


STRATFORD POLICE DEPARTMENT 	Type of Directive: Policy and Procedure	Updated: 06-03-2024
	Title: Recruitment, Testing and Selection Process	No. 2.11
	Issuing Authority: Chief Joseph McNeil	Issued: 03-06-2019
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PURPOSE:

It is the purpose of this policy to establish a set of guidelines for recruitment within the Stratford Police Department. The responsibility for recruitment lies with the Chief of Police and the Training Division, However, all department personnel should personally share and become involved in the recruiting process.

POLICY:

The Stratford Police Department in its recruitment process will attempt to recruit the best individuals to fill vacancies within the department. Emphasis on quality recruitment, in full compliance with the law, will be the standard of the department. The Town's Human Resources Director has the primary responsibility for the coordination of recruitment efforts. However, the police department recognizes the need to assist in recruitment activities and will participate in any way to meet recruiting objectives.

It will be the policy of the Stratford Police Department to obtain the best police officers possible using a testing/selection process that possesses characteristics of validity and usefulness while simultaneously affording equal opportunity to everyone consistent with the Town of Stratford's affirmative action and equal employment opportunity policies. The Town of Stratford will incorporate components of the selection process that have been documented as having validity, utility, and minimum adverse impact **(2.6.3)**.

PROCEDURE:

The Stratford Police department will maintain an active recruitment campaign in order to have qualified candidates available to fill actual or forecasted vacancies within the department. Emphasis on recruitment will be done when the department has a vacancy or when one is anticipated **(3.8.2)**.

The coordination for the field recruitment process will be directed and channeled through the departments Training Lieutenant. The Human Resources Department will assist in making up and disseminating applications, setting up standards and schedules, coordinating appointments, publicity and record keeping.

Personnel

Recruitment personnel will be selected and used throughout the year. They will be assigned to pass out applications and other literature about the department and the town. Personnel used on recruitment teams

will be made up of volunteers from the department with knowledge of agency career opportunities, salaries, benefits and training; the community needs and cultural awareness (3.8.3)

The only requirements for the position are that the individual reflects a professional and proper image of the department, as well as a good working knowledge of police work, personnel matters, equal employment as it affects the management and operations of the department and department policy (3.8.3).

Department members will be selected at the discretion of the Chief of Police. Emphasis shall be placed on minority personnel selection.

Recruitment Teams

Recruitment teams will be made up of two or more officers. Each team will attempt to have at least one minority representative. Each team member will be instructed by the Training officer, with consultation of the Human Resources Department, in recruitment techniques, Affirmative Action Plans, and Equal Opportunity plans of the town (3.8.3).

Teams will be sent to locations, both in and out of Stratford, in an attempt to recruit candidates for the position of patrol officer. Teams should seek permission to post job announcements with community organizations that are in contact with individuals who are likely candidates for recruitment such as: shopping centers, college and universities, employment fairs, career days in schools, recreational centers, and community groups (3.8.5).

Community Assistance

Organizations and Leaders -The Stratford Police Department will actively seek out recruitment assistance, referrals, and advice from community organizations and key leaders in the area. Community organizations and leaders will be contacted on pending openings within the department. Requests will also be made to post the information at their locations.

Speakers

Department personnel, when requested to speak before the community, will mention career opportunities within the department as part of their program. Department recruitment teams will attempt to participate in job fairs or career days within the community.

Schools

Guidance or Career Counselors at the local Universities, Colleges, and High Schools, will be contacted on a periodic basis in an effort to nurture interest in potential candidates for the job. Posters, brochures, literature on recruitment, or vacancies, will be left at the schools to be handed out as needed. These items will also be left in public areas throughout the community to promote and assist in the recruitment program.

Recruitment Plan Objective

The primary objective of the Stratford Police Department recruitment plan is to maintain actual sworn officer strength as close as possible to authorized budget strength by having available a list of fully qualified, high-quality applicants, at all times (3.8.4a).

The Recruitment plan of action is to **(3.8.4b)**:

- Establish and maintain a coordinated approach to all town recruitment efforts. All recruitment efforts will be coordinated with the Human Resources Department. Outlines of the recruitment and selection process will be established for each effort to ensure consistency;
- Establish and maintain objective methods to analyze and monitor the recruitment process. A records retention system has been developed to maintain characteristics of applicants, gender, race, national origin, referral source, date of application, and position desired;
- Recruit qualified applicants on a nondiscriminatory basis;
- Review position qualifications for job relevancy prior to commencing recruitment efforts;
- Establish new and/or maintain existing contacts with formal and informal organizations acting as advocates for identified target groups;
- Develop and maintain contact with general recruitment resources such as colleges, trade, schools, churches, community organizations and government agencies, with special focus placed on those which represent substantial numbers of persons within identified target groups;
- Forward job opening and recruitment announcements to identified recruitment resources with special focus upon those agencies representing appropriately qualified individuals;
- Utilize minority media resources on a regular basis for disseminating of recruitment announcements;
- Establish ongoing personal contact with these agencies to facilitate and encourage the agency to act as an advocate of the town in recruiting qualified individuals from identified target groups.
- Compile and continuously update a recruitment and resource list;
- Include the statement "An Equal Opportunity Employer" on all recruitment literature and advertisements;
- Ensure that there are no arbitrary barriers to nondiscriminatory employment practices. All job announcements and advertisements will be issued in simple, easily understandable language and format;
- Increase employment of individuals in non-traditional jobs;
- Conduct recruitment efforts aimed at contacting qualified or potentially qualified female applicants by assessing minimum job qualifications for job relevancy to eliminate potential disparate impact.
- Encourage employees to inform interested and/or qualified individuals of job opportunities in non-traditional areas;
- To increase employment of minorities in all job groups by assessing minimum job qualifications for job relevancy to eliminate potential disparate impact;
- Contact minority organizations for recruitment assistance **(3.8.4b)**.

