

SAMPLE

EQUAL EMPLOYMENT OPPORTUNITY PLAN

Purpose: To describe the Department's Equal Employment Opportunity Plan.

- A. The City abides by, and supports, all elements of the Equal Employment Opportunity Act. The City ensures equal opportunities for employment and employment conditions for minority persons and women.
- B. Annually, the Commander of the Staff Services Division, in cooperation with the Personnel Officer, is to analyze the Department's existing employment policies, practices and procedures relevant to their effective impact on the employment and utilization of minorities and women.

EQUAL EMPLOYMENT OPPORTUNITY SECTION

A. The City of Springdale is an Equal Employment Opportunity Employer. It is the policy of the City not to unlawfully discriminate against any qualified employee, qualified applicant for employment, or eligible beneficiary of services on the basis of race, color, religion, sex, national origin, disability, or veteran's status regarding the following:

- 1. Recruitment
- 2. Selection
- 3. Placement
- 4. Testing
- 5. Training
- 6. Promotions and transfers
- 7. Layoff and recall
- 8. Termination
- 9. Disciplinary action
- 10. Social and recreational programs
- 11. Employee benefits and compensation
- 12. Tangible program service and benefits

B. The City Manager and department heads shall maintain responsibility for their actions

C. An employee who feels he or she has been discriminated against because of race, creed, color, sex, age, national origin, or other non-merit factors or physical/mental disability may seek redress internally by filing a complaint with the employee's supervisor or the Personnel Officer. If the employee's supervisor or the Personnel Officer is the source of the alleged discrimination, the complaint may be filed with the City Manager. If the complaint is not addressed through the internal grievance procedure, an employee may file a charge with the Ohio Civil Rights Commission or the Equal Employment Opportunity Commission as appropriate.

D. The City shall make reasonable accommodations for qualified individuals as required by regulations issued under the Americans with Disabilities Act.

E. In accordance with the Americans with Disabilities Act, the City has appointed an ADA Coordinator and has undergone a self-evaluation of its employment practices, accessibility to programs, services and buildings, and has developed complaint resolution procedures. The City seeks to assure that no employee entitled to participate in any program is inadvertently excluded from the benefits, services, programs or activities offered by the City of Springdale. Employee input, particularly that of individuals with disabilities and all employees solicit representative organizations to assist in identifying potential barriers to participation and to ensure full and equal enjoyment of programs and services. Continued input is encouraged and desired from all who are interested.

TABLE OF CONTENTS

Introduction

Chapter 1 Recruitment

Affirmative Action Plan
Equal Employment Opportunity Plan
EEO Complaint Procedure
Recruitment Practices

Chapter 2 Police Officer Selection

Police Officer Selection Process
Written Examination
Supervisor's Interview
Oral Interview
Pre-offer Polygraph Examination
Background Investigation
Oral Interview with Chief of Police
Psychological Examination
Medical Examination
Post-offer Polygraph Examination
Lateral Entry
Chief's Interview

Chapter 3 Oral Interviews

Candidate Oral Interviews

Chapter 4 Promotions - Non-exempt

Lieutenants and Sergeants Examination
Announcing Promotional Opportunities
Written Examination

Psychological Evaluation
Assessment Center
Oral Interviews
Scoring
Eligibility List
Selection
Probationary Period
Review and Appeal Process

Chapter 5 Promotions - Exempt

Chief of Police Selection Process

Chapter 6 Summaries

Police Officer Selection Process
Sergeants and Lieutenants Selection
Chief of Police Selection Process

INTRODUCTION

The Recruitment/Selection/Promotional Manual was created to provide an easy to follow guideline of the recruitment, selection and promotional process for various positions within the Department. All of the processes contained in this manual are within the City and Police Department guidelines.

The second section of this manual outlines the selection of patrol officers by the method of ranking candidates to develop an eligibility list. This list is based on their performance on a written test and other criteria. In the event that a police officer is to be sought through lateral entry, no written test need be given and the list will be prepared based on the remainder of the criteria.

The third section of this manual describes interview methods for candidates which provides general criteria and guidelines.

The fourth section of this manual describes the selection process for Police Sergeant and Police Lieutenant positions. These positions are selected by ranking on an eligibility list based on performance on a written test, oral interview, psychological testing, and assessment center if applicable.

The fifth section of this manual describes the selection of the Chief of Police. The Chief of Police is selected under guidelines chosen by the City Personnel Officer and the City Manager. The sixth section consists of capsule summaries of the recruitment, selection and promotional process.

The final section is a collection of departmental policies and procedures as well as City Personnel Orders and the City Charter.

- I. Recruitment
- II. Patrol Officer Selection
- III. Oral Interview Criteria
- IV. Promotion - Non-exempt
- V. Promotion - Exempt
- VI. Summaries
- VII. Applicable Policies

CHAPTER 1

Recruitment

A task as important as the recruitment and selection of law enforcement personnel must be approached from a positive viewpoint.

The Springdale Police Department identifies and employs the best candidates available and does not merely eliminate the least qualified. The benefits of positive recruitment and selection policies are manifested in a lower rate of personnel turnover, fewer disciplinary problems, higher morale, better community relations and more efficient and effective services.

