

# Waltham Police Department

## CHAPTER 31

### RECRUITMENT AND SELECTION OF PERSONNEL

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*Accreditation Standard #'s: 16.2.2, 16.2.3, 31.2.3, 31.3.4, 32.1.1, 32.1.4, 32.1.7, 32.2.1, 32.2.3, 32.2.5, 32.2.9*

#### **POLICY:**

The process of recruitment and selection of personnel for the department is largely determined by Massachusetts Law as administered by the Executive Office of Finance, Division of Human Resources.

#### **PROCEDURES:**

1. **RECRUITMENT OF PERSONNEL:** The department's overall responsibilities are limited concerning recruitment due to the Division of Human Resources rules. However, the department is committed to making area residents aware of the desirability of a law enforcement career in the Waltham Police Department. The department also encourages applications from minority group members in an effort to ensure that the ethnic and racial composition of the force is reflective of our population. [31.2.3] Recruitment activities will be conducted prior to the holding of the statewide entrance examinations.

The objective of the department's participation in the recruitment process is to ensure that we continue to hire individuals who are a credit to the community and the profession.

2. **RECRUITMENT COORDINATOR:** The Chief of Police shall designate an Affirmative Action Officer, and a Recruitment Coordinator.

The AAO shall be encouraged to gain knowledge in personnel matters, especially as they relate to Equal Employment Opportunity and Affirmative Action. The Affirmative Action Officer shall report directly to the Chief of Police and shall conduct their duties according to the following criteria: [31.2.3]

- a. Keep and maintain a file of the department's and the city's affirmative action and equal opportunity employment plans.

b. Develop familiarity with resources available through the Division of Human Resources that assist in accomplishing our Affirmative Action goals, both through recruitment and hiring. The Recruitment Officer, or their designee, shall conduct their duties according to the following criteria:

1. Coordinate recruitment efforts with the City of Waltham Personnel Department.
2. Keep and maintain a file of all relevant recruiting and selection materials provided the department by the Division of Human Resources.
3. Make appearances at local functions, upon request or invitation, promoting employment as a member of the Waltham Police Department.
4. Apprise members of the department regarding the current need for recruitment, and request their participation by suggesting they actively seek qualified individuals, and to encourage those persons to take the entrance examination. Ask officers to submit these names.
5. Keep and maintain a file on all individuals who come forward and indicate their interest in becoming a Waltham Police Officer. This includes those that will be taking the entrance examination, or those employees of other police departments who inquire about transferring to the Waltham Police Department.
6. Prepare and disseminate to interested parties' recruitment material listing the benefits of a career in the Waltham Police Department. Seek input from all department members regarding the content of this brochure.
7. Contact community organizations through written or verbal communication to encourage them to actively seek qualified applicants to take the entrance exam. Provide these organizations with recruitment material for dissemination purposes. Become a liaison between the Waltham Police Department and the Division of Human Resources.

3. **SELECTION OF PERSONNEL:** The selection of sworn, non-sworn and civilian personnel will be conducted under the rules and procedures established and approved by the Division of Human Resources and or the City of Waltham. All elements of the selection process for sworn personnel will be administered,

evaluated, and interpreted in a uniform manner. Once the Division of Human Resources and or the City of Waltham certify an individual the department will conduct a series of screening activities. These activities will be used to determine those individuals qualified for employment. [32.1.1], [32.2.5]

- a. **THE POST COMMISSION [32.2.5]:** The Peace Officer Standards and training Commission (POST) requires Massachusetts police officers to be certified and re-certified. The POST Commission requires agencies to help verify certain requirements of the statute and submit information to certify new officers. In addition, the statute requires that all new officers attending an academy training be certified by the Commission. Initial certification is valid for three years.