Budget

Expenses for the recruitment program and the selection process are broken up separately in the town's budget. The recruitment budget is dependent upon the type of recruitment and the amount of time spent. Costs for this program will be spread between the Human Resources Department and the Police Department.

The department will pay for recruitment teams with possible reimbursement from the Human Resources Department. Advertising, publications, and other like expenses incurred through the recruitment process will be paid for by the Human Resources Department.

Support

The Chief of Police will ensure full departmental support of the recruitment plan and its objectives. This support mandates that all recruitment efforts be done in a manner that is fair, consistent, and nondiscriminatory.

Evaluations

As part of his/her annual staff report, the training officer will include an evaluation of recruitment activities during the year. The annual evaluation of the recruitment activities report will include;

- Measurement of recruitment activities against quantitative objectives
- Overall analysis of the effectiveness or ineffectiveness of the recruitment program
- Recommendations for improvement for the following year

An annual recruitment progress report will be made out and given to the Chief of Police. The report will show the recruiting activities for the period, costs, key activities, new programs or methods, and progress of the program. Information from these reports will be presented to the Chief of Police **(3.8.4c)**.

Job Analysis

A written job analysis for patrol officer will be continually maintained to ensure that the recruitment strategies and procedures reflect job relevancy. The analysis will cover duties of the job to be performed, knowledge/skills needed to perform duties, training that will be needed to perform duties, and personal attributes needed to perform duties.

Internship Program

The Stratford Police Department will work in cooperation with area colleges and universities to establish an intern program so that students may obtain a meaningful educational experience relating to practical police work.

Only students enrolled in a criminal justice program of an area college or university shall be permitted to participate in the program. Preference will be given to town residents. Any other academic discipline will be considered on a case-by-case basis by the Chief of Police or his designee.

The applicant must request permission by writing to the Chief of Police, at least 30 days in advance when possible. The letter shall include the name of the student, college, and course of study, internship requirements, and the name of the faculty advisor-contact person.

A personal history form shall be filled out by the prospective intern and verified by the department. A background check shall be required. A personal interview with the Chief or his designees shall be held to determine if the prospective intern shall be accepted into the program.

Administration of the Program

Once accepted, the intern shall be assigned to the Internship Coordinator who shall serve as department advisor/mentor. The Internship Coordinator or his designee shall be responsible for coordinating,

supervising and administering the tasks assigned to the intern. The Internship Coordinator shall be responsible for maintenance of the intern's file.

The Internship Coordinator shall conduct spot checks and periodic evaluation of the intern by speaking to the officers working with the intern and keep the Chief of Police or his/her designee updated on the intern's progress. The Internship Coordinator shall also keep in contact with the intern's college advisor to ensure that the intern is meeting requirements of the internship.

At the completion of the internship, the Internship Coordinator shall evaluate the intern; complete any forms required by the college/university and make a recommendation as to whether or not the intern successfully completed the requirements of the program.

Conduct of the Program

The intern shall maintain a detailed log of assignments and duties to be periodically reviewed by the Internship Coordinator. Unless the internship program is specifically focused on a specified area of criminal justice the intern may be assigned to the following units by the Internship Coordinator:

- Patrol Division, including ride along;
- Detective Bureau, including ID and Youth Services;
- Records Division;
- Property Division;
- Combined Dispatch Center;
- Training;
- Administration;
- Community Relations (Community Policing);
- Animal Control;
- Specialty Units such as Special Response Team, Marine Unit, K-9, Dive Team and Narcotics if available.

Interns shall complete all necessary forms including a waiver prior to the start of the program and these forms will be part of his/her file. Interns shall be appropriately attired and groomed, clean and neat at all times and report promptly for assignments. The intern shall treat all information concerning cases, incidents, policies, procedures, and operations of the department as confidential.

The intern should rotate through assignments at the discretion of the Internship Coordinator.

Interns shall not interfere with investigations in any way by conversing with suspects, victims, or witnesses, handling evidence or police equipment, or by participating in a police activity unless directed to do so by the assigned officer. Interns shall be prohibited from carrying firearms or any other deadly weapon or dangerous instrument while engaged in his/her intern duties.

If any officer has any information about an intern or observes an intern engage in any activity that would have a negative impact on the department, that officer shall immediately notify the Internship Coordinator or his/her immediate supervisor.

