


DPS STANDARD OPERATING PROCEDURE			
	SUBJECT:	SECTION(S):	DISTRIBUTION:
	RECRUITMENT AND SELECTION DPS SOP 2014-07	ALL	ALL PERSONNEL
ISSUING AUTHORITY:		EFFECTIVE DATE:	SUPERSEDES:
CRAIG A. STONE ASSOC. V.P. AND CHIEF, CAMPUS SAFETY AND EMERGENCY MANAGEMENT SERVICES (ELECTRONICALLY SIGNED)		August 05, 2014 REVISED DATE: JANUARY 18, 2024	2011-64 Recruitment Reviewed/Revised re CALEA ADV

Recruitment and Selection

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REFERENCES:

- Syracuse University Non-Discrimination and Equal Opportunity Policy Statement
- Application Review Assessment (in Forms Folder on G Drive)
- Background Rejection Criteria (located in the Training Unit Folder)
- DPS Recruitment Plan (in Forms Folder on G Drive)
- DPS Job Descriptions KSAs (in Forms Folder on G Drive)

ATTACHMENTS: None

I. APPLICABILITY: This Standard Operating Procedure is applicable to all Syracuse University Department of Public Safety (DPS) employees.

II. PURPOSE: The Department recognizes that the quality of the services provided and its ability to function effectively as an organization is a direct result of its ability to attract, hire and retain quality employees. One of the purposes of this directive is to establish a fair and consistent recruitment process that will attract quality applicants for potential employment with the Department of Public Safety (DPS). This SOP defines that DPS recruitment philosophy and process. The second purpose of this SOP is to define the selection process. In this SOP we detail several steps that will help us select the most suitable persons from the pool of candidates for a position.

III. POLICY: The DPS will closely monitor its recruitment efforts to ensure that all individuals are given equal opportunity for employment regardless of race, color, creed, religion, sex, gender, national origin, citizenship, ethnicity, marital status, age, disability, sexual orientation, gender identity and gender expression, genetic information, veteran status or any other status protected by law.

Recruitment strategies coupled with our selection process are to be followed so that we attract and employ the most appropriate candidates who fit the requirements for their positions and perform their duties willingly, capably and with professional competence to increase the safety and security of the University community. The DPS Training Unit is delegated many of the associated duties and is expected to work diligently with the executive command to attract, and select high quality applicants who when hired, will serve the department and the University with skill, honor and loyalty. **(31.2.1 c)**

IV. RECRUITMENT AND SELECTION PROGRAM OBJECTIVES: **(5.1.1 a)**

- A. Program Goals:** The Department is committed to actively recruiting and selecting the best qualified candidates, who possess the required certifications, knowledge, skills, and abilities along with an appropriate philosophy for delivering high quality services in our campus environment when filling vacant positions.
- B. Demographic Balance:** The Department is aware of the benefits gained in approximating the composition of the DPS sworn officers to reflect the demographic composition of both our University Community and of the Syracuse Community in which our campus exists. The department will, to the extent possible, ensure that our recruitment and selection processes address and encourage ethnic and gender balance in its sworn force with that of the greater community we serve and track our compliance with those goals. Achieving a

diverse DPS is a priority. A comparison of the ethnicity and genders of the DPS and the student population will be reported on in the biennial DPS Recruitment Plan.

- C. Recruitment to Fill Vacancies:** Because of the moderate size of the DPS, the limited number of vacancies to be filled, and the number of qualified applicants, the DPS does not typically need to engage in continuous recruitment efforts, it instead recruits to fill actual or forecasted vacancies that demonstrate the value and our need for diversity in our workforce.
- D. Program Objectives: (5.1.1 a) (31.2.1 a)** The Department recognizes that effective recruitment and selection efforts will:
1. Improve upon the department's professionalism and enhance its law enforcement and security services and reputation.
 2. Encourage all members of DPS to actively recruit diverse candidates such as women and people of color.
 3. Increase diversity in the work force so as to better relate to those we serve.
 4. Minimize disciplinary problems and improve morale by having the right employees in the right place professionally performing a job they personally can identify with.
 5. Minimize employee turnover and absenteeism.

