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Title: SELECTION OF PERSONNEL	Section: Personnel	
Issued: 10/11/2011	Effective: 10/19/2011	Revised: 07/17/2025
Rescinds: All Previous	Amends: 07/18/2024	
CALEA References: LE 1.1.1, 1.1.2, 31.1.1, 31.3.1, 31.3.3, 31.4.1 – 31.4.6, 31.5.1 - 31.5.7; COM 2.2.2, 4.1.1, 4.1.4, 4.1.6, 4.2.1 – 4.2.6, 4.3.1 – 4.3.8		
KLEAP References: 1.1.1, 1.1.2, 4.1.1, 4.1.2, 4.1.3		
State/Federal Statutes: K.S.A. 74-5605		
Review: Annual	Authority: Chief Buck Buchanan	

I. Purpose

The purpose of this General Order is to provide guidelines for the selection of all personnel.

II. Policy

The Andover Police Department, in order to identify prospective employees in a fair and impartial manner, will employ a job-related, nondiscriminatory selection process, ensuring that all elements of the process are administered, scored, evaluated, and interpreted in a uniform manner.

III. Definitions

A. Training Status: A defined period of time as described in municipal policy or by the Chief of Police when an employee's performance is under close observation and scrutiny.

IV. Regulations

(This section intentionally left blank).

V. Procedures

A. Responsibility

1. The Special Services Commander oversees the selection process for all sworn applicants and is responsible for ensuring that all elements of the process are administered, scored, evaluated, and interpreted uniformly (LE 31.4.3).
2. The Communications Director oversees the selection process for all non-sworn applicants and is responsible for ensuring that all elements of the process are administered, scored, evaluated, and interpreted uniformly (COM 4.2.3).



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3. The Chief of Police shall have final authority and overall responsibility for the department's selection process.
4. The department coordinates recruitment and selection efforts with the Human Resources Director, but maintains primary responsibility for the selection process (LE 31.1.1; COM 4.1.1).
5. The Special Services Commander will be responsible for ensuring that contact is maintained with sworn position applicants from initial application to final employment decision (LE 31.3.3).
6. The Communications Director will be responsible for ensuring that contact is maintained with non-sworn position applicants from initial application to final employment decision (COM 4.1.6).
7. Applications will not be rejected because of minor omissions or deficiencies that can be corrected prior to the testing or interview process.

B. Application

1. Position opening announcements will be advertised by a variety of means, including electronic, print, or other media sources, in order to attract the most qualified applicants (LE 31.3.1b; COM 4.1.4b).
2. Job announcements and recruitment notices will:
 - a. Provide a description of the duties, responsibilities, requisite skills, educational level, and other minimum qualifications or requirements (LE 31.3.1a; COM 4.1.4a);
 - b. Advertise the agency as an equal opportunity employer (LE 31.3.1c; COM 4.1.4c);
 - c. List official application filing deadline (LE 31.3.1d; COM 4.1.4d); and
 - d. Provide the department's identified online employment applicant services.
3. All applicants at the time of formal application will be informed through email of the following:
 - a. Identification and explanation of all elements of the selection process (LE 31.4.4a; COM 4.2.4a);
 - b. The expected duration of the process (LE 31.4.4b; COM 4.2.4b);
 - c. The department's policy on reapplication (LE 31.4.4c; COM 4.2.4c); and
 - d. The fact that the department is an equal opportunity employer (LE 31.3.1c; COM 4.1.4c).
4. Applications received by the City's Human Resources Director will be forwarded to the police department for processing through the departments identified online employment application service.
5. The applications will be processed, and applicants will be selected for further evaluation based upon their work history, education, experience, and demonstrated interest in the position.



