

## City of Johns Creek Police Department

<i>Subject:</i>	Recruitment and Selection of Personnel	<i>Number:</i>	01-11
<i>Reference:</i>	See also Departmental Hiring Standards	<i>Amends:</i>	
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**PURPOSE:**

Establish a program for recruitment of the most qualified candidates for employment; assign duties, responsibilities and procedures for the recruitment process; and establish guidelines, procedures and responsibilities for the selection of new employees.

**POLICY: (01-11)**

The Johns Creek Police Department strives to identify and employ the best available candidates to fill vacancies within the Department, both actual and forecasted. To accomplish this, an effective, assertive recruitment program must be implemented to continuously attract qualified candidates. Through the selection of quality candidates, the Department should yield benefits of lower attrition, fewer disciplinary problems, higher morale, better community relations, and more efficient and effective services.

Thus, an active recruiting program shall be maintained by the Johns Creek Police Department in compliance with personnel policies of the City of Johns Creek, as well as state and federal laws. Members of the department shall be personally involved in these recruitment and selection processes; however, it is through the efforts of every member of the department the process will be successful.

To ensure optimum candidates are employed, departmental hiring standards and guidelines shall be established by the Chief of Police and shall govern the selection process. These guidelines will be published as the “Johns Creek Police Department Hiring Standards for the Positions of Police Officers and Civilian Employees”, and shall include criteria for employment background questionnaires and formats for the background investigation of all potential candidates for employment with the Department. These guidelines may be reviewed by the Chief of Police or his/her designee and modified when warranted.

## **PROCEDURES:**

### **Recruitment Committee (01-11-01)**

When necessary, the Chief of Police or his/her designee shall utilize a recruitment committee supervised by the Office of Professional Standards. These personnel shall receive training on personnel related matters, including equal employment opportunity as it effects departmental management and operations, and key recruitment objectives. The committee will work in cooperation with the Chief of Police in management and implementation of the department's recruitment program, and shall be responsible for the recruitment of personnel for all positions within the department.

- A. The recruitment committee answers directly to the Office of Professional Standards Captain, who also serves as the Chairperson.
- B. The recruitment committee will be comprised of eight members, to include sworn and non-sworn employees in the following categories:
  - 1. One Captain- Office of Professional Standards
  - 2. Two Civilians
  - 3. Five Sworn Personnel (Officers and/ or Supervisors)
- C. Representatives from the Training and Social Media units may be included in recruitment committee meetings and activities, as necessary.
- D. Members of the recruitment committee will be responsible for administering portions of the selection process, to include conducting physical agility tests, and serving as oral interview board members.
- E. Personnel who wish to be members of the recruitment committee will be required to submit a letter of interest to the OPS Captain. Members are appointed and removed at the discretion of the Chairperson.
- F. Lack of availability or involvement with the above stated responsibilities may result in removal from the committee.
- G. Announcements of vacancy for the recruitment committee shall be made agency wide. Vacancies created by removals, resignations, or other circumstances shall be filled in the same manner as the appointments.
- H. Formal and informal training shall be provided by the Department to those personnel directly involved with recruitment activities to provide them with knowledge and skills in the areas of management, personnel related functions, background investigations, federal and state compliance with equal opportunity, etc.

## **Recruitment and Outreach (01-11-02)**

- A. All personnel are encouraged to assist the Department in identifying potential applicants. The name(s) of possible applicant candidates should be forwarded to the Office of Professional Standards.
- B. When applicable, the City of Johns Creek shall utilize the services of the Georgia State Department of Labor to assist in the recruitment of applicants.
- C. Efforts may be made to involve other agencies in cooperative personnel recruitment including referrals from local public safety training institutes and other law enforcement agencies as circumstances warrant.
- D. The Department may utilize various periodicals and publications both regionally and nationally, and may utilize posting on the Internet and other electronic resources.
- E. Community Outreach: The agency shall seek assistance with referrals and advice from community organizations and their leaders. Job announcements will be sent to appropriate community organizations for actual and forecasted vacancies. Social media outlets shall be used to reach potential candidates and advertise recruitment activities and openings for the agency.
- F. The Department shall avail itself of any opportunities to recruit within. The Office of Professional Standards, as designated by the Chief of Police will participate in available job fairs, career days, etc., with particular emphasis placed on such events sponsored by veterans groups, local colleges, academies and universities and those which target the underrepresented demographic of our department. Career opportunities with the Department should be mentioned as a part of any program presented by departmental personnel to public groups and organizations.
- G. The Department participates, when applicable and approved by the Chief of Police, in law enforcement student intern programs in cooperation with local colleges and universities.
- H. Recruitment Plan: The Department will make every effort to maintain actual employment strength as authorized or budgeted. And, every effort will be made to balance such factors as resignation, retirement, budget revisions and expansion.
- I. Applications for employment will be accepted during advertised job openings and only by the official filing deadline. The Office of Professional Standards will maintain a current eligibility list, which will remain active for one year or unless the list is expired.