V. PROCEDURES: RECRUITMENT PLAN: (5.1.1 b) (31.2.1 b)

- A. DPS Recruitment Plan:** As part of the recruitment plan to accomplish those objectives and outcomes the department will:
1. Observe all University policies and practices and Equal Employment Opportunity (EEO) standards.
 2. Recruit from a broad-based pool of candidates taking advantage of all available mediums to reach those candidates.
 3. Place job announcements on the University Human Resources website.
 4. Encourage women and minorities in the department to take active roles in recruiting allowing potential applicants to recognize the Department's commitment to a diverse work force.
 5. Provide recruitment information on the Department's website and on websites maintained by local and state law enforcement related professional organizations.
 6. The Department will participate, whenever possible or practical, in local or University 'job fairs' and 'career days'.
- B. Recruiting Assignments: (31.2.1 c)** The Sergeant, Training and Recruitment is designated as the Recruitment Plan administrator. Department personnel, both sworn and non-sworn, may be utilized in recruitment efforts to include but not be limited to:
1. Developing job announcements.

2. Participating in promotional activities geared towards recruitment.
 3. Using DPS personnel to distribute promotional literature or participate in job fairs.
 4. Encouraging potential applicants to participate in a department Ride-Along.
 5. Including department personnel on search and interview boards.
- C. Annual Analysis of Recruitment Plan:** The Administrative and Operational Support Commander will **conduct an annual analysis of** the impact and outcomes of the DPS recruitment **plan** as well as our selection processes to ensure that program objectives are being met. **(5.1.1 c) (31.2.2 a) (TS)**
1. Update and Revise Plan When Necessary: When the results of **the analysis** identify a problem, the Chief or a designee will revise and/or reissue the recruitment plan as required to better meet stated DPS goals that relate to recruitment and selection of job candidates. **(5.1.1 d) (31.2.2 b)**
 2. **The analysis will include current year demographic data of all sworn personnel of the Department of Public Safety. (31.2.2 c) (01/18/24)**

VI. PROCEDURES: GENERAL RECRUITMENT GUIDELINES

- A. DPS Recruitment as a University Department:** The DPS shall coordinate all recruitment and hiring activities with the University's Talent Acquisition Team. The DPS will follow all employment procedures established by the University set forth in its policies and procedures.
- B. Syracuse University is an equal-opportunity, affirmative-action institution:** The Chief will ensure that all department members embrace the University's Non-Discrimination and Equal Opportunity Policy Statement which can be located at http://supolicies.syr.edu/ethics/nonD_equal_policy.htm and which states: **(5.1.2)**
- "...Syracuse University is an equal-opportunity, affirmative-action institution. The University prohibits discrimination and harassment based on race, color, creed, religion, sex, gender, national origin, citizenship, ethnicity, marital status, age, disability, sexual orientation, gender identity and gender expression, genetic information, veteran status, or any other status protected by applicable law to the extent prohibited by law. This nondiscrimination policy covers admissions, employment, and access to and treatment in University programs, services, and activities".*
- C. Duties & Responsibilities of DPS Training Unit re Recruitment & Selection:**
1. DPS Equal Employment Opportunity Officer (EEEO): The Administrative and Operational Support Commander has been delegated overall responsibility for these functions and will serve as the Department's Equal Employment Opportunity Officer (EEEO). As the Department's EEEO, the Deputy Chief will have the authority and responsibility to investigate EEO complaints, working in conjunction with the University's Office of Human Resources.

2. The Training Sergeant has the delegated responsibility to perform and assign the duties associated with the recruitment and selection of quality candidates. The Training & Recruitment Sergeant position is a non-exempt full-time administrative position reporting directly to the Commander, Administrative and Operational Support. The Sergeant supervises two full-time Training Coordinators who complete the full-time staffing of the Training and Recruitment Unit.
3. Members of the Training Unit have been trained to conduct proper background investigations

D. Duties and Responsibilities of the Training Sergeant relating to Recruitment and Selection:

1. General Description of Duties: The Sergeant of Training & Recruitment shall be referred to as the Training Sergeant in this SOP. This position oversees the management, development, coordination, record keeping and compliance associated with department training for all ranks and staff positions. This position leads, manages and coordinates the training unit in regards to recruitment, diversity and hiring processes.
2. The Training Sergeant provides and oversees the day-to-day training and recruitment services to the department and is responsible for the routine functions associated with the Training Unit and the employees assigned to it.
 - a. This position coordinates, documents, and tracks all Federal, State and Local training and recruitment/selection requirements. It's also responsible for managing the DPS Field Training and Evaluation Program and oversees the work of Field Training Officers during recruit training periods.