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6. Selected applicants will be contacted through email and advised of the scheduled test dates and times and instructed to contact the department of their intentions to test.
7. The Special Services Commander will send an email to new sworn position applicants who have applied preferably within two (2) business days, but no more than one (1) week of submission of their application. The email will contain instructions on setting up their online pre-employment background account and how to accept the invitation from the Andover Police Department.
8. After the applicant has accepted the invitation, they must complete the following tasks before testing can take place:
 - a. Read and sign the following forms under the "View Forms & Documents" link: M1219 "Social Networks and Personal Web Pages", Pre-employment Process – Sworn Applicant, Andover Police Department Qualifications – Sworn Applicant, "M1213 Personal Appearance and Grooming".
 - b. Complete the Personal History Questionnaire (PHQ) using the link provided in their online pre-employment background account.
9. When both steps are completed, applicants will contact the Special Services Commander to set up a date for testing.
10. The Communications Director will send an email to new non-sworn position applicants who have applied preferably within two (2) business days, but no more than one (1) week of submission of their application. The email will contain instructions on setting up their online pre-employment background account and how to accept the invitation from the Andover Police Department.
11. After the applicant has accepted the invitation, they must complete the following tasks before testing can take place:
 - a. Read and sign the following forms under the "View Forms & Documents" link: M1219 "Social Networks and Personal Web Pages", Pre-employment Process – Non-Sworn Applicant, Andover Police Department Qualifications – Non-Sworn Applicant, "M1213 Personal Appearance and Grooming".
 - b. Complete the Personal History Questionnaire (PHQ) using the link provided in their online pre-employment background account.
12. When both steps are completed, applicants will contact the Communications Director to set up a date for testing.

C. Specified Testing Dates

1. The Special Services Commander will schedule and coordinate testing dates for all sworn position applicants who have successfully completed the department's identified online application and indicated their intent to test.
2. Applicants are required to successfully complete a written exam and physical agility test prior to their staff oral interview board. The Chief of Police, based on the needs of the department, may waive one or both of these requirements. In



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situations where weather or other factors prohibit an otherwise qualified candidate from completing the physical agility test, the Chief of Police may authorize a candidate to meet the board with the understanding that the candidate must successfully complete the physical agility test before any conditional offer of employment can be made.

3. Prior to the Written Exam being administered the following documents will be collected:
 - a. Completed Physical Agility Course Waiver
 - b. Pre-Employment Waiver & Release
4. Applicants who have not completed and signed the waivers, forms, and documents will not be allowed to participate in the testing process. Applicants will be instructed that they are welcome to come back on a future testing date with the appropriate paperwork completed and signed.
5. Applicants who fail to successfully complete any portion of the testing process will be released from the remainder of the testing process for the day.
6. Any applicant who fails the Physical Agility test may be provided with one additional attempt to pass the test that day after being provided an opportunity to rest. If they are unable to successfully complete the physical agility portion of the test, the applicant will be released for the remainder of the testing process that day and advised that they will be invited back to participate in a future testing date should one be offered for the position they have applied for.

D. Driver's License and III Check

1. The Special Services Commander is responsible for requesting in writing from the Communications staff that a Driver's License, Kansas Bureau of Investigations (KBI), Criminal Justice Information System (CJIS) and Interstate Identification Index (III) check be conducted on all sworn applicants who have responded with their intent to participate in the process prior to the specified testing date.
2. The Communications Director is responsible for requesting in writing from the Communications staff that a Driver's License, Kansas Bureau of Investigations (KBI), Criminal Justice Information System (CJIS), and Interstate Identification Index (III) check be conducted on all non-sworn applicants who have responded with their intent to participate in the process prior to the specified testing date.
3. Those individuals who do not meet the State of Kansas' or the Department's qualification requirements will be notified in writing that they have been disqualified for background reasons and advised, if not permanently disqualified, when they may re-apply.



