

	Administrative General Order	13 Recruitment and Selection of Officers	PAGE 1 OF 8
	City of Charleston Police Department Policy and Procedure Manual		EFFECTIVE DATE: 02/01/08
			SOURCE: Community Oriented Policing Division
			REVISED: 05/04/23
	DISTRIBUTION: ALL	CALEA: 16.1.1 a; 31.1.1; 31.1.2; 31.2.1; 31.2.2; 31.3.1 b; 31.3.2; 31.3.3; 31.3.4; 32.1.1: 32.1.2; 32.1.3; 32.1.4 c; 32.1.5; 32.1.6; 32.1.7; 32.2.1; 32.2.2; 32.2.3; 32.2.6; 32.2.8; 32.2.9; 32.2.10; 35.1.3	
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- 13.1 RECRUITMENT & SELECTION OF OFFICERS (CALEA 31.1.1; 31.3.3)

The Charleston Police Department is mandated to identify and employ the best candidates available, not only to reduce disciplinary problems, but also to establish higher morale both within and outside in the community, and to provide more efficient and effective service.

The Department will initiate and maintain an active recruitment program to attract applicants for all vacancies. In this ongoing

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recruitment effort, all members of the Department (both sworn and civilian) are relegated the task to recruit potential applicants on a formal and informal basis. Contact will be maintained with the applicant from initial application to final employment disposition. The Department will recruit outside its jurisdiction to meet its goals. Applications will not be rejected because of omission or deficiencies that can be corrected prior to the testing or interview process.

13.2 ADMINISTRATION OF THE RECRUITMENT TEAM (CALEA 31.1.2)

The Procedural Justice & Community Policing Bureau Commander will have the authority and responsibility to administer the recruitment program, and to coordinate the recruitment team activities.

All officers assigned to recruitment activities are to be knowledgeable in all matters pertaining to the law enforcement career and selection process. Of specific importance are those issues involving employment equity, affirmative action, immediate disqualification criteria, and how these issues directly affect the overall management and operations of the department.

13.3 RECRUITMENT OFFICE STAFFING

The department maintains a structured recruiting unit consisting of a sworn recruiter, a sworn background investigator, and an HR specialist. The unit and all of its responsibilities will be managed by a Sergeant (Recruitment, Selection, and Retention Supervisor) who reports to the Community Oriented Policing Team Commander for all administrative matters and the Community Oriented Policing Division Commander for all candidate selection matters.

The recruitment officer will develop professional relationships with professors, community stakeholders, military personnel and all other individuals that can be leveraged to attract law enforcement talent and increase Charleston Police Department's brand equity. The recruitment officer will additionally take part in lucrative speaking opportunities, provide exceptional customer service to individuals interested in applying with the organization, and stay on the cutting edge of current national recruitment and retention research and strategies.

The background investigator is responsible for completing the background investigations for all sworn and non-sworn applicants. The background investigations include, but are not limited to, verifying all application information and documentation, completing interviews with personal and professional references, gathering and reviewing internal work performance records from previous employers, conducting credit checks, and reviewing polygraph reports to determine if additional inquiries are required.

The HR Specialist is responsible for processing all sworn applications, scheduling testing phases, collecting and reviewing required documents, insuring the selection process for each candidate is documented in applicant tracking systems, and conferring with the Sergeant to map processes and review data for staffing considerations.

13.4 AFFIRMATIVE ACTION (CALEA 32.1.3)

Affirmative action requires the aggressive recruitment of women and minority group members to ensure that there never exists any under-representation within the agency. The objective of affirmative action recruitment steps is attainment of diversity within the Agency's sworn ranks similar to the demographic composition of the community that the Charleston Police Department serves.

In meeting this objective, the Department's Affirmative Action plan will include the following elements:

1. Statement of measurable objectives
2. Plan of action to correct inequities, including specific action steps and a timetable for implementation
3. Procedures to evaluate the progress toward objectives on a periodic basis and to revise the plan.

Specific action steps that will be utilized to implement the agency Affirmative Action Plan include the following:

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1. Utilization of minority personnel who are not only fluent in non-English languages that are pre-existing in the community's populace, but are also aware of cultural diversity;
2. The depiction of women and minorities portraying law enforcement roles in the agency's recruitment and specialized program literature;
3. The initiation of career-oriented rights for target minority groups;
4. Conducting recruiting drives outside the Tri-county area and out of state to attract viable candidates, specifically universities and colleges.