At the completion of the program, the intern will be asked to evaluate the intern program - their experience with our officers and submit this in writing to the Chief of Police or his/her designee. Upon successful completion of the internship program, the intern shall be presented with a certificate by the Chief of Police.

In addition to Department Policy, most interns will have a detailed set of instructions, code of conduct, and policies and procedures to abide by, that have been set forth by the college or university they are attending, most will be enrolled in a Criminal justice program. Many of the interns aspire to a police related career. This is an opportunity to provide them with both theoretical and practical police knowledge and to serve as role models for a future member of law enforcement.

Entry Level Job Selection Process (3.87)

1. Announcements

When a decision has been made to fill a vacancy within the Department, the Human Resources Department shall cause the publication of an announcement. This announcement shall provide a description of the duties, responsibilities, requisite skills, educational level and physical requirements for the position **(2.6.2a)**.

Announcements of employment opportunities shall be advertised through electronic and print media **(2.6.2b)**, pursuant to Equal Opportunity Rules which will include circulation beyond the immediate jurisdiction.

Announcements of employment opportunities and Department applications shall clearly indicate that this Department is an equal opportunity employer **(2.6.2c)**. If a filing deadline is used, it shall be very clearly stated **(2.6.2d)**.

2. Applications

The Human Resources Department will provide application forms for the police department and accept entry level police applications utilizing the website, PoliceApp.com, or the Fast Test Program. An overview of the Town of Stratford and the Police Department is provided with the application. This information describes the duties, salary range, benefits, minimum qualifications, special requirements, training, selection process, promotions, and retirement system. The applicant will also be informed of the expected duration and the elements involved in the selection process. **(3.8.8)**

3. Testing

The testing/selection process for the department is organized through the Human Resources Department of the Town of Stratford, as well as the Police Department itself. The testing process complies with all Police Officer Standards and Training Council (POSTC) requirements for selection and testing of entry level police officer candidates. The testing process includes a generalized written examination, physical agility test, oral examination, polygraph examination, psychological screening, medical screening, and a background investigation **(1.11.5)**. The goal of the testing and background process is that in the event of a legal challenge, that the elements of the selection process measure; skills, knowledge, abilities, and traits needed to perform the job of a police officer **(2.6.3)**.

UNIFORM SCORING: All elements of the selection process will be administered, scored, evaluated, and interpreted in a uniform manner, including the following:

- Time limits will be consistently adhered to;
- Oral instructions will be identical to all groups;
- Answer sheets will be scored in the same manner;
- Scoring formulas will be universally applied. **(2.6.4)**

4. Background Investigation

It will be the policy of the Stratford Police Department that all Entry Level Police Officer Candidates that are given a conditional offer of employment shall have a thorough background investigation conducted.

It will be the policy of the Stratford Police Department to use a polygraph examination conducted by a qualified, trained, and experienced examiner as part of the selection process.

It will be the policy of the Stratford Police Department to use a psychological examination conducted by a qualified, trained, and experienced examiner as part of the selection process.

It will be the policy of the Stratford Police Department to administer a complete medical examination conducted by a qualified, trained, Medical Doctor as part of the selection process.

It will be the policy of the Stratford Police Department will maintain contact with applicants for sworn personnel from initial application to final employment disposition. Applicants will be notified of their status after each phase of the process. **(3.8.6)**

When an entry level police officer candidate is determined to be ineligible for appointment, Human Resources will inform candidates in writing within 30 days of such decision **(3.8.1)**. Human Resources will retain the records of candidates for sworn positions determined to be ineligible for appointment **(2.8.1)**.

5. Job Offer

When a candidate is eligible for hire, they will be offered a full-time employment position as a recruit officer. If the job offer is accepted, the following occurs before the recruit enters the police academy:

- **Oath of Office:** Schedule the formal swearing-in or oath of office;
- **Badge & Equipment Issuance:** Confirm uniform fitting, gear allocation, and police academy before the official start date.
- **Orientation Program:** Conduct an introduction to department policies, protocols, organizational culture and an on-boarding appointment with Human Resources.
- **Academy preparation:** Supply the recruit with the police academy location and start date; provide a list for all the items needed for the academy, supply the orientation guide for the academy and ensure the required forms and manuals for the academy are provided.

Secure Storage and Disposal of Police Recruit Selection Materials (3.8.9)

- It shall be the policy of the Stratford Police Department to ensure the selection materials, including applicant assessments, background checks, interview questions and interview notes, are stored in a designated secure area. Access is restricted to authorized personnel with a verified need-to-know status.
- Physical materials (paper files) must be kept in locked cabinets within secure rooms. (Professional Standards Captain's Office and Human Resources Department)
- Electronic materials must be stored in password-protected, encrypted databases with multi-factor authentication. The only department with access to the PoliceApp website will be the Human Resources Department. Requests for candidate's test scores will be made with them.
- Selection materials must not be left unattended in unsecured areas.
- All paper records of selection materials must be shredded using cross-cut or micro-cut shredders.
- Digital records must be deleted along with any back-up copies. Any selection documents must satisfy all State of Connecticut General Records Retention Schedules prior to disposal.