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E. Written Examinations

Rev. 07172025

1. All sworn applicants are required to take the Police Officer Selection Test (POST) by Standard and Associates, prior to the staff oral interview board portion of the process.
2. The POST tests shall reflect job relatedness, criterion-related, and content validity, and to the extent possible, shall not present an adverse impact upon minority or protected candidates. Successful applicants will have attained a score greater than the minimum passing score established by the test designers (LE 31.4.2).
3. Applicants who fail to score a combined overall average of 70% on sections I, II, and III, as well as a score of at least 70% on section IV, will be notified in writing that they have been disqualified from the process and are eligible to re-apply by completing another on-line application through the City's employment portal, one year from the testing date.
4. The Communications Director, or their designee, may administer a written test(s) or practical tests for all Communication Officer Positions that measure traits or characteristics that constitute a significant part of the position. The tests shall reflect job relatedness, criterion-related, and content validity, and to the extent possible, shall not present an adverse impact upon minority or protected candidates. If used, written testing shall be purchased from a competent vendor. Successful applicants will have attained a score greater than the minimum passing score established by the test designers (COM 4.2.2).

Rev. 07182024

F. Physical Agility Testing

1. All sworn applicants are required to successfully complete the physical agility testing as approved by the department prior to proceeding to the Staff Oral Interview Board.
2. Elements of the physical agility testing include:
 - a. Trigger Pull: A minimum of twenty-two (22) pulls with the strong hand and a minimum of nineteen (19) pulls with the weak hand.
 - b. Suspect Chase: A timed course which covers a total distance of 175 yards in less than 85 seconds. The course contains the following:
 - i. Run/Walk up and down a flight of steps 35 inches tall with a total of five steps on each side.
 - ii. Run/Walk through a drainage tunnel 6'6" long and 4'6" tall
 - iii. Climb through a window 4' above the ground.
 - iv. Run/Walk through a second drainage tunnel 6'6" long and 4'6" tall.
 - v. Scale and go over a 4'6" solid wood fence.
 - vi. Drag a 150 lbs. mannequin a distance of 15 feet.
 - vii. Cross the finish line.

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G. Staff Oral Interview

1. Sworn candidates who successfully complete the POST Test, pass the physical agility course, and submit all required paperwork will be invited to a staff oral interview, which is conducted with no less than three members of the department and should include a member of the community that is not employed by the department.
2. Non-Sworn communications candidates who successfully complete the NDST test, and submit all required paperwork will be invited to a staff oral interview, which is conducted with no less than three members of the department and should include a member of the community who is not employed by the department.
3. The staff interview will include job-related questions on such topics as:
 - a. Experience;
 - b. Problem-solving;
 - c. Communication skills;
 - d. Interest and motivation;
 - e. Interpersonal skills;
 - f. Community involvement and awareness.
4. After the interviews, the interviewers will score the applicant individually and determine if the applicant is highly qualified, qualified, or unqualified in each of the above areas.
5. After each interviewer has graded the applicant, they will then compare their scoring with the other members of the interview board and will reach a consensus score and an overall rating of the applicant.
6. Applicants with a combined average score below 28 will be disqualified and eligible to reapply in one (1) year.
7. Applicants who score 28 or higher, who are not otherwise selected to proceed in the application process, will be moved to the eligibility list for further consideration.
8. Applicants on the eligibility list will remain on the list until selected for a position or two (2) years from the date of their initial application.
9. Interviewers will not ask questions that are not job-related including questions regarding race, gender, religion, marital/family status, disabilities, ethnic background, country of origin, sexual preferences, or age.

H. Executive Interview

1. The Chief of Police will determine the number of applicants that will be selected for the executive interview and the applicants on the department's eligibility list



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with the highest ratings in the pre-employment process will be selected to proceed to the executive interview.

2. The executive interview will be conducted by the Chief of Police, however, the Chief of Police has the authority to include other people as deemed necessary for the executive interview board.
3. Upon completion of the interviews the executive interview(s) the Chief of Police will determine the applicants who will continue in the application process. Applicants not selected to continue in the application process will be moved to the eligibility list for future consideration.
4. The Chief of Police will not ask questions that are not job-related including questions regarding race, gender, religion, marital/family status, disabilities, ethnic background, country of origin, sexual preferences, or age.

