	Matthews Police Department		
	General Order: RECRUITING AND HIRING PROCESS	Section 02: Administrative Requirements	Order #: 02-24
	Review: Annually in January by the Admin Division Commander	Issue Date: 01/01/2022	

I. PURPOSE:

Due to the varying nature of policing and the high level of authority and discretion provided to officers, law enforcement agencies must recruit and hire only those who are the best qualified and who demonstrate high moral and ethical character. Therefore, it is important that we (The Matthews Police Department) develop policies and procedures that promote the hiring and retention of diverse employees for the benefit of the department and the community we serve. To accomplish this, we must be strategic in our recruitment efforts and develop clear guidelines for the application, screening, and testing to occur before an individual is hired.

II. CROSS-REFS:

SOP RH-001 Selection of Sworn Personnel
 SOP RH-002 Selection of Non-Sworn Personnel
 SOP RH-003 Board Interview Process
 SOP RH-004 Background Investigation
 SOP RH-005 Pre-Employment Medical Screening
 SOP RH-006 Pre-Employment Psychological Screening
 SOP RH-007 Pre-Employment Polygraph Examination
 SOP RH-008 Pre-Employment JRPAT
 Town of Matthews Personnel Policy
 CALEA STANDARDS 31.1.1, 31.1.2, 31.2.1, 31.2.2, 31.4.1, 31.4.7, 31.5.1, 31.5.7

III. DISCUSSION:

IV. POLICY:


It is the policy of the Matthews Police Department to recruit and hire a diverse workforce of individuals, sworn and non-sworn, who personify the agency's mission and values.

V. DEFINITIONS:


VI. PROCEDURES:

A. Recruitment (31.1.1. Agency Participation)

1. With an established recruitment program, we should focus on providing a diverse workforce that represents the community that allows us to police it. This goes beyond the borders of the Town of Matthews. This is done through expanded recruitment efforts and advertising through publication, social media, job fairs, posters, billboards, and word of mouth.
2. The recruitment program will be conducted in a manner consistent with Equal Employment Opportunity Commission (EEOC) regulations. The Matthews Police Department operates under the EEOC policy adopted by the Town of Matthews. The policy is maintained by the Town of Matthews Human Resources Department and is available for all employees to review in the Town of Matthews Personnel Policy, Section 1.1, Equal Employment Opportunity.
3. To achieve maximum benefits, the recruiting process shall be a joint effort of the Matthews Police Department and the Town of Matthews Human Resources Department.
4. The department will seek to hire a diverse set of individuals while considering the unique aspects of the community. The department will consider the following when determining community demographics
 - A. Census data;

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- B. Transitional populations;
 - C. Commuter populations versus residential populations; and
 - D. Characteristics specific to the community and not captured in census data include the community's values, goals, concerns, and priorities.
5. The department shall research recruitment methods used in other fields to identify strategies that have been successfully employed to attract and retain diverse and highly qualified individuals.
- B. Recruitment Responsibilities (31.1.2. Assignment/Recruitment)
- 1. The Office of Professional Standards Commander and the Administrative Services Bureau Commander will have the authority and responsibility to administer the recruiting program through the Department Recruitment Unit.
 - 2. The officer designated to conduct recruiting efforts will be trained in personnel matters, especially equal employment opportunity and key recruitment objectives and strategies affecting the management and operation of the department.
 - 3. The designated recruiter will seek and develop recruitment materials to aid the department's efforts. These materials should:
 - A. Explain the mission and values of the department;
 - B. Recognize and address potential obstacles to recruitment efforts;
 - C. Include print, video, and multimedia operations;
 - D. Highlight specific aspects of the agency that may attract candidates; and
 - E. Portray a comprehensive view of the position rather than emphasizing only certain duties.
 - 4. The designated recruiter may be assisted by various employees to visit local colleges, career/job fairs, and visit Basic Law Enforcement Training programs for career day presentations or to specific recruitment activities on behalf of the department.
 - 5. Officers assigned to recruit will be trained in these areas:
 - A. The recruitment needs and commitment of the Matthews Police Department;
 - B. The career opportunities, salaries, benefits and training of the Matthews Police Department;
 - C. EEOC compliance;
 - D. Town of Matthews demographic data, its various community organizations and educational institutions;
 - E. The Town of Matthew's diversity philosophy. An overall understanding of the recruitment and selection process; and
 - F. Characteristics that may disqualify candidates.

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C. Employee's Role in Recruitment

1. The department desires to involve all personnel in recruitment activities by:
 - A. Participating in job fairs and other recruitment efforts to support the assigned recruiting officer;
 - B. Soliciting input concerning applicants known to officers or employees; and
 - C. Whenever possible, deploy diverse employees to recruitment events to demonstrate commitment to diversity and inclusion, enhance the receptiveness of the population to the recruiter and department, and increase the potential for successfully recruiting diverse personnel.