## **Responsibility of Agency Personnel (01-11-03)**

- A. Specific responsibilities of the Chief of Police or his/her designee in the selection process include but are not limited to:
  - 1. Coordination with the City Human Resources Director concerning establishing or eliminating position(s).
  - 2. Recommendations from Departmental Staff, Supervisors, and the City Human Resources Director regarding the selection process including components, procedures, and forms.
  - 3. Review of applicants in the areas of physical fitness/agility, psychological fitness, and conducting Oral Assessment Board interviews according to policy and departmental hiring standards.
  - 4. Conduct oral interview(s) with applicants, when applicable.

5. Selection and appointment of qualified applicants.
  6. Appointing members of the Department's various divisions to assist in the recruitment of candidates for the respective divisions as the first step in the selection process.
  7. Reviewing pre-employment questionnaire and applications to identify any disqualifying factors.
- B. Specific responsibilities of the members of the Office of Professional Standards include:
1. Periodic review of applications filed and purging of applications in accordance with the Georgia Retention Act.
  2. Recruitment announcements and supervising of the hiring process.
  3. Notification and maintaining contact with applicants as to the status of their application. Contact should be maintained throughout the hiring process until the applicant has been selected for employment or until final employment disposition.
  4. Ensuring that the records of each candidate's background investigation are:
    - a. Maintained in the confidential section of each successful candidate's Department personnel file.
    - b. Maintained in accordance with Georgia Law and Record Act. When the file is disposed of it will be done by shredding or equally secure means. Names of new candidates will be screened against eligibility files and, when a prior file is found, the information will be reviewed to determine further eligibility for candidacy.
  5. Ensuring all selection materials, when not being used, are stored in the Office of professional standards. When selection materials are required to be disposed of it will be done so by shredding or equally secure means.

#### **Reporting (01-11-04)**

The Chief of Police shall be provided periodic progress reports if applicable and an annual report submitted by the Office of Professional Standards that shall include;

- A. Comparison of recruitment activities and stated objectives;
- B. Report of effectiveness of recruitment;
- C. Recommendations for areas of improvement;
- D. Revision and analysis of stated objectives, if necessary;
- E. Statistical data and required charts

#### **Equal Employment Opportunity (01-11-05)**

The City of Johns Creek and the Johns Creek Police Department shall pursue equal employment opportunity for all and shall strive to achieve a ratio of minority group/female employees in approximate proportion to the makeup of the work force within the City of Johns Creek.

### **Announcement and Publicity (01-11-06)**

- A. Announcements concerning employment vacancies will include a description of duties and responsibilities, job prerequisites including those mandated by the state and physical requirements.
- B. Application filing deadlines will be clearly indicated on any announcement or advertisement.
- C. Vacancies, application procedures and filing deadlines may be advertised in local newspapers and other appropriate news media. The Department may request media cooperation in publishing stories, news items and public service announcements to assist in attracting qualified applicants.
- D. Advertisements shall include a statement that the City of Johns Creek is an Equal Opportunity Employer.
- E. Women and minorities depicted in law enforcement roles should be incorporated into any recruitment literature using photographs.

### **Occupational Qualification (01-11-07)**

All qualifications for candidates will meet the requirements of job validity, utility, and minimum adverse impact. These qualifications include physical requirements, medical examinations and emotional stability/psychological fitness examinations.