E. Members of the Training Unit are to be trained in personnel matters, equal employment opportunities and knowledgeable of the following: (31.1.2) (01/18/24)

1. Departmental recruitment needs, commitments and objectives.
2. Federal and State compliance guidelines.
3. Career opportunities, salaries, benefits, and training.
4. Physical and medical requirements and standards.
5. The Americans with Disabilities Act.
6. Cultural and diversity awareness.
7. The DPS hiring and selection process.

VII. JOB/POSITION ANNOUNCEMENTS:

- A. When one or more different job vacancies exist within the DPS, the Chief may seek to fill the positions after making a determination to fill an open position, and upon receiving permission through the University hierarchy to initiate the hiring process.

The Chief will then direct that a Job Posting be created listing the following criteria on the University's Human Resource job site to advertise vacancies. An email announcing the job opportunity will also be sent to the DPS email distribution list.

1. Job title and description of responsibilities associated with the position.
2. Prerequisites and minimum requirements for the position.
3. Information relative to the application and selection process.
4. Starting salary range and benefit package.
5. Any other additional pertinent information as required.
6. A statement that the University is an equal opportunity employer.
7. A notice requesting a resume and cover letter from qualified candidates.
8. A notice that sworn DPS positions require additional state mandated training-related certification: a physical agility test (if applicable); a psychological test; pre-employment drug testing; and a thorough background investigation. **(6.2.1) (31.5.7)**
9. The Job Posting will provide an official filing deadline and instructions on where, when and how to file an application for the position.

B. Listing of Duties and Responsibilities and Knowledge, Skills and Abilities (KSA'S) associated for DPS Authorized Positions is available in the Forms Folder on the G Drive, "DPS Job Descriptions, KSAs". **(5.1.3) (6.2.1)**

1. The Deputy Chief or designee will conduct a four (4) year review of job titles and description of responsibilities for each position within the Department of Public Safety ensuring all job titles are current and available to all employees. **(21.2.2)**

VIII. PROCEDURES: SELECTION PROCESS: (5.2.1) (31.4.1)

- A. Use of Formal Selection Process:** The formal selection process as detailed in this section is required for all for full-time and part-time administrative, Campus Peace Officer and Community Service Officer Positions.
- B. Contact with Applicants:** Through the Recruitment and Selection process, the Department will maintain contact with applicants (whether directly or through the online job application process which informs candidates of their status) from the completion of the initial application and the submission of the resume and cover letter to an offer of employment.
- C. Persons with Disabilities:** The Training Unit will ensure that efforts are made to ensure that communications with applicants with disabilities are as effective as communications with other applicants.
- D. DPS Officer Candidate Requirements:** DPS candidates for an appointment to the positions of both full-time and part time *Campus Peace Officer* must meet the minimum qualifications, recruit, conversion or "waiver-able" training, and in-service training requirements set forth by the New York State Criminal Procedure Law, the NYS Department of Criminal Justice Services (DCJS), and SPD. **(6.2.1) (33.4.1)**

- E. Selection Process:** The selection of who will be offered a position from the qualified candidates for a position will be made based on a comprehensive and well defined process that ranks candidates based on their job-related qualifications as it relates to minimum position requirements.

The selection process begins with written and established job-related elements to rate applicants for a given position in a uniform manner and culminating in the successful completion of an in-depth interview conducted by key DPS personnel who, if there are multiple candidates, will make a ranked list of candidates being recommended to the Chief for hiring. **(5.2.2) (5.2.3)**

1. Job Postings and Application Process: When a position is vacant and is authorized to be filled, a designated employee from the Training and Recruitment Section will be responsible to contact Human Resources to post the position electronically. Within the electronic system there are features that allow positions to be posted locally and nationally. Once the position has been posted, the designated Training and Recruitment staff member will contact search committee members to begin the selection process.
 - a. The job posting system will provide a username and password to search committee members, who will have access to view applications.
2. Search Committee: The use of a search committee is a process with a group of two to five employees selected by the designated Training and Recruitment member who is facilitating the search. The training and recruitment member who is facilitating the search will review applicants and remove any that meet the department automatic rejection criteria.