I. Military and KSCPOST Check (LE 31.5.1f)

1. Applicants who are selected to proceed into the Background Investigation will have both a Military and KSCPOST Check completed. The Background Investigator shall submit a Request Pertaining to Military Records Form to the U.S. Military and submit an Agency Request Form to the Kansas Commission on Peace Officer Standards and Training (KSCPOST).
2. Information learned from these sources that indicates that a specific applicant does not meet the State of Kansas' or the Department's qualification requirements will be notified in writing that they have been disqualified for background reasons and advised, if not permanently disqualified, when they may re-apply.

J. Truth Verification

1. Candidates for sworn positions selected following the executive interview will be scheduled for a truth verification examination administered by a trained and qualified examiner (LE 31.5.4).
2. For all non-sworn positions, only candidates for the Communication Director and Records and Evidence Custodian will be scheduled for a truth verification examination administered by a trained and qualified examiner (COM 4.3.5).
3. Prior to the examination, each applicant will be provided with a list of areas from which questions will be drawn (LE 31.5.3; COM 4.3.4).
4. The results of the examination alone may not be used to eliminate an applicant for further consideration. However, pretest, test, or post-test admissions, together with other information, may be sufficient to support such decisions (LE 31.5.5; COM 4.3.6).

K. Background Investigation



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1. A background investigation of each candidate for all positions will be conducted prior to a conditional job offer, and will include, at a minimum:
 - a. Verification of qualifying credentials (LE 31.5.1a; COM 4.3.1a; KLEAP 4.1.1c);
 - b. A review of any criminal record (LE 31.5.1b; COM 4.3.1b; KLEAP 4.1.1e);
 - c. Verification of at least three personal references (LE 31.5.1c; COM 4.3.1c; KLEAP 4.1.1c);
 - d. Verification of Personal History Statement answers, including education and employment history (LE 31.5.1c-e; COM 4.3.1c-e; KLEAP 4.1.1c-d);
 - e. A review of the applicant's driving history and verification of operator's status, and (KLEAP 4.1.1b);
 - f. Fingerprint-based search of local, state, and national fingerprint files to determine the existence of a criminal record (K.S.A. 74-5605 (b)(2)) (LE 31.5.1b; COM 4.3.1b; KLEAP 4.1.1a, e).
2. All personnel used to conduct background investigations shall be trained in collecting required information (LE 31.5.2; COM 4.3.2).

L. Conditional Offer of Employment

1. Candidates who have acceptable background investigations may, at the discretion of the Chief of Police, be offered a conditional job offer.
2. The conditional job offer is contingent upon the candidate's successful completion of the remaining phases of the selection process, which may consist of a psychological test, medical examination, and drug screen.

M. Psychological Evaluation

1. Applicants for sworn positions who have been given a conditional offer of employment must successfully complete a psychological examination conducted by a licensed psychologist pursuant to K.S.A. 74-5605 (b)(6) (LE 31.5.7; KLEAP 4.1.3).
2. Applicants for all non-sworn positions, except Administration Assistant or Accreditation Manager, who have been given a conditional offer of employment must successfully complete a psychological examination conducted by a licensed psychologist (COM 4.3.8).

N. Medical Examination

1. Applicants for sworn positions who have been given a conditional offer of employment must complete a medical examination to determine if the applicant is free of any physical condition that might adversely affect the applicant's performance of a police officer's duties pursuant to K.S.A. 74-5605(b)(7) (LE 31.5.6; KLEAP 4.1.2).

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2. Applicants for all non-sworn positions who have been given a conditional offer of employment must complete a medical examination to determine if the applicant is free of physical conditions, which might adversely affect the applicant's ability to perform the job. Additionally, Communications Officer positions must complete a vision and hearing examination (COM 4.3.7).

O. Drug Screen (KLEAP 4.1.2)

1. Applicants for all positions who have been given a conditional offer of employment must test negative on a drug screen to qualify for employment.
2. The drug screen will be conducted in compliance with the City of Andover guidelines.