13.5 EQUAL OPPORTUNITY PLAN (CALEA 31.2.3)

The Department's Equal Opportunity Plan is that all vacancies will be filled without regard to race, religion, color, gender, gender identity or national origin. The only exception to the plan will be when two or more applicants for a position are approximately qualified, with one of the applicants satisfying the conditions of the Affirmative Action Plan. In such cases, the City will fill the vacancy in line with the Affirmative Action Plan.

13.6 COOPERATION WITH CITY HUMAN RESOURCES

The Police Department will maintain a cooperative working arrangement with the City Human Resources Department to aid in the recruitment of applicants. The City of Charleston Human Resources Department, on an ongoing basis, notifies community organizations and key leaders of position vacancies by mail. Literature and public relations promotional material will also be regularly furnished to these same groups.

When there are actual or forecasted vacancies, the department will initiate and maintain an active recruitment campaign in order to compete with employers for qualified applicants.

13.7 SELECTION PROCESS

Whenever a vacancy occurs, or a new position is created, the following priorities (in the order listed) will be considered in filling the vacancy:

1. Those applicants or City employees who have outstanding qualifications for the position;
2. Qualified City employees in line for promotion;
3. Qualified City employees who will help the City achieve its Affirmative Action goals;
4. Qualified applicants who are not City employees but who will help the City achieve its Affirmative Action goals;
5. Other qualified City employees who apply for the vacancy or new position;
6. Other qualified applicants who are not City employees.

Qualifications and experience will be the main factors in determining who is hired for vacancies and new positions. Measuring these objectives will be accomplished by use of the personnel status report. The Personnel Department, in conjunction with the requesting Department, will assess the requirements of each position to be filled to ascertain proper recruitment source. Consideration will be given to the most recent recruitment report. In an effort to attract the most qualified applicants for our vacancies, recruiting will not be limited to the Charleston area, but will expand nationwide.

13.8 ANNUAL PERSONNEL BUDGET (CALEA 16.1.1 a)

The City of Charleston will require each Department/Division to prepare an annual personnel budget to meet the operational needs of the Department. The Mayor and City Council will approve each Departmental budget on an annual basis. The Personnel Office, under the direct supervision of the Manager of Administrative Services, will maintain a personnel status matrix reflecting open positions, and ensure that no more persons are employed than provided for by position classification and

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funding. An employment waiting list will be established to facilitate the hiring of the replacement of employees as needed. Every effort should be made to hire replacement employees as soon as possible.

The City's annual budget includes the necessary funding to support the City's recruitment objectives, advertising, travel, training, interview expense, and testing. The Manager of Administrative Services will dedicate a portion of these funds to this effort.

13.9 JOB ANNOUNCEMENTS (CALEA 31.3.1 b)

The Department's job announcements provide a description of the duties, responsibilities, requisite, skills, educational level and physical requirements for the position to be filled by "CONTINUOUS HIRING". All entry-level job vacancies will be advertised through print, electronic or media. The agency will advertise as an Equal Opportunity Employer on all employment applications and recruitment advertisements.

13.10 DEPARTMENTAL SELECTION AND RECRUITING POLICY

All employees of the Charleston Police Department, sworn and non-sworn, will be mandated to adhere to the following:

1. Identify and recruit qualified, highly motivated applicants for appointment as City police officers; and
2. When within their area of responsibility, they will provide a testing and selection system that will eliminate those applicants with minimal chance of success in the law enforcement profession.

13.11 DESIRABLE ATTRIBUTES IN POLICE APPLICANTS

The Department will promote the following attributes in all applicants desiring to enter law enforcement:

1. The officer is properly trained, equipped and assigned to a patrol unit. They will operate alone and are expected to be flexible enough to work under minimal supervision in most day-to-day activities.
2. The police officer is prepared to manage people in extremely diverse situations. The citizens encountered range from individuals who violate minor laws to those suspected of serious felonies. The officer must effectively handle victims of crimes or people with all types of personal problems. They are expected to respond to calls for service from the most affluent subdivisions and the most socially challenged communities. In each case, the officer is expected to display appropriate courtesy and respect to satisfy the expectations of the individual complainant.
3. The immediate action will usually be taken without supervision and can make the difference between death, tranquility in the city, or rioting in the streets.
4. The police officer's educational level must be sufficient to enable them to absorb, understand and apply police training in the martial skills, social psychology and application of criminal law. Every officer is required to interview victims and witnesses, prepare written reports, and testify accurately and clearly in City and Circuit Courts. When they are on the witness stand, they are the direct representative of the City.
5. They are expected to endure verbal and physical abuse from citizens and offenders, while being careful to meticulously preserve their constitutional rights, and apply only reasonable force when necessary to successfully perform their duties.
6. They will have the ability to promote community policing strategies and community engagement efforts while addressing public safety concerns through collaborative efforts.