The Search Committee has the responsibility to review applications to confirm initially that an applicant's qualifications are sufficient to recommend participation in the remainder of the hiring process. Search committee members will utilize the Application Review Assessment form to rate applicants and determine if they should continue to the next phase of the process. Committee members will meet and determine top candidates based on feedback from the assessment forms.
3. Physical Agility Test: Physical agility tests are required for some applicants for Public Safety Officer positions.
 - a. Qualified candidates for the position of a Public Safety Officer (Campus Peace Officer) who will attend an academy as recruits, are required to participate and pass a Physical Agility test that is a requirement for academy entry. Those who successfully complete the test will be considered for the next phase of the selection process.
 - b. The Physical Agility test utilizes the Cooper Standards as a physical fitness assessment for applicants to continue with the hiring process.
4. Background Investigations: **(5.2.4 a) (31.5.1 a)**

Applicants verified as meeting minimum requirements and in possession of required basic qualifying certifications for a position will be notified by a specially trained member of the Training Unit who will set an appointment for the applicant to come to the DPS to complete a Personal History Questionnaire as a part of the background investigation.

- a. The Questionnaire will be used by the Training Unit along with other portions of a candidate's application package, to check and verify the supplied applicant's background information. Information revealed during this phase of the selection process may result in the automatic rejection of a candidate based on established background-related criteria.
 - b. A background investigation will commence for those top candidates that pass the search committee interview and will include checks of a person's criminal history, at least three (3) personal and professional references, previous employers, driver's license, education verification and accident history. Verification of any prior criminal justice employment will also be completed including terms of separation, if any. **(5.2.4 b - d) (31.5.1 b - e)**
 - c. The National Decertification Index (NDI), maintained by the International Association of Directors of Law Enforcement Standards and Training will also be checked to ensure that a candidate has not at any time been decertified as a Police or Peace Officer. **(5.2.4 b) (31.5.1 f)**
5. Background Investigation Report: The Background Investigation Report is completed for each candidate by officers as designated by the Training Unit prior to the Chief's Interview. The background investigation report is written as a memorandum from the Training Unit member or designated officer conducting the investigation to the Administrative and Operational Support Commander. The Subject of the memorandum will be "Background Investigation Report: followed by the full name of the Candidate".
6. Search Committee Interview: After review of the questionnaires by the Training Unit, qualified applicants may be invited to a scheduled panel interview conducted by a specially convened search committee of at least two DPS employees that may include both sworn and non-sworn personnel with a degree of experience in the functioning of the position being filled.
 - a. Structured Interview: The search committee will conduct a structured interview asking the same initial questions to applicants and each member of the committee will complete an interview sheet for each applicant they interview. Questions include experience, education and training related to the position; computer experience; ethics and understanding of diversity and inclusion; conflict resolution experience, and knowledge of community policing practices. The sheets will provide spaces for both numerical and narrative rating of responses and the overall performance of the candidate to document the session. The top candidates from the interview process will be provided to the Operational Support and Inspections Commander and will continue to the background process.

7. Physical/Medical Examination: Sworn positions require substantial physical strength and the ability to safely perform some of the duties associated with the position.
 - a. Candidates for sworn positions are required to be examined by a licensed medical practitioner and to complete a DPS Medical Waiver form (signed by the medical practitioner) indicating they are medically capable of performing the duties of the position.
 - b. A drug screening test is performed and must be passed prior to appointment. **(5.2.5)**
8. Polygraph Examination: The DPS does not administer polygraph examinations for any positions. **(5.2.9)**
9. Psychological Examination: Candidates for sworn positions will receive a job offer upon successful completion of a written pre-service psychological examination that is assessed by a licensed psychologist prior to appointment to probationary status. **(5.2.6) (31.5.7)**
10. Chiefs/Executive Team Interview: Top candidates who have completed the process up to and including the interview panel, background and other required tests or examinations and who are recommended as qualified for the position they are seeking will be scheduled for a meeting with the Chief or designated Executive Team members.
 - a. During this phase of the process job expectations, job requirements, and benefits are to be discussed. After discussion with the applicant a decision is made by the Chief/Executive Team regarding a conditional job offer, or to remove the applicant from the process.
11. Candidate notified of status: Each candidate is to be notified of the status of their application in timely fashion. See Section F below for additional communication requirements and information.