The certification standards for all officers include:

1. Attaining the age of 21.
2. Successful completion of a high school education or equivalent, as determined by the Commission
3. Successful completion of the basic training program approved by the MPTC.
4. Successful completion of a physical and psychological fitness evaluation approved by the Commission.
5. Successful completion of a state and national background check, including, but not limited to, fingerprinting and a full employment history; provided, that if the applicant has been previously employed in law enforcement in any state or United States territory or by the federal government, the applicant's full employment record, including complaints and discipline, shall be evaluated in the background check.
6. Passage of an examination approved by the Commission.
7. Possession of current first aid and cardiopulmonary resuscitation certificates or the equivalent, as determined by the Commission.
8. Successful completion of an oral interview.
9. Being of good moral character and fit for employment in law enforcement, as determined by the Commission.

4. **COORDINATION OF SELECTION ACTIVITIES:** The coordination of selection activities of sworn personnel shall be the responsibility of the Commanding Officer - Administrative Division. The Commanding Officer - Administrative Division may also assist in the selection of non-sworn personnel within other Divisions. All results of the process shall be turned over to the Deputy Chief of Police for review. The Chief of Police shall as the appointing authority make the final choice(s).
5. **CANDIDATE SELECTION BOARD:** The Chief of Police will appoint a Candidate Selection Board along with a chairperson of the Candidate Selection Board. The Board will be chaired by the Commanding Officer of the Administration Division. The Board may include but not be limited to one or more of the following: the Recruiting Officer, background investigators, or a Patrolman Union Representative.
6. **RECORDS:** The Commanding Officer - Administrative Division shall ensure that all records and selection materials (sworn/non-sworn) [32.1.4-5], including background investigations, medical examinations, emotional stability and psychological and fitness examinations [32.1.4-D1,2] are kept secure and confidential at the Office of Personnel for the City of Waltham. [32.1.4-2B], [32.2.5d] Background Investigations are kept with the Hiring Officer in the Background Investigation closet, located in the front office in addition to [32.2.9] Records of individuals hired will be permanently retained in their personnel folders. Records of individuals following termination will be kept for a period of twenty years (Records retention Schedule for Police Departments (State and Municipal): RS-14-81, 23-89. Revised 2-28-96, Number 14-36 Employment History Records) [32.1.4-4] Records of unsuccessful applicants and after the filling of the position or cancellation of vacancy shall be retained for a period not less than five years, or until all rights of appeal have been exhausted and no litigation is pending [32.1.4], and then destroyed in a manner that prevents disclosure of the information therein. In no case will records of unsuccessful applicants be destroyed for at least five years. In all cases prior to destruction all records shall be scanned for digital storage [32.1.4], [32.1.7]. When disposing of records, all records should be shredded by authorized personnel only so as to prevent any disclosure of information. [32.1.410], [32.2.3]. The Candidate Selection Board shall have access to all records of candidates to be interviewed. Full access to all other recruitment and selection records shall be limited to the Chief of Police and the Commanding Officer - Administrative Division. Other individuals involved in the selection process shall have limited access on an as-needed basis. All results of psychological testing and review boards are **STRICTLY CONFIDENTIAL**.

7. **SCREENING/HIRING PROCESS SWORN/NON-SWORN [32.2.1-2, 4]**

**PERSONNEL [16.3.2-1B, E]**: The screening process shall be conducted according to the following procedure. The process shall include but is not limited to the following: **[32.1.1-2A-C]**

- a. Prior to beginning the hiring process, the Commanding Officer of the Administration Division will notify the Director of Personnel of the anticipated number of new hires. This will allow for advanced scheduling of physicals, psychological and physical ability testing dates.
- b. When the applicant reports to sign the Massachusetts Department of Human Resources Certification List or an established Cadet list, they will be given the Waltham Police Department Application. Applicants will be allowed to take the application home and return it within one week, signed and notarized with all requested documents. Recruits/Cadets will then be notified in writing to reappear at a later date to have fingerprints and photographs taken, a preliminary interview with a background investigator.
- c. Orientation Days will be scheduled for Cadet, Dispatcher **[32.2.1-2, 4]** and Police candidate hiring's. This Orientation will consist of an overview of the hiring process including but not limited to all elements of the selection process, the expected duration of the selection process, and the agency's policy on reapplication. **[32.1.4]** In addition, fingerprinting, photographing, drug testing, and an initial interview by a background investigator or the supervisor of the Background Unit will be conducted.