VII. RECRUITMENT/EQUAL EMPLOYMENT OPPORTUNITY PLAN: (31.2.1. Recruitment Plan) (11.4.1


1. The Matthews Police Department strives to maintain a workforce that is ethnically, racially, and gender proportionate to the community it serves.
2. To promote the aggressive recruitment of qualified employees, the Matthews Police Department's Recruiting Unit, under the supervision of the Administrative Service Bureau Commander, shall be responsible for the development, implementation, review, revision and administration of the Department's recruitment plan.
3. The Department's recruitment plan shall include the following:
 - A. Statement of objectives;
 - B. Plan of action designed to achieve the objectives;
 - C. Identify employees, inside or outside the agency, responsible for planning with the administration.
4. Recruiting needs should be determined through the use of progressive management principles and techniques to include:
 - A. An analysis of demographic and geographic features of the agency's service area; and
 - B. Specific knowledge of past efforts by similar agencies to determine what has been successful.

VIII. ANNUAL ANALYSIS: (31.2.2. Annual Analysis)

1. An annual analysis, due in January, shall be conducted on the Recruitment Plan and shall include:
 - A. Progress toward stated objectives;
 - B. Revisions, to the plan, as needed; and
 - C. Demographic data of sworn personnel
2. This data is to be provided as part of the Administrative Bureau End of Year Report, submitted to the Chief of Police for review.

IX. EQUAL EMPLOYMENT OPPORTUNITY PLAN: (31.2.3 Equal Opportunity Plan)

1. The Town of Matthews is an equal opportunity employer and strictly prohibits discrimination against any employee or applicant for employment because of the

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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.


2. The Town will provide reasonable accommodation to qualified individuals with a disability consistent with the Americans with Disabilities Act, as amended.
3. 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.
4. The Town of Matthews's complete Equal Employment Opportunity Plan is documented in the Town of Matthews Personnel Policy, Section 1.
5. Any conflict or contradiction between or involving these policies and the Town of Matthews personnel policies, the Town of Matthews personnel policies shall control unless and except when such conflict or contradiction relates or involves a bona fide law enforcement practice or business necessity.

X. JOB ANNOUNCEMENTS: (31.3.1. Job Announcements)

1. Advertising and posting of job announcements for all positions within the Matthews Police Department shall be a joint effort of the Town Human Resources Department and the Matthews Police Department. The Matthews 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
2. To ensure job relevancy, the Matthews 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 Recruiting Unit.
3. At the request of the Matthews Police Department, the Town Human Resources Department will advertise for job vacancies through print, electronic media and other sources, including local publications and the Town of Matthews website. Advertising dates will provide for sufficient advance time to allow reasonable opportunity for interested applicants to respond to the deadline for filing applications. Application deadlines should be included with all job announcements.
4. All employment applications and recruitment announcements for the Matthews Police Department shall contain the phrase "Equal Opportunity Employer."
5. Notice of the Matthews 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 included in all recruitment advertisements.

XI. COMMUNITY ASSISTANCE WITH RECRUITMENT: (31.3.2. Notification Expectations)

1. The Matthews Police Department will strive to work with various community organizations, civic groups, key community leaders, educational institutions, and local government personnel agencies to support the recruitment goals of the agency.
2. The Matthews 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.

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3. The Matthews Police Department's Recruiting Unit, in conjunction with the Town Human Resources Department, posts job vacancy announcements and job requirements information with local community organizations as a part of the recruitment efforts.
4. The Recruitment Officer shall develop relationships and serve as a liaison between college and community college career counselors and the Matthews Police Department. The recruitment officer will:
 - A. Set up a display and distribute recruitment material during recruiting events;
 - B. Provide prospective applicants with contact information and position advertisement flyers; and
 - C. Provide career and employment information (brochures, posters, swag, etc.) from the Matthews Police Department to different educational institutions

XII. APPLICANT PROCESSING:

1. The Department has created and will maintain a dedicated recruiting webpage. The webpage can be found at www.matthewsnc.gov/police. The page will contain detailed information about the entry-level and lateral police officer positions as well as non-sworn positions. The page will be maintained and updated by the Supervisor, Recruitment Unit as necessary to ensure current and accurate information is made available. All other sources of advertising for sworn positions will contain the webpage address. Other websites used to advertise police officer positions will include a hyperlink to the recruiting webpage.
2. To improve efficiency, the department has automated the application and selection process. As a result, the department only accepts electronic applications for positions. In the event an applicant states they are unable to complete an online application, the Recruitment Unit Supervisor will assess the situation and find a resolution agreeable to both parties.
3. The Recruiting Officer will be responsible for ensuring contact is maintained with applicants for all positions from the initial application to final employment disposition. Applicants will be periodically informed of the status of their application, and these contacts will be documented.

XIII. ELEMENTS OF THE SELECTION PROCESS: (31.4.1, 31.4.7, 31.4.8)

1. The responsibility for selection of prospective full-time and part-time employees of the Matthews Police Department is shared by the Town Human Resources Department and the Police Department. The authority and responsibility for administering the Police Department's role in the selection process are vested in the Administrative Services Bureau Commander.
2. The Department maintains specific responsibilities in the selection process, including:
 - A. Hiring Panel (Board) Interviews;
 - B. Conducting background investigations;
 - C. Fingerprinting and photographing candidates;
 - D. Scheduling the polygraph examination;
 - E. Scheduling psychological testing/screening; and
 - F. Scheduling pre-employment screening with appropriate entities.