The Springdale Police Department is an equal opportunity employer.

Through its equal employment opportunity plan the Department strives to remove the barriers which prevent people of all protected classes from being treated fairly for employment purposes.

Affirmative action and EEO are related but distinctly different entities. Where EEO envisions fair and equal opportunities for all people, affirmative action involves proactive steps that will be taken to encourage members of under-represented groups to seek employment opportunities.

AFFIRMATIVE ACTION PLAN

Purpose: To provide a ratio of minority employment that is representative of the minority make-up of the community.

To establish the agency's affirmative action plan.

Affirmative Action Plan: This policy establishes an Affirmative Action Compliance Program, composed of specific steps that will be undertaken to implement the plan. This plan will be implemented at any time that minority group employees do not approximate in proportion to the make-up of the available work force in the community, recruitment policies and an Affirmative Action Plan will be implemented in the Department.

♦ In order to meet the provisions of "approximate proportion" indicated above, any time there is a minority representation of 3% or more in the City as indicated by the census, and the Department is not represented by a proportionate number of minority officers, the Affirmative Action Plan must be implemented.

- ◆ At any time the ratio of women police officers to male officers in the Springdale Police Department falls below the ratio of women police officers to male officers overall in police agencies of similar size within the Miami Valley, recruitment policies and an Affirmative Action Plan shall be initiated.

Ratio of Minority and Females to Approximate Population: This police agency shall engage in positive efforts to employ ethnic minority group members and women by taking affirmative action to achieve a ratio of minority group employees in approximate proportion to the make-up of the service area and in appropriate level of female employees.

Implementation of Methods: In seeking to employ qualified ethnic minority members and women, this agency may conduct research, develop and implement specialized minority and female recruitment methods.

These methods may include, but not necessarily be limited to:

- ◆ Application form and related pre-employment inquiry forms are in compliance with applicable federal, state, and local EEO laws.
- ◆ Position descriptions are reviewed periodically to properly identify job related requirements.
- ◆ Liaison with local minority community leaders to emphasize police sincerity and encourage referrals of minority applicants to the police agency.
- ◆ Active cooperation and utilization of the minority media, as well as the general media, in minority recruiting efforts.
- ◆ Regular personal contact with the minority or female applicant from initial application to final determination of employment.
- ◆ Increase overall recruitment efforts with special attention to inner-city neighborhoods and college campuses.
- ◆ Periodic review of the entire selection process to ensure it is non-discriminatory. No standards are used which have the effect of eliminating from consideration a significantly higher percentage of minorities or women than of non-minorities or men.
- ◆ The encouragement of minority and women employees to refer friends to the agency for potential employment.
- ◆ Become involved with and provide notification to local minority organizations, women's organizations, community action groups, and community service programs, at the time of recruitment.

- ◆ The agency encourages minority and women employees to participate in community programs.
- ◆ An evaluation of the agency's Affirmative Action Plan shall be performed periodically by the Commander of the Staff Services Division in order to:
 - measure the plan's effectiveness;
 - determine the degree to which the objectives and goals have been achieved;
 - indicate any need for additional action.

Budget: The funds needed to undertake the Affirmative Action Plan will come from the accounts specified for the particular expenditure (i.e., printing, travel expense, etc.).

EQUAL EMPLOYMENT OPPORTUNITY PLAN

The Springdale Police Department provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, sex, national origin, age, handicap or disability in accordance with applicable federal laws. In addition, the Springdale Police Department complies with applicable state and local laws governing non-discrimination in employment. This policy applies to all terms and conditions of employment, including, but not limited to, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.

To further the principal of equal employment opportunity for all, Springdale Police Department has developed affirmative action plans for minorities and women and the Springdale Police Department expressly prohibits any form of unlawful employee harassment based on race, color, religion, sex, national origin, age, handicap, or disability. Improper interference with the ability of employees to perform their expected job duties is not tolerated.

The Police Department has specific policies which prohibit sexual harassment and outline reporting procedures. These policies can be found in General Order 26.1, Section 26.1.2.

EEO COMPLAINT PROCEDURE

Each member of management is responsible for creating an atmosphere free of discrimination and harassment, sexual or otherwise. Further, employees are responsible for respecting the rights of their coworkers. If you experience any job-related harassment based on your sex (refer to General Order 26.1, Section 26.1.2 for specifics on sexual harassment), race, national origin, disability, or another factor, or believe you have been treated in an unlawful, discriminatory manner, promptly report the incident to your supervisor, who will investigate the matter and take appropriate action. If you believe it would be inappropriate to discuss the matter with your supervisor, you may bypass your supervisor and report it directly to your division head or the Chief of Police who will undertake an investigation. Your complaint will be kept confidential to the maximum extent possible.

If it is determined that an employee is guilty of harassing another employee, appropriate disciplinary action will be taken against the offending employee, up to and including termination of employment.

The Springdale Police Department prohibits any form of retaliation against any employee for filing a bona fide complaint under this policy or for assisting in a complaint investigation. However, if, after investigating any complaint of harassment or unlawful discrimination, it is determined that the complaint was not bona fide or that an employee has provided false information regarding the complaint, disciplinary action may be taken against the individual who filed the complaint or who gave the false information.