13.12 BASIC QUALIFICATIONS FOR POLICE OFFICER APPOINTMENT (CALEA 32.1.1; 32.2.1; 32.2.2; 32.2.6; 32.2.8)

The basic qualifications for police officer appointment of candidates to the City of Charleston Police Department are as follows:

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1. **Citizen of the United States:** native born or naturalized;
2. **Minimum age of 21 years.** There is no maximum age as long as the applicant meets the qualifications and passes all tests;
3. **Educational Requirements:** The minimum educational requirement to be a sworn police officer is that of a Bachelor's degree; however, the Chief of Police or their designee have the authority to consider any candidate with a high school diploma/GED or Associate's degree that has a combination of work experience and/or military experience that would contribute a unique and/or competitive skillset or contribute to the growing diversity of the department.

13.13 TESTING AND SELECTION PROCESS (CALEA 32.1.3; 32.1.7)

The following selection and testing process must be satisfactorily completed:

1. Submission and completion of the application with the necessary supporting documents;
4. **Physical Agility Test:** A physical agility to assess a candidate's overall strength, cardiovascular endurance, and anaerobic power must be completed and passed;
5. **Obtain a passing score on the written examination.** This Department utilizes the National Police Officer Selection Test;
6. **Panel Interview:** All candidates will undergo and must pass an interview panel comprised of a variety of current employees from the department selected by the Recruitment, Selection, and Recruitment Supervisor – who serves as the Chairperson for the police officer candidate interview panel;
7. **Polygraph examination:** All applicants will undergo the polygraph examination with a list of areas provided to the candidate at the time of their formal application, from which polygraph questions will be drawn. The use of the polygraph examination or other instruments for the detection of deception as the single determinant of employment status is prohibited.
8. **Background Investigation:** A background investigation will be performed by a qualified investigator on all candidates prior to employment. Past employment in other cities and states, and personal references are investigated initially by written or telephone contact. If questionable items are exposed, a detailed investigation is conducted and the police department in the city of former residence is requested to assist. All background investigations will be kept on file for a period of not less than three (3) years.

The background investigation will include, but not be limited to, information concerning the applicant's:

- a. Criminal record;
 - b. Personal references (minimum of three [3]);
 - c. Candidate's qualifying credentials;
 - d. Past employment;
 - e. Review of relevant national or state decertification resources (if applicable);
 - f. Military service; and
 - g. Credit record;
9. **Psychological Evaluation:** An emotional stability and psychological fitness examination of each candidate will be conducted prior to appointment to probationary status, using valid, useful, and nondiscriminatory procedures. The psychologist will conduct a professional evaluation and an individual interview. Only qualified licensed

professionals will be used to assess the emotional stability and psychological fitness of candidates.

A written evaluation of each applicant will be provided to the Department. These reports will be considered confidential material at all times. The results of emotional stability and psychological fitness examinations are maintained on file in the Manager of Administrative Service's office in accordance with the South Carolina General Records Retention Schedules for Municipal Records Subarticle 7 Section 12.607.2 – 12.607.3. These records may be viewed by the Manager of Administrative Services, Personnel Specialists, Professional Standards Officers, and the Chief of Police. They will not be released to any other individual for any purpose without written permission from the Chief of Police;

10. **Physical examination:** The selection process requires a candidate to be physically, as well as mentally, qualified.

A complete physical examination is to be administered by a licensed and trained professional appointed by the City. A height proportional with weight is desired. The total physical condition of the applicant will be considered to include, but not limited to: height, weight, visual acuity, hearing, color blindness, physical agility and fitness. These physical qualifications are required, as they pertain to the job, and are continuously monitored to eliminate any adverse impact. Medical examination reports will be kept in accordance with the South Carolina General Records Retention Schedules for Municipal Records Subarticle 7 Section 12.607.2 – 12.607.3;

The selection process is generally acknowledged as being a key element in the operational effectiveness of a law enforcement agency. All jurisdictions necessarily differ in a variety of unique and important ways regarding personnel selection. Nevertheless, basic principles exist for the development of an efficient, effective, and fair selection process that results in the appointment of those individuals who best possess the skills, knowledge, and abilities necessary for an effective, respected law enforcement agency.