Minimum qualifications for all candidates with the Johns Creek Police Department include, but not limited to the following. (See also hiring standards manual) Applicants must:

- A. Complete and submit the City of Johns Creek Employment Application.
- B. Be a citizen of the United States for POST certified positions
- C. Have a high school diploma or GED.
- D. Have a driver's history that would not reflect poorly on the Department.
- E. Have not been arrested for a felony or misdemeanor involving "moral turpitude" which would reflect negatively on the Department.
- F. Submit his/her fingerprints to the Georgia Bureau of Investigation and F.B.I.
- G. Have passed a physical examination and drug test conducted by a licensed physician and a certified chemical laboratory, which is paid for by the department.
- H. Undergo a psychological assessment and interview with a certified psychologist and receive a favorable recommendation (not applicable for all non-sworn positions)
- I. Have good moral character as determined by agency standards and by a thorough background investigation conducted by the Department.
- J. Successfully submit to a polygraph examination which is based on the information provided by the candidate or derived from the background prior to the exam.
- K. Meet all requirements for certification by the State of Georgia through the Georgia Peace Officers Standards and Training Council (police officer candidates)
- L. Hold a valid Georgia motor vehicle operator's license and ability to operate a motor vehicle with no mechanical adjustments to standard equipment (police officer candidates).

- M. Candidates for sworn positions must have met, at least **one** of the following requirements, at the time of application:
1. Bachelor's Degree from an accredited college or university
  2. Georgia P.O.S.T. Peace Officer Certification
  3. Proof of successful completion of P.O.S.T. Entrance Examination or other college admission tests, as defined by Georgia P.O.S.T. (see Appendix A).
- N. The Department will maintain a record of the results of all examinations, to include medical and psychological tests, completed by all applicants in compliance with Georgia Open Records Laws and Georgia Retention Schedules for Personnel files. These records will be retained on both selected and not selected candidates.

### **Hiring Process (01-11-08)**

A. Application Process:

1. All candidates will be required to complete a City of Johns Creek employment application.
2. Applications may be requested by mail, telephone, online or in person from the City Human Resources Department or from the Johns Creek Police Department Recruiting page. The City Human Resources Department manages all aspects of the initial job application process.
3. All applications will be reviewed by the Human Resources Department for accuracy, completeness and eligibility. Applications that are deficient will be processed routinely if the deficiencies can be rectified prior to the interview process.
4. All applications must complete a Pre-Employment Questionnaire. This can be obtained from the City of Johns Creek Police Department recruitment page of the City web site or can be provided to the candidate during the first testing phase. The Pre-Employment Questionnaire will be reviewed to determine that the minimum qualifications are met and that the applicant meets all Police Officer Standards and Training Council requirements and departmental hiring standards.
5. Once the application and Pre Employment Questionnaire have been reviewed, the applicant will be scheduled for the next steps in the appropriate process.

B. Communication Requirements:

1. All applicants will be informed in writing, at the time of application, of all elements of the selection process, the expected duration of the process, and the agency's policy on reapplication. This may be accomplished through the agency's recruitment page or other means to ensure the applicant gets the information in the most effective manner.
2. Applicants determined not eligible for appointment will be informed in writing by the Office of Professional Standards within 30 calendar days of such decision. The applicant will also be informed of their eligibility to re-apply for future openings.
3. Records of applicants not hired will be filed, retained, and disposed of in accordance with Federal, State, and Local requirements for privacy, security, and freedom of information.

4. All elements of the selection process, for all candidates, will be administered, scored, evaluated and interpreted in a uniform manner within the classification.

C. Sworn Candidates:

For sworn candidates, the hiring process shall include the steps listed below in this policy. Depending on the needs of the department the steps listed below may be administered over several days or a one day testing event. Therefore, the order of the selection steps may not always occur in the same order, but all minimum requirements must be completed in order for the candidate to be placed on an eligibility list.

1. Physical Agility Test:

Requirements for the Physical Agility Test will be given to the applicant at the time of the application and are available from the City of Johns Creek web site. Candidates will also be given the requirements of the physical agility test on the day of testing. The Physical Agility Test is pass/fail and the standards are the same for all applicants.

2. Criminal and Driver's History Inspections:

The candidate shall undergo a criminal and a driver's history inspection and additional computer checks, as required. All candidates must submit the proper notarized release forms in the beginning of the hiring process.

3. Oral Assessment Board:

The Oral Assessment Board must be passed with a minimum score of 70%, to be placed on the Eligibility Roster. All applicants' will receive notification of their score and eligibility status. All candidates shall be placed on the eligibility list in alphabetical order. All questions used by the Oral Assessment Board shall be approved by the Chief of Police or his /her designee prior to the interviews. The Oral Assessment Board shall consist of no less than three or no more than five assessors. For sworn police applicants, the Oral Assessment Board shall consist of sworn personnel of the Johns Creek Police Department. The Office of Professional Standards Captain or his /her designee shall act as the facilitator. The Office of Professional Standards shall be responsible for training the Oral Assessment Board in the scoring of each question. All board members will receive training on conducting oral interviews and/or equal employment requirements prior to commencement of the panel. All questions and answer sheets will be scored, evaluated and administered in a uniform manner. As a practice the city human resources department provides a representative to oversee the oral assessment board and they are present during the oral assessment interviews.