A background investigator or the supervisor of the Background Unit will conduct the interview portion of the Orientation. The interview will include any clarifications of the process for the applicant. It will also include a thorough review of the application. It is at this point that the candidate will be allowed an opportunity to correct any deficiencies or minor omissions in their application, without automatically being rejected from the process. Beyond this point, any omissions may be considered a lie and could result in the disqualification of a candidate from the entire process. Guidelines regarding truthfulness are set forth in a foreword to the application and in a letter from the Chief of Police.

- d. After the Orientation Day, Applicants will be assigned to a permanent background investigator and the following preliminary checks will be conducted, if not already done so at the orientation:

1. Board of Probation/III Inquiry.

2. Drivers History Inquiry.

3. N.C.I.C./LEAPS Inquiry.
  4. Suicide Inquiry.
  5. In house checks.
  6. Surrounding police department “in house” checks.
  7. Urine and Hair drug testing.
  8. Three Photographs (1 for guardroom posting, 1 for investigator, 1 for file).
  9. Fingerprinting.
- e. Results of these tests and inquiries will determine if the applicant will continue to the next phase of the process.
- f. A thorough background check is to be conducted by officers trained in background investigation techniques. This check will include but is not limited to: verification of qualifying credentials (driver’s license, social security card, high school transcripts, high school diploma, college transcripts and diploma), review of any criminal record, interviews with neighbors, interviews with past and present employers, interviews with at least three personal references provided by the applicant, interviews with developed references, and a check of the applicant’s credit, to name a few. A current applicant photo will be given to the investigator with the investigation package. [32.2.1-2]
- g. Prior to beginning the investigation, the permanent investigator will set up an interview appointment to review the application with the applicant. The review process should confirm completeness of the application and assure the applicant understands all the questions asked. If an applicant had not yet attended an orientation and met with a background investigator, the permanent investigator shall allow the applicant an opportunity to fix any minor deficiencies and/or omissions without penalty or disqualification from the process, depending on the nature of the omission. [31.2.4] [31.3.4] All attempts will be made to assign applicants to investigators who have no prior opinion of/or association with the applicants.
- h. Upon completion of the background investigation the Candidate Selection Board Chairperson and one other Board member will review all of the completed investigations. Any background report requiring further

investigation shall be returned to the investigator doing the initial investigation. If the investigation uncovers reasons for applicant bypass, the Candidate Selection Board Chairperson and one other Board member, preferably a Deputy Chief, will review it. If they concur, it will be forwarded to the Chief of Police for review and final determination as described in item five.

A detailed report shall be submitted to the Chief of Police by the Candidate Selection Board Chairperson explaining the reasons for the applicant failure to continue to the next hiring phase. If the Chief of Police agrees with the decision to bypass the applicant from the hiring process, the Personnel director shall notify the applicant in writing of the decision. Reasons for bypass shall be based on “Guidelines for Providing Valid Selection and Bypass” compiled and, disseminated by the Department of Personnel Administration Human Resource Division.

- i. It shall be the responsibility of the Candidate Selection Board Chairperson to coordinate and schedule oral board interviews with the board members and the applicants. The candidate selection board chaired by the Commanding Officer – Administrative Division and comprised of members designated by the Chief of Police shall conduct an oral interview of the applicant, using valid, useful, and non-discriminatory procedures. Candidates will be notified in writing of the date and time of their oral board interview. All oral board interviews will be videotaped. All notes taken during the oral board interview by the Candidate Selection Board should be kept for future reference.
- j. Upon completion of the oral interviews, the Board Chairperson will submit a report to the Chief listing the individuals selected, along with reasons for selection or by-pass for consideration.
- k. The names of those selected by the Chief as well as those bypassed by the board, along with the reasons for both, shall be submitted to Human Resources Division for their approval. The Human Resources Division shall within fifteen days of receipt approve or disapprove reasons for selection or by pass.
- l. Once the approved candidate list is returned from the Human Resource Division, Personnel Action forms will be completed. The forms will be completed in the Chief’s office and forwarded to the Personnel Department.  
**[32.1.1-2C]**
- m. Once the Director of Personnel receives the Action form, they will offer the applicants in writing a conditional offer of employment. The Director of