F. Communication with Applicants during the Application Process: The Training Unit will generally serve as the DPS point of contact and is responsible for routine communications between the applicants and the DPS regarding the application/selection process.

1. Scheduled Steps in the Process: Applicants will be informed of scheduled and/or completed steps in the process and of the decisions made to qualify them as potential candidates for a position sought, and the status of their application (either verbally, through writing, or electronically through the HR online application system).
2. Documented Contacts: The Training Unit, or other DPS employee making official contact with an applicant will document those contacts throughout the steps of this process as completed or required.
3. Final Decisions Communicated in Timely Fashion: The Training Unit may be delegated by the Chief to notify the eligible candidates of the hiring and job offer decisions made in a timely fashion (whether directly or through the online job application process).

4. Applications Rejected as not meeting minimum requirements or Candidates Disqualified during Selection:
 - a. Persons completing an application for a position who are disqualified for any reason will be notified of the disqualification and reason(s) for it (and if there is the possibility of retesting or future reapplication and that process if appropriate) in a timely fashion.
 - b. Once initial applications for a position have been reviewed, those who fail to meet minimum requirements will be notified of that fact and the specific disqualifying factor(s).
 - c. Candidates who are disqualified at any point during the selection process shall be notified of that matter and specific disqualifying factors or examinations.
5. Notice of Job Offer: Successful applicants will receive notification of a position offer in correspondence generated by the Syracuse University Human Resources, Talent Acquisition.

G. Records (01/18/24)

1. The Training Sergeant shall ensure records of all candidates are filed and retained.
 - a. Records of those applicants selected for employment will be electronically scanned and secured in the secure training folder of the new employee on the 'G' drive. These records include medical and psychological fitness examinations. The physical copies of the records will be shredded and destroyed. **(31.4.6 a-c)**
 - b. Records of those applicants not selected for employment will be scanned and secured in the in the secure 'Job Searches' folder of the applicant on the 'G' drive. These records include medical and psychological fitness examinations. The physical copies of the records will be shredded and destroyed. **(31.4.6 a-c)**
 - i. Copies of records for applicants that are not selected for employment must be retained for at least seven (7) years. (Retention and Disposition Schedule for New York Local Government Records – LGS-1)
 - c. Background investigations of applicants selected for employment will be electronically scanned and secured in the secure training folder of the new employee on the 'G' drive. The physical copies of the background investigation will be shredded and destroyed. **(31.4.6 d)**
 - d. Background investigations of applicants not selected for employment will be electronically scanned and secured in the secure 'Job Searches' folder of the applicant on the 'G' drive. The physical copies of the background investigation will be shredded and destroyed. **(31.4.6 d)**
 - i. Copies of records for applicants that are not selected for employment must be retained for at least seven (7) years.

POLICY REVISION HISTORY

NO	SECTION REVISED	DATE ISSUED
1	Entire Document Reviewed/Revised re Organization & Titles	12/21/12
2	New SOP, supersedes 2011-64 Recruitment, added Selection Process and new Summary	08/05/14
3	Revised References to include Recruitment Plan	12/11/14
4	Reviewed/Updated Policy	01/05/15
5	Reviewed/Revised	01/25/15
6	Summary created	2/13/15
7	IACLEA revisions	12/30/15
8	Reviewed/Revised re IACLEA/CALEA LE-1	01/20/18
9	Revision of Recruitment Plan	01/30/19
10	Title Changes re Training Sergeant and Deputy Chief	10/30/19
11	Revised procedure for decertification checks	04/07/20
12	Added 4 Year Review of Job Titles/Descriptions	04/07/20
13	Revised Recruitment Plan re CALEA; Changes for IACLEA	07/16/21
14	Revised Job Titles; Responsibilities	08/30/21
15	Revised re Admin Commander – Review of Program	11/28/22
16	Revised re CALEA ADV – Annual Analysis; Records	01/18/24