RECRUITMENT PRACTICES

The Springdale Police Department aggressively recruits women and minority group members. The goal of this recruitment is to have minority group and female employees in the sworn ranks in approximate proportion to the makeup of the available work force in the City of Springdale.

Recruitment practices include, when available, the use of women and minorities. The Department advertises outside of its service area in an effort to attract viable women and minority law enforcement candidates. Job announcements are made in minority newspapers throughout the state, encompassing cities of Cincinnati, Lima, Toledo, Columbus and Dayton. The Department utilizes, when available, minority and women employees at job fairs.

The Springdale Police Department also recruits applicants by posting job announcements and advertising at colleges and universities of primarily minority enrollment. The Department also posts job announcements with minority and female civic and special interest groups.

CHAPTER 2

Police Officer Selection Process

The candidate selection process consists of nine or ten steps, (depending upon the written exam). The first step consists of a written examination (when deemed necessary by the chief of police). Upon completion of the examination (70% passing), candidates will be notified of the score on the test and their acceptance or rejection for continuation to the next selection step. If a candidate is permitted to continue to the next step, he/she will be placed on an eligibility list, which is certified by the human resource manager. The chief of police, with approval of the city manager, may waive individual steps of the selection process for certain non-sworn positions (e.g. custodial and IT manager).

The top candidates on the eligibility list will then proceed to the next step - an oral interview. After this step, candidates are evaluated based on the oral interview scores and qualifications. The top candidates proceed to the next step in the selection process. The next step is a supervisor's interview. The supervisor begins a preliminary investigation into the applicant's background. This is accomplished by a face-to-face interview primarily consisting of a drug inquiry form.

The subsequent step is a pre-offer polygraph examination.

Candidates who successfully complete this step continue in the process. The next steps in the process are a thorough background investigation (which may precede the polygraph). Based

upon results of the polygraph and background investigations, the candidate may continue forward to an interview with the chief of police.

The chief of police then meets with the candidates of his/her choice. If the chief makes a tentative job offer, the candidate passes to the next step.

The next step, if the candidate has successfully passed all interviews and exams, is a psychological and a physical examination. If the candidate successfully completes these two steps, he/she advances onto a post-officer polygraph examination. It will then be the chief of police after a final interview who will make the recommendation to the city manager for appointment.

The city manager will then make the final appointment of candidates to the position.

All steps in the selection process are conducted under the guidelines of the City's Personnel Orders, City Charter and departmental policies and procedures.

Written Exam (when given)

The first step consists of a written examination designed to identify an applicant's potential for police work. This exam is conducted and administered by the human resource manager in conjunction with the chief of police. The written test currently used is the International Personnel Management Association (IPMA) Police Officer Examination A-2.

The test is administered in accordance with provisions acceptable with IPMA. The minimum exam score (generally 70%) may be established and will be announced prior to the exam. The exam is a pass/fail exam and those who fail will be disqualified from the remainder of the selection process. The test site will also be announced with confirmation notifications sent to all candidates so as to ensure accessibility to all candidates. If study guides are supplied, they will be accessible to the candidates at least thirty days prior to the written examination announcement.

Administration and scoring of exams is conducted by the city personnel officer. Candidates will be notified of their score on the test and their acceptance or rejection for continuation to the next selection step. All candidates passing the examination will be placed on an eligibility list in descending order based on score. This eligibility list is certified by the city human resource manager.

Oral Interview

Following the successful completion of the written examination, the top candidates will be interviewed by the Interview Board. The Interview Board will consist of, at a minimum, a command officer and another supervisor. The Board may be supplemented by the human resource manager and/or a trained entry-level member from the respective division. The interview is to be conducted in a standardized manner in order to be effective and impartial. The same list of questions is to be asked of each candidate. Interviewers may ask the candidate to clarify or expound upon an answer. After successfully completing this step, the top candidate(s) will proceed to the next step in the selection process.

Supervisor's Interview

Candidates passing the oral interview will be assigned to a supervisor for an interview. This interview consists of a drug inquiry questionnaire. Candidates pass onto the next phase based upon the sergeant's recommendation.

Pre-Offer Polygraph Examination

The next step in the process is the polygraph examination. This examination will be conducted in accordance with provisions of General Order 32.2.

Background Investigation

The next step in the process for the successful candidate is the background investigation. Psychological evaluation may be conducted prior per direction of the chief of police. Police investigators conduct a complete and thorough investigation of each candidate's background utilizing an outline (attached) to determine suitability for employment as a police officer.

Prior to pre-offer polygraph examination, upon being so notified that a background investigation is to be conducted, the police investigator is to contact the respective candidate and have him/her contact the investigator where the following is to occur: a long-form application is to be completed and returned within two working days; review of polygraph questions (General Order 32.2, Section 32.2.4); fingerprint and photograph and other items to be conducted/ obtained in accordance with provisions of General Order 32.2.

A pre-release form is also signed and dated by the candidate giving authorization for conducting the background investigation. Investigators therefore have authorