

<b>GREENVILLE POLICE DEPARTMENT POLICY AND PROCEDURES</b>		
<b>Chapter 31</b>	<b>Recruitment and Selection</b>	
<b>Date Initially Effective: 11/15/1994</b>	<b>By the Order Of:</b> <b>Ted D. Sauls, Jr., Chief of Police</b>	
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The recruitment, screening, and selection process is a vitally important element in the Greenville Police Department’s efforts to attract and appoint qualified personnel for actual or forecasted Departmental vacancies. In order for the process to meet desired goals, it must be valid and measurable with minimum adverse impact. It is the policy of the City of Greenville and the Greenville Police Department to recruit and select the most qualified persons without regard to race, color, religion, age, gender, disability, national origin, genetic information, sexual orientation, gender identity/reassignment or expression, military or veteran status, marital status or any characteristic protected by applicable law.

### ***31.1 Administrative Practices and Procedures***

#### **31.1.1 RECRUITMENT PROGRAM ESTABLISHED**

CALEA Standard: 31.1.1 (Agency Participation)

The recruitment program will be conducted in a manner consistent with Equal Employment Opportunity Commission (EEOC) regulations. The Greenville Police Department operates under the EQUAL EMPLOYMENT OPPORTUNITY POLICY adopted by the City of Greenville. The policy is maintained by the City of Greenville Human Resources Department and is available for all employees to review upon request.

To achieve maximum benefits, the recruiting process shall be a joint effort of the Greenville Police Department and the City of Greenville Human Resources Department.

#### **31.1.2 RECRUITMENT RESPONSIBILITIES**

CALEA Standard: 31.1.2 (Assignment/Recruitment)

The Administrative Services Bureau Commander will have the authority and responsibility to administer the recruiting program through the Personnel/Recruiting unit.

Personnel designated to assist in recruiting efforts will be trained in personnel matters, especially equal employment opportunity and key recruitment objectives affecting the management and operation of the Greenville Police Department. Recruitment teams may occasionally be assigned to visit local colleges for career day presentations or to conduct specific recruitment activities. Recruitment teams will be trained in these areas:

- The recruitment needs and commitment of the Greenville Police Department
- The career opportunities, salaries, benefits and training of the Greenville Police Department
- EEOC/AA compliance
- City of Greenville demographic data, its various community organizations and educational institutions
- The City of Greenville’s diversity philosophy
- An overall understanding of the recruitment and selection process
- Characteristics that may disqualify candidates

**Employee's Role in Recruitment**

The Greenville Police Department involves all personnel in recruitment activities by:

- Participating in job fairs and other recruitment efforts
- Soliciting input concerning applicants known to officers or employees

**Minorities' Role in Recruitment**

Whenever possible, minority employees from the Greenville Police Department shall be included in formal recruiting events. By placing minority personnel, especially those of supervisory ranks, in recruitment roles, the Greenville Police Department can:

- Demonstrate their commitment to the minority population
- Enhance the receptivity of the minority population to the recruiter
- Increase the potential for recruiting minority personnel

**31.2 Equal Employment Opportunity and Recruitment****31.2.1 RECRUITMENT/EQUAL EMPLOYMENT OPPORTUNITY PLAN**

CALEA Standard: 31.2.1 (Recruitment Plan): 11.4.1 (Administrative Reporting Program)

The Greenville Police Department strives to maintain an ethnic, racial and gender workforce composition in approximate proportion to the available workforce in its service community.

To promote the aggressive recruitment of qualified employees, the Greenville Police Department's Personnel & Recruiting Unit, under the supervision of the Administrative Services Bureau Commander, shall be responsible for the development, implementation, review, revision and administration of the Department's recruitment plan.