P. Notification of Ineligibility

1. All candidates who are disqualified from further consideration for positions at any time during the pre-employment process for any reason shall be notified in writing within 30 calendar days of any such decision and advised of their eligibility to reapply (LE 31.4.4c, 31.4.5; COM 4.2.4c, 4.2.5).

Q. Eligibility List (LE 31.4.4c; COM 4.2.4c)

1. All applicants who have successfully completed the Physical Agility Test, the Written Examination, as well as submitted all required pre-employment waivers, forms and documents, and who meet the State of Kansas's and the Department's qualification requirements will be placed on the department's Eligibility List and will be considered in all future hiring processes for two full years from the date of initial application.
2. At the end of two years from the date of initial application, an applicant who has not been selected for a position with the department will be removed from the Eligibility List. The applicant being removed from the Eligibility List will be notified in writing that their application has expired and that they are no longer in consideration for future hiring decisions. Additionally, they should be notified that they are immediately eligible to reapply by completing another online application through the department's identified online employment application service.

R. Records

1. All selection materials, testing materials, and results will be stored in a secure area and in locked files. Access to these materials is limited to designated employees as determined by the Chief of Police. Used written test booklets shall be destroyed upon conclusion of testing (LE 31.4.6b; COM 4.2.6b).



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2. Documentation of the selection process (applications, Personal History Statement Form, background investigations, etc.) will be stored in a pre-employment file and retained as follows:
 - a. Applicants who failed to appear for testing or were eliminated prior to a background being conducted a minimum of three (3) year retention (LE 31.4.6a; COM 4.2.6a).
 - b. Applicants who received a background check or a conditional offer of employment but were not subsequently hired: A minimum of six (6) year retention (LE 31.4.6a, 31.4.6c; COM 4.2.6a).
 - c. Pre-employment files for applicants who are selected for employment will be permanently retained separate from the employee's personnel file (LE 31.4.6c; COM 4.2.6c).
3. Medical, psychological, and drug screen records for candidates selected for employment will have their test records placed in a medical file in a secure area of the City's human resources function. Access to the medical files may only be granted by the Chief of Police if a need is demonstrated by the person requesting access (LE 31.4.6d; COM 4.2.6d).

S. Oath & Cannon of Ethics

1. All personnel, prior to assuming sworn status, will take and subsequently abide by an oath of office to uphold the Constitution of the United States of America and enforce its laws and the laws of the State of Kansas and City of Andover (LE 1.1.1; KLEAP 1.1.1).
2. Sworn personnel will agree to and subsequently abide by the Law Enforcement Code of Ethics as adopted by the Executive Committee of the International Association of Chiefs of Police in October of 1991, while employed with the Andover Police Department (LE 1.1.2; KLEAP 1.1.2).
3. Communications Officers will agree to and subsequently will abide by the Public Safety Telecommunicators Code of Ethics as adopted by the Association of Public Safety Communications Officials (APCO) while employed with the Andover Police Department (LE 1.1.2; COM 2.2.2; KLEAP 1.1.2).
4. All other employees will agree to and subsequently abide by the Code of Ethics for Government Service while employed by the Andover Police Department (LE 1.1.2; KLEAP 1.1.2).
5. All personnel will attend Ethics training biennially (LE 1.1.2; KLEAP 1.1.2).

T. New Employee Training Status

1. New sworn employees are placed on a training status at the date of their hire and remain on training status for six (6) months following graduation from the police academy.



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2. New non-sworn employees are placed on training status at the date of hire and remain on training status for six (6) months following the conclusion of their training.
3. The Chief of Police may extend training status as deemed necessary.
4. Nothing in this General Orders Manual changes an employee's "at will" employment status with the department, including the successful completion of a training status, which means either the department or the employee may terminate the employment relationship at any time, for any reason, or no reason at all, with or without notice.