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3. The Chief of Police shall have the ultimate responsibility of making the final selection among eligible candidates for employment and will retain certain responsibilities in the selection of personnel, including:
 - A. Identifying specific needs of the Department;
 - B. Determining required skills; and
 - C. Determining personal attributes required for the position.
4. The Matthews Police Department Recruitment and Hiring SOPs describe the components of the recruitment and selection process. The order of events in the selection process and information about all elements used in the process are included.
5. Selected candidates will participate in a Hiring Panel Interview as a portion of the hiring process. The Human Resources Department and the Administrative Services Bureau Commander will ensure that questions posed will be valid and non-discriminatory in nature. Each candidate will be interviewed by a diverse panel/board approved by the Chief of Police.

Standard questions, a defined set of personal attributes, and a standard rating scale will be used by the interviewers. The interviewers, 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.
6. The Chief of Police or a designee will conduct the Department's final oral interview of all eligible candidates prior to any conditional offer.
7. The Chief of Police, along with the Human Resources Department, will make the decision for the entry pay level offered to conditional candidates. This amount is based on experience, education, and internal equity.
8. All phases of the selection process for all positions will be administered, scored, evaluated, and interpreted in a uniform manner within the job classification.
9. Lateral entry is permitted for sworn positions. Selection criteria for lateral entry positions are the same as for any applicant. Any sworn position must meet all state requirements equivalent to full-time sworn personnel at the time of employment.
10. Lateral entry is permitted at the discretion of the Chief of Police for supervisory and command levels. This hiring process will be conducted as an internal/external promotion process. When qualified personnel are available both within and outside the agency, the decision to hire into this position will be at the discretion of the Chief of Police in accordance with the process result guideline set forth in G.O. 02-10, Promotion Process.

XIV. BACKGROUND INVESTIGATIONS:

1. A background investigation of each candidate will be conducted prior to appointment to probationary status. The background will include:
 - A. Verification of the candidate's qualifying credentials;
 - B. A review of a candidate's criminal record, if any;
 - C. Verification of personal and professional references;
 - D. Education verification:

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- E. Employment history;
 - F. Citizenship;
 - G. Residence (past);
 - H. Financial records;
 - I. Military history;
 - J. Medical history;
 - K. Fingerprint check; and
 - L. A review of relevant National or State Decertification resources, if available.
2. Background investigations will be conducted under the supervision of the Office of Professional Standards Commander. The Recruiting Officer or a designee shall be responsible for conducting the background investigations. The Recruiting Officer and any assisting personnel shall receive appropriate training in collecting the required background information.

XV. PSYCHOLOGICAL REQUIREMENTS FOR SWORN EMPLOYEES:


1. A psychological examination designed to assess the emotional stability and psychological fitness of employees will be conducted prior to swearing in, using valid, useful, and non-discriminatory procedures.
2. Only qualified professionals will be used to assess the emotional stability and psychological fitness of candidates.

XVI. POLYGRAPH EXAMINATIONS:

1. A polygraph examination of each individual applying to be a sworn employee or a non-sworn employee with access to law enforcement sensitive information or secure areas within the law enforcement facility will be conducted prior to appointment. These positions include but may not be limited to telecommunicator, property and evidence technician, records clerk or IT personnel.
2. The purpose of the polygraph examination is to help identify characteristics that are averse to the integrity of the law enforcement profession.
3. 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.
4. Polygraph examinations and evaluations will only be conducted by a licensed polygraph examiner.
5. 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.

XVII. PHYSICAL EXAMINATION REQUIREMENTS FOR EMPLOYEES:

1. A job-related medical examination to determine the physical fitness of each sworn candidate and telecommunicator candidate will be conducted prior to appointment to probationary status, using valid, useful, and non-discriminatory procedures.

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2. The examination will be conducted only by a licensed physician associated with a certified organization.
3. 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 (sworn), or Sheriff's Education and Training Standards (telecommunications).
4. Successful completion of the department's Job-Related Physical Abilities Test (JRPAT) will be administered for candidates requiring full Basic Law Enforcement Training (BLET) admission. The JRPAT is not required for limited enrollees or candidates that have successfully completed a state-commissioned law enforcement training academy within (3) years of receiving a conditional offer of employment from the Town of Matthews.
5. All employees of the Town of Matthews are required to submit to a 9-panel drug screening prior to employment.

XVIII. PROBATIONARY STATUS:

1. All entry-level sworn personnel will complete twelve months on probationary status pending completion of the General Law Enforcement Certification pursuant to N.C. General Statute. All entry-level personnel will complete a six-month probationary period with the Town. 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.
2. All probationary police officers will complete the Field or Division Training Program, which uses valid, useful, and non-discriminatory procedures for evaluation. Procedures for contesting performance reports during the probationary period are contained in GO 03-03 FIELD & DIVISION TRAINING PROGRAM.
3. 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.
4. All full-time employees of the Town of Matthews (sworn and non-sworn) will perform a (6) month probationary performance evaluation period in accordance with the Town of Matthews Personnel Policy.