4. The Oral Assessment must be passed with a minimum score of 70% to be placed on the Eligibility Roster.

5. Conditional Job Offer:

The decision to offer an applicant a conditional offer of employment shall be solely based on the needs of the department, the applicant's standing and the number of current openings for the position applied for. The offer of employment shall be conditional upon the successful completion of the following:

- a. Physical Agility Test;

- b. Oral Assessment Board;
  - c. Psychological Evaluation;
  - d. Physical Examination, including drug screen which will be paid for by the department;
  - e. Successfully submitting to a truth verification examination;
  - f. Passing a background investigation to include: credit review, criminal and driver's history inspections work references, personal references, internet searches, etc.
  - g. Ride-a-Long or opportunity to meet agency members (optional)
  - h. Passing a final interview with the Chief of Police
6. No candidate will be dismissed, as a single determinant, from the hiring process directly related to the truth verification examination. The results of this exam shall be used to focus background investigators who may, or may not, follow up on information received.
  7. An extensive background investigation will be initiated on *all* candidates to whom a conditional offer of employment is offered. Procedures utilized shall include standardized questions and rating forms.
  8. Candidates placed on the eligibility list may be chosen in any order from the list. The eligibility list is a continuous list and testing shall be scheduled in order to maintain an eligibility list which meets the agency's needs and goals. An applicant will remain on the eligibility list for a period of twelve (12) months.
  9. Applicants that are not selected for employment within the 12 month period may re-apply by submitting a new City of Johns Creek Application and completing the process again during the next testing process.

D. Non-sworn Candidates:

For non-sworn candidates, the hiring process shall include the steps listed below in this policy. Depending on the needs of the department the steps listed below may be administered over several days or a one day testing event. Therefore, the order of the selection steps may not always occur in the same order, but all minimum requirements must be completed in order for the candidate to be placed on an eligibility list.

1. A review of the candidate's application and the required minimum qualifications will be conducted. This may also include a phone interview by a Human Resources Representative.
2. Certain positions, such as the Records Clerk, may be required to submit to an assessment test, such as a data entry test. Minimum standards shall be non-discriminatory and job related. Candidates will be informed of the minimum requirements in writing. Those candidates who meet the minimum score will be invited to the oral interview board, if applicable.



3. Depending on the position, the Chief of Police and the Office of Professional Standards may require the candidate to go through an interview with the hiring supervisor or Division Major or an oral interview board or both. The decision to include the oral interview process will be dependent on the position and approval by the Office of Professional Standards and the Chief of Police. The candidate shall be informed in writing of the steps of the hiring process.
4. If, an Oral Interview Board is required, it may be comprised of agency personnel, outside personnel and any other person designated by the Chief of Police. Questions for the oral interview board will be pre-approved by the Chief of Police, or his/her designee and be job-related and relevant to available position. All board members will receive training on conducting oral interviews prior to the commencement of the panel. All questions and answer sheets will be scored, evaluated and administered in a uniform manner.
5. A Background Investigation will be completed and will include a driving, criminal, local and credit history review. The appropriate Supervisor and/or Division Major will review the candidate's background packet at this point and make a recommendation to the Chief of Police.
6. Conditional Job Offer:

The decision to offer an applicant a conditional offer of employment shall be solely based on the needs of the department, the applicant's standing, and the number of current openings for the position applied for. The offer of employment shall be conditional upon the successful completion of the following:

  - a. Oral Assessment Board;
  - b. Psychological Evaluation; if applicable for position as determined by the job function and the Chief of Police.
  - c. Physical Examination, including drug screen which will be paid for by the department;
  - d. Successfully submitting to a truth verification examination; if applicable for position as determined by the job function and the Chief of Police.
  - e. Passing a background investigation to include: credit review, criminal and driver's history inspections work references, personal references, internet searches, etc.
  - f. Passing a final interview with the Chief of Police
7. An extensive background investigation will be initiated on **all** candidates to whom a conditional offer of employment is offered. Procedures utilized shall include standardized questions and rating forms.
8. Candidates placed on the eligibility list may be chosen in any order from the list. The eligibility list is a continuous list and testing shall be scheduled in order to maintain an eligibility list which meets the agency's needs and goals. An applicant will remain on the eligibility list for a period of twelve (12) months.
9. Applicants that are not selected for employment within the 12 month period may re-apply by submitting a new City of Johns Creek Application and completing the process again during the next testing process.