The Greenville Police Department Recruitment Plan shall comply with statutory and constitutional requirements, and include these elements:

- A written statement of support from the Chief of the Greenville Police Department
- A statement of the Greenville Police Department's authorized, budgeted, and actual strength
- A statement of measurable objectives
- A plan of action designed to achieve the objectives identified in the statement of objectives
- A statement identifying any impediments in the recruitment process and specific steps taken to overcome the impediments
- An evaluation of progress toward stated goals
- Procedures to evaluate progress at least every three years and revise/reissue as needed
- Procedures for seeking assistance and input from various community organizations and key community leaders
- Utilization of the Department's minority personnel who are fluent in non-English languages in recruitment activities

Recruiting needs should be determined through the use of progressive management principles and techniques to include:

- An analysis of demographic and geographic features of the agency's service area
- Specific knowledge of past efforts by similar agencies

**31.2.2 ANNUAL ANALYSIS**

CALEA Standard: 31.2.2 (Annual Analysis), 11.4.1 (Administrative Reporting Program)

An annual analysis, due in January, shall be conducted on the Recruitment Plan and shall include:

- Progress toward stated objectives;

- Revisions, to the plan, as needed; and
- Demographic data of sworn personnel

The analysis shall be submitted to the Chief of Police for review, recommendations and signature.

### **31.2.3 EQUAL EMPLOYMENT OPPORTUNITY PLAN**

CALEA Standard: 31.2.3 (Equal Employment Opportunity Plan)

The City of Greenville is an equal opportunity employer and strictly prohibits discrimination against any employee or applicant for employment because of the individual's race, color, religion, age, gender, disability, national origin, genetic information, sexual orientation, gender identity/reassignment or expression, military or veteran status, marital status, or any characteristic protected by applicable law.

The city will provide reasonable accommodation to qualified individuals with a disability consistent with the Americans with Disabilities Act, as amended.

All employment decisions, including but not limited to those involving recruitment, selection, promotion, training, compensation, benefits, transfer, discipline, and discharge shall be free from unlawful and prohibited discrimination.

The City of Greenville's complete Equal Employment Opportunity Plan is documented in the City of Greenville Personnel Policies.

Any conflict or contradiction between or involving these policies and the City of Greenville personnel policies, the City of Greenville personnel policies shall control unless and except when such conflict or contradiction relates or involves a bona fide law enforcement practice or business necessity.

## ***31.3 Job Announcements and Publicity***

### **31.3.1 JOB ANNOUNCEMENTS**

CALEA Standard: 31.3.1 (Job Announcements)

Advertising and posting of job announcements for all positions within the Greenville Police Department shall be a joint effort of the City of Greenville Human Resources Department and the Greenville Police Department. The Greenville Police Department's job vacancy advertisements provide a brief description of the duties, responsibilities, requisite skills, educational level, physical requirements and any other minimum qualifications or requirements for the position to be filled.

To ensure job relevancy, the Greenville Police Department's recruitment strategies and procedures will be based on a detailed written analysis of the nature of the job to be performed, the knowledge, skills and training required to perform the essential job tasks and any prerequisite personal attributes. Job analysis shall be maintained by the Personnel & Recruiting Unit.

At the request of the Greenville Police Department, the City of Greenville Department of Human Resources will advertise for job vacancies through print, electronic media and other sources including local news publications, the City of Greenville Television Channel, and City of Greenville website. Notice of the Greenville Police Department's need for applicants will be publicized at least ten (10) working days prior to any official application filing deadline. The application filing deadline will be printed in bold type on preliminary applicant forms, and included in all recruitment advertisements. Application deadlines should be included with all job announcements.

All employment applications and recruitment announcements for the Greenville Police Department shall contain the phrase "Equal Opportunity Employer".

### **31.3.2 COMMUNITY ASSISTANCE WITH RECRUITMENT**

CALEA Standard: 31.3.2 (Notification Expectations)

The Greenville Police Department works with various community organizations, civic groups, key community leaders, educational institutions, and local government personnel agencies to support the recruitment goals of the agency.

The Greenville Police Department routinely conducts recruitment activities outside its local jurisdiction by means of mass media advertising and by recruitment efforts on college campuses, military bases, and other suitable locations.

The Greenville Police Department's Personnel & Recruiting Unit in conjunction with the City of Greenville Department of Human Resources posts job vacancy announcements and job requirements information with local community organizations as a part of the recruitment efforts.

The Recruitment Officer serves as liaison between college and high school career counselors and the Greenville Police Department. The recruitment officer will:

- Set up a display and distribute recruitment material on Career Day
- Provide prospective applicants with job interest cards and position advertisement flyers
- Provide career and employment information with the Greenville Police Department to different educational institutions

### **31.3.3 APPLICANT PROCESSING**

CALEA Standard: 31.3.3 (Maintaining Applicant Contact)

The Greenville Police Department uses a job interest email alert as a pre-application contact form. This alert requests the following information: applicant name, email address, and position desired. The job interest email alert is considered an expression of interest and an aid to recruiting efforts. The job interest email alert is obtained through the City of Greenville web site at [www.greenvillenc.gov](http://www.greenvillenc.gov).

#### **Contact throughout the Application Process**

The Personnel and Recruiting Officer will be responsible for ensuring that contact is maintained with applicants for all positions from the initial application to final employment disposition. Applicants will periodically be informed on the status of their application and these contacts will be documented. Should an applicant request an application and not return the completed application package within thirty (30) days, further contact with the individual will not be necessary.

## ***31.4 Professional and Legal Requirements***

The Greenville Police Department considers the effectiveness of any law enforcement agency to be directly proportional to the aggregate abilities and talents of the employees in the organization. Therefore, the Department recognizes the importance of the selection process when employing and promoting personnel. The Department utilizes selection methods and procedures intended to secure the most highly qualified individuals, while remaining nondiscriminatory and fair.

### **31.4.1 ELEMENTS OF THE SELECTION PROCESS**

CALEA Standard: 31.4.1 (Selection Process Described) 31.4.7 (Selection Criteria) 31.4.8 (Sworn appointment Requirements)

The selection criteria for sworn positions relating to skill, knowledge and ability are identical and not dependent upon full-time status.

The Department maintains specific responsibilities in the selection process including:

- Conducting background investigations
- Fingerprinting and photographing eligible candidates
- Administering the physical agility examination (Full-time sworn only)
- Conducting interviews
- Polygraph Examination: Sworn personnel, Telecommunicators, and Property/Evidence Custodian
- Scheduling psychological testing/screening: Sworn personnel and Telecommunicators
- Scheduling Human Performance Lab (Sworn only)
- Extending conditional job offers (Sworn only)
- Monitoring all employees during a 6-month probationary period

#### **Responsibilities of the Chief of Police**

The Chief of Police shall have the ultimate responsibility of making the final selection among eligible candidates for appointment to the Greenville Police Department, and will retain certain responsibilities in the selection of personnel including:

- Identifying specific needs of the Department
- Determining required skills
- Determining personal attributes required for positions

The Chief of Police or a designee will conduct the Department's final oral interview of all eligible candidates prior to the appointment.

#### **Recruitment and Selection of Sworn Personnel**

The Greenville Police Department Recruitment and Selection materials describe all of the components of the recruitment and selection processes. The order of events in the selection process and information about all elements used in the process is included.

The Department also maintains information issued by the Criminal Justice Education and Training Standards Commission which outlines mandatory standards for law enforcement officers.

#### **Appraisal Interview**

Candidates will participate in an interview board prior to appointment to probationary status. The Administrative Services Bureau Commander will ensure that questions posed will be valid and nondiscriminatory in nature. Each candidate will be interviewed by a panel/board approved by the Chief of Police.

Uniform questions, a defined set of personal attributes, and a uniform rating scale will be used by the interviewers. The interviewer, if needed, may seek clarification of answers. Rating scales or procedures are standardized to permit valid and useful distinctions among candidates and their expected job performance. Interview results are recorded on a standardized form.

#### **Lateral Entry**

Lateral entry is permitted for sworn and civilian employees at the specialist, managerial, administrative and chief executive levels. Selection criteria for lateral entry positions are the same as for any other applicant. Any sworn position must meet all state requirements equivalent to full-time sworn personnel at the time of appointment.

These criteria include both eligibility qualifications and formal procedures. When qualified personnel are available both within and outside the agency, selection decisions will favor agency employees.

### **31.4.2 JOB-RELATEDNESS**

CALEA Standard: 31.4.2 (Job Relatedness)

All elements of the selection process use only those rating criteria or minimum qualifications that are job related. These components are listed and explained in the Recruitment and Selection published materials.

#### **Valid Selection Process**

The validity of the selection process is determined in one or more of these ways:

- Criterion related validation: Criteria are identified as reflecting successful performance of the job and are correlated with the performance ratings for the predetermined criteria; a high correlation demonstrates that the test is a useful predictor of the candidate's job performance.
- Construct validation: Construct validation involves the identification of the characteristics or traits believed to be important to successful performance.
- Content validation: A component of the selection process is justified by showing that it measures a significant part of the job.

The City of Greenville Human Resources Department subscribes to the hiring guidelines established by the Equal Employment Opportunity Commission. The Department and the City of Greenville Human Resources Department shall consistently strive to demonstrate that all traits measured are shown to be significant or necessary to perform the job and shall ultimately be a predictor of future job success.

It is the policy of this Department and the City of Greenville Human Resources Department to ensure that elements of the selection process that are administered or provided by a private sector organization or vendor meet the requirements of job-relatedness in testing and rating criteria.

### **31.4.3 UNIFORMITY OF SELECTION PROCESS**

CALEA Standard: 31.4.3 (Uniform Administration)

All phases of the selection process for all positions will be administered, scored, evaluated, and interpreted in a uniform manner within the classification. Operational elements of the selection process, to include time limits, oral instructions, practice problems, answer sheets, and scoring formulas, should be clearly set forth and carried out identically for all candidates.

### **31.4.4 SELECTION PROCESS INFORMATION**

CALEA Standard: 31.4.4 (Candidate Information)

At the time of their formal application, candidates for all positions shall be informed in writing of:

- All elements of the selection process;
- The expected duration of the selection process; and
- The Police Department Policy on reapplication

The City of Greenville Human Resources Department and the Greenville Police Department allow reapplication, retesting, and reevaluation of candidates not appointed to probationary status on a previous attempt(s) provided that nothing in the candidate's history indicates unfitness for appointment. The candidate must then reapply by submitting another City of Greenville Application.

### **31.4.5 INELIGIBLE CANDIDATES**

CALEA Standard: 31.4.5 (Notification of Ineligibility)

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, as prescribed by the limitations of North Carolina General Statute 160A-168.

### **31.4.6 STORAGE OF RECORDS**

CALEA Standard: 31.4.6 (Records)

Records of recruitment activities and Affirmative Action plans and activities shall be maintained by the Personnel and Recruiting Unit.

Records of candidates not appointed to probationary status will be maintained by Human Resources in compliance with the N.C. Records Retention and Disposition Schedule. Background records of successful candidates will be maintained with Personnel and Recruiting in compliance with the N.C. Records Retention and Disposition Schedule.

Selection materials used by the Police or Personnel Department will be stored in a secure area when not being used. Selection materials disposed of by the Greenville Police Department will be disposed of by secure shredding to prevent disclosure of information. The destruction of selection materials will be monitored as directed by the Administrative Services Bureau Commander or a designee.

The City of Greenville Human Resources Department maintains a record of the results of the medical, emotional stability and psychological fitness examinations in accordance with North Carolina Records Retention and Disposition Schedule.

