment: verify employment references. If possible, obtain supervisory evaluation of work performance and co-workers comments.
- Age/citizenship: verify birth date, naturalization, etc.
- Residence: verify current residence, contact landlords, neighbors. (CALEA 32.2.1a)
- Medical History.
- Criminal History: obtain NCIC, state, local records to include driving records, FBI fingerprint check. (CALEA 32.2.1b)

- Verification of at least three personal references as provided by candidate and development of at least three additional personal reference (teachers, landlords, neighbors, friends, co-workers) not listed by the candidate. (CALEA 32.2.1c)
- Military discharge and records.

The Human Resources Division will maintain the record of each candidate's background on file at least five years. (CALEA 32.2.3, 32.2.9)

**D. Polygraph Examinations**

A polygraph examination will be used in the selection process. The administration of examinations and the evaluation of the results are conducted by personnel trained in these procedures. Candidates are provided at the time of their formal application with a copy of "relevant" topics used in the examination. (CALEA 32.2.4, 32.2.5)

The results of a polygraph examination will not be used as a single determinant of employment. However, an admission during the pretest or post-test interviews, together with other information, may be sufficient to support decisions relevant to employment status. (CALEA 32.2.6)

**E. Oral Interviews**

An oral interview of each candidate is conducted, prior to appointment to probationary status, using valid, useful and nondiscriminatory procedures. There are two types of oral interviews that each successful candidate must face. The first is before a panel of three staff officers from within the ranks of the Department of Police and the second is with the Chief of Police. All elements of the oral interview process are standardized in order to be effective and impartial. Uniform questions, a defined set of personal attributes, and a uniform rating scale will be used. Oral interview results are recorded on a standardized form.

**F. Occupational Qualifications**

All physical and age qualifications for entry level sworn positions meet the requirements of validity, utility, and minimum adverse impact. All qualifications and examinations are evaluated at entry level and therefore prior to any appointment to probationary status. (CALEA 32.2.7)

A psychological test examining emotional stability and psychological fitness is conducted on each candidate prior to appointment; using valid, useful, and non-discriminatory procedures. (CALEA 32.2.8)

Only qualified professionals licensed to practice in the State of Delaware shall conduct these

examinations. The results of these examinations will be maintained on file by the Commanding Officer of the Human Resources Division.

**G. Probationary Periods**

Recruits will be on probation for a period of 18 months from the date of hire before being granted permanent status. The appointment date of candidates from probationary to permanent status should meet the requirements of minimum adverse impact. Candidates for probation will usually not be used for special assignment; however, they may be used in exigent circumstances and only with approval by the Chief of Police. (CALEA 32.2.10)

Extensions to the probationary period may be utilized by the Department to provide candidates with remedial services such as professional counseling or specialized instructions.

The work performance of each probationary employee is evaluated using valid, useful, and nondiscriminatory procedures. Probationary reports can be contested by the probationary officer at the time the officer is given the report to review and sign. The probationary officer may request at that time an interview with the reviewer's supervisor. The supervisor will decide whether the probationary officer's objections are justified.