Personnel will next schedule and notify applicants of appointments for physicals and psychological examinations. [32.1.1-2C] [32.1.4] This can only be done after a conditional offer of employment is extended.

- n. A “job simulation type” physical ability test (P.A.T.) will be scheduled for all applicants who successfully complete both physical and psychological exams. The Human Resources Division will administer this test. The Candidate Selection Board Chairperson or their designee will notify applicants of the date and time of the test. [32.1.1-2C]
- o. Applicants will be notified of the results of their medical examination by the Personnel Department of the City of Waltham. Applicants will be notified of the results of their physical ability test the day of the test. In order for an applicant to be considered for student officer status, they must successfully pass all physical, psychological, and medical examinations. [32.1.1-2C]
- p. The Personnel Department will notify in writing all applicants who have successfully passed all phases of the hiring process. The letter will offer a formal offer of employment and include all start dates and all relative employee information. [32.1.1-2C]
- q. Upon completion of the process all original investigation folders and interview videotapes will be delivered to the Chief’s Office for filing and storage. All background files will be maintained in the locked Training office in a locked closet with a key which is held with the Hiring Officer or the Training Division. [32.1.7]

8. **SCREENING PROCESS NON-SWORN CIVILIAN PERSONNEL:** The hiring of non-sworn and civilian personnel will be under the direction of the Division Commander for which that person will work. The Division Commander - Administration will assist and guide in this process. In all hiring of non-sworn and civilian personnel the following procedures will be followed: [32.1.1-2A]

- a. All candidates will complete a Waltham Police Department Civilian Application Form.
- b. A computer check will be conducted to include License Check, License History, Warrant Checks and Board of Probation.
- c. The Division Commander or their designee shall conduct an oral interview of the applicant, using valid, useful and non-discriminatory procedures.



For those positions deemed sensitive in nature by the Division Commander, which in their opinion require a more extensive evaluation prior to hiring, a background investigation may be completed prior to the oral interview.

9. **NOTIFICATIONS:** Applicants who are not chosen shall be notified in writing within 30 days of completion of the process the reasons why they were not selected. Copies of all such correspondence shall be maintained in the applicant's file. [32.1.2-3B]
10. **REVIEW:** The Selection process shall be reviewed annually by the Chief of Police, the Deputy Chief of Police, the Commanding Officer-Administration Division and the Training Supervisor.
11. **SPECIALIZED ASSIGNMENT SELECTION PROCESS:** Anticipated openings for specialized assignments will be announced by posting a position bid announcement, which will be generated by the division commander requesting the position. [16.2.3-1] All full-time assignments outside the Patrol Division are considered specialty assignments assigned through a bidding and selection process [16.2.2,] 16.2.3-4]. There are other temporary or rotating assignments such as background investigator's and/or Instructor positions that may not require a formal bidding process. The duration of any temporary assignment is typically 90 days. [16.2.3-3] Once a specialty position becomes vacant, and selection process for that position begins. The selection criteria for the position to be filled will be based on skills, knowledge and abilities required for the position, as well as past work performance, formal education, experience, and any specialized skills. Typically, Officers will first submit a report showing interest for the position. Once the position bid is closed, the candidates will receive written or oral notification of their interview. Candidates are subject to an informal interview. The combination of interview, skills, knowledge, experience and other submitted materials will be the determining factors for the selection. [16.2.2] [16.2.3-5]