## ***31.5 Administrative Practices and Procedures***

### **31.5.1 BACKGROUND INVESTIGATIONS**

CALEA Standard: 31.5.1 (Background Investigations)

A background investigation of each candidate will be conducted prior to appointment to probationary status.

The background investigation will include:

- Verification of the candidate's qualifying credentials;
- A review of a candidate's criminal report, if any;
- Verification of personal and professional references;
- A review of relevant National or State Decertification resources, if available;
- Education verification;
- Employment history;
- Citizenship;
- Residence (past);
- Financial records;
- Military history;
- Medical history;
- Fingerprint check.

### **31.5.2 BACKGROUND INVESTIGATORS**

CALEA Standard: 31.5.2 (Training)

Background investigations will be conducted under the supervision of the Logistics Division Commander by the Personnel/Recruiting Officer or designee. The Personnel/Recruiting Officer and any employee assisting the Personnel/Recruiting Officer shall receive appropriate training in collecting the required background information.

### **31.5.3 POLYGRAPH EXAMINATIONS**

CALEA Standard: 31.5.3 (Truth Verification), 31.5.4 (Conducted by Certified Personnel), 31.5.5 (Use of Results)

A polygraph examination of each individual applying to be a sworn employee, a telecommunicator, or a property and evidence technician will be conducted prior to appointment to help identify characteristics that are averse to the integrity of the law enforcement profession. The use of the polygraph will assist in the employment of more qualified individuals and reduce the potential for personnel issues that are detrimental to the integrity of the Department.

Polygraph examinations and evaluations will only be conducted by a licensed polygraph examiner. Candidates will be informed in writing with a list of areas from which polygraph questions will be drawn prior to the examination. The results of a polygraph examination will not be the only determinant as to the decision whether to allow or disallow the candidate to proceed in the hiring process.

### **31.5.6 PHYSICAL REQUIREMENTS FOR SWORN EMPLOYEES**

CALEA Standard: 31.5.6 (Medical Examinations)

#### **Physical Requirements**

A job-related medical examination to determine the physical fitness of each full-time sworn candidate will be conducted prior to appointment to probationary status, using valid, useful, and nondiscriminatory procedures. The examination will be conducted only by licensed physician associated with a certified organization.

The results of each candidate's medical examination are documented on the medical form issued by the North Carolina Department of Justice, Criminal Justice Standards Division.

The physical agility examination shall be coordinated through the Personnel and Recruiting Officer. The physical agility examination will consist of the POPAT (Peace Officer Physical Aptitude Test) as established by the North Carolina Criminal Justice Training and Standards Commission.

All physical qualifications for entry-level sworn positions shall meet the requirements of validity, utility, and minimum adverse impact.

### **31.5.7 PSYCHOLOGICAL REQUIREMENTS**

CALEA Standard: 31.5.7 (Emotional Stability/Psychological Fitness Examinations)

#### **Psychological Requirements**

A psychological examination designed to assess the emotional stability and psychological fitness of each sworn and telecommunicator candidate will be conducted prior to appointment to probationary status using valid, useful, and nondiscriminatory procedures. Only qualified professionals will be used to assess the emotional stability and psychological fitness of candidates.



**31.5.8 PROBATIONARY STATUS**

All entry-level sworn personnel will complete twelve months on probationary status pending completion of General Law Enforcement Certification pursuant to N.C. General Statute. All entry-level non-sworn personnel will complete a six-month probationary period. The Chief of Police shall have the authority to lengthen the required probationary period in special situations. All entry-level training relevant to the position must be completed satisfactorily to retain the position.

**Field Training Program**

All probationary police officers will complete the Field Training Program, which uses valid, useful, and nondiscriminatory procedures for evaluation. Procedures for contesting performance reports during the probationary period are contained in the FIELD TRAINING AND EVALUATION PROGRAM GUIDE.

**North Carolina General Statute- Certification Requirements**

All police officers must satisfy North Carolina's General Law Enforcement Certification requirements as prescribed by the North Carolina General Statutes during the first year of their employment.