10. No candidate will be dismissed, as a single determinant, from the hiring process directly related to the truth verification examination. The results of this exam shall be used to focus background investigators who may, or may not, follow up on information received.
11. Elements of the selection process for non-sworn positions may be amended, based on job function, at the discretion of the Chief of Police.
12. Eligibility lists for non-sworn applicants are not required; however the Chief of Police may choose to have an eligibility list for such positions. Applicants not chosen for the position will be informed in writing and may re-apply during the next hiring phase for the applicable position.

### **Background Investigations (01-11-08)**

- A. A background investigation will be conducted on each candidate prior to appointment by 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, background questionnaire and other information deemed appropriate. If possible, such investigations will be conducted in person; however some circumstances may dictate the use of telephone, facsimile machine, email, or written correspondence.
- B. The background investigation shall determine the candidate's suitability for employment. It must verify state mandated minimum qualifications including (for candidates for police officer positions, TAC, CSI, etc.) U. S. Citizenship, high school diploma or successful completion of the General Education Development Examination, possession of a valid Georgia driver's license (may possess license from another state but be eligible to obtain Georgia license upon appointment), as well as minimum qualifications in accordance with the department's minimum hiring standards.
- C. Background investigations of all candidates will verify a candidate's qualifying credentials including but not limited to:
  1. Educational achievement from school transcripts and personal contact with school officials.
  2. Employment verification and references from contact with employers, supervisors and co-workers.
  3. Citizenship verification from birth certificate, driver's license, governmental documents, etc.
  4. Residence verification from contact with landlords, neighbors, etc.
  5. Georgia P.O.S.T. certification or comply with comparative compliance and prior disciplinary actions administered by or recorded by P.O.S.T.
  6. Criminal history verification from NCIC, State, Local records including driving records and FBI fingerprint check.
  7. Verification of personal references from three (3) references provided by the candidate and attempts to develop at least three additional references (teachers, landlords, friends, neighbors, coworkers, etc.)
- D. Background investigations will also be conducted on candidates for civilian positions to ensure candidates have suitable backgrounds to ensure compatibility with goals and objectives of the Department.

- E. The names of all eligible candidates may be posted on the Office of Professional Standards bulletin board or an in email to the department as a part of the background investigation process. All Department employees are encouraged to provide any positive or negative information concerning candidates that may be used by the investigator conducting the investigation.
- F. The Department will ensure that the record of each candidate's background investigation is:
  - 1. Maintained in the confidential section of the office of professional standards.
  - 2. Maintained in accordance with Georgia Law and Retention Act. When the file is disposed of it will be done by shredding or equally secure means. Names of new candidates will be screened against eligibility files and, when a prior file is found, the information will be reviewed by the Chief of Police and provided to the background investigator to determine further eligibility for candidacy.

## 01-11 APPENDIX A: Entry Level Minimum Test Scores

Below are the minimum scores required as specified by Georgia POST:

<b>Test</b>	<b>Sub-Test</b>	<b>Scaled Score</b>
<b>Accuplacer</b>	<b>Reading</b>	<b>55</b>
	<b>Writing</b>	<b>60</b>
	<b>Numerical *</b>	<b>34</b>
<b>ASSET</b>	<b>Reading</b>	<b>38</b>
	<b>Writing</b>	<b>35</b>
	<b>Numerical *</b>	<b>35</b>
<b>COMPASS</b>	<b>Reading</b>	<b>70</b>
	<b>Writing</b>	<b>32</b>
	<b>Numerical *</b>	<b>26</b>
<b>SAT</b>	<b>Verbal or Critical Reading</b>	<b>430</b>
	<b>Math</b>	<b>400</b>
<b>ACT</b>	<b>Verbal or English &amp; Reading</b>	<b>18</b>
	<b>Math</b>	<b>16</b>
<b>CPE</b>	<b>Reading</b>	<b>75</b>
	<b>Math</b>	<b>75</b>
	<b>English</b>	<b>75</b>