All elements of the selection process will be administered, scored, evaluated, and interpreted in a uniform manner. All test procedures will be clearly set forth and carried out identically for all candidates. It is the responsibility of the Recruitment, Selection, and Retention Supervisor to insure candidate performance data is collected and analyzed to assess the selection process for disparate impacts and unintended consequences.

Employees who are representative of race, sex, and ethnic groups in the Charleston Police Department service area will be included in carrying out the requirements for the testing of a prospective employee.

All selection materials will be stored in a secured area when not being used. Access to selection materials will be limited to those personnel within the selection process. These materials will not be left unattended.

13.14 RE-TESTING AND INELIGIBLE CANDIDATES (CALEA 32.1.4 c)

The Department will allow re-application, re-testing and re-evaluation of candidates not appointed to probationary status during the initial vacancy. The conditions are as follows:

1. The candidate must re-apply and request to be re-tested;
2. A six (6) months waiting period is required between the initial application and the request to re-apply, except when the area of concern involves the written examination;
 - a. If the candidate fails the written test, he/she may be re-tested within two (2) weeks;
 - b. If the candidate fails a second time, he/she will be eligible to be re-tested in six (6) months;
 - c. After a third and any subsequent failures, the candidate may reapply after one (1) year from the date of failure.

Candidates not eligible for appointment to probationary status will be informed, in writing, within thirty (30) calendar days of

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such a decision. Candidates not appointed to probationary status on the basis of a single test, examination, interview or investigation are informed in writing within thirty (30) calendar days.

13.15 CANDIDATE FILES (CALEA 32.1.6)

The applications for all candidates who are not appointed to probationary status will be maintained on file for a period of not less than two (2) years.

These files must comply with all federal, state and local requirements for the privacy, security and freedom of information of all candidate records and data.

13.16 PROBATIONARY STATUS OF NEW EMPLOYEES (CALEA 32.2.10)

When first appointed, all sworn law enforcement officers, non-sworn personnel, and law enforcement support personnel are required to complete a probationary period. For sworn officers, their twelve (12) month probationary period begins on the first day of work following their successful completion of the Criminal Justice Academy and receipt of their certification required to work as a police officer. For all other employees, their six (6) month probationary period begins from their hire date. All personnel promoted or transferred to new positions within the department will serve a six (6) month probation period in their new assignment. The probationary period will commence the day they begin their new position or assignment with the Police Department.

All probationary employees will be evaluated at the end of each six (6) month segment of their probationary period. Such evaluation will be made by the employee's immediate supervisor, and will be referred to the employee's unit commander, who will recommend whether or not the employee should continue their employment to the Chief of Police.

At any time prior to completion of the probationary period, the employee may be dismissed from the position. The dismissal will be made by the Chief of Police, and may be based upon the inability or unwillingness of the employee to satisfactorily perform the duties of the position or the violation of any rule or regulation.

Completion of the probationary period simply serves to convert an employee to regular status. It does not alter the status of at-will employment or in any way limit the right of either the employee or the City to end the employment relationship at any time for any reason.

An individual may be hired by the Chief of Police for the purpose of serving a special function (e.g., licensed legal advisor, counselor, doctor, etc.), and that employee, at the Police Chief's discretion, may be exempt from probationary status.

13.17 PERFORMANCE EVALUATIONS (CALEA 35.1.3)

The selection and probationary processes will complete, review, contest, and overall enact with performance evaluations in line with the Department's General Order, approved by the Chief of Police and Human Resources for governing Performance Evaluations.

13.18 ANNUAL ANALYSIS OF SELECTION PROCEDURES

The Recruitment and Retention office will be required to gather data in reference to the recruitment and selection process; and the attrition of police officers. This data will be forwarded to Budget Analysis Office to be evaluated. Annual analysis of the recruitment and selection process is required to be submitted to the Chief of Police via the Chain of Command, utilizing the City of Charleston Affirmative Action Plan for that given year.

The guidelines for all records keeping (records retention) will be in accordance with the Department's retention policy manual. Disposal of selection material will be performed in a manner that prevents disclosure of the information contained therein by shredding or burning.

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The Department will analyze and monitor all applications, testing procedures, and test results annually in order to reduce or eliminate any and all adverse impacts, which may be noted as a result of the selection process. These statistics will indicate race, sex and ethnic group. Documentation should be available in the event of litigation or appeals involving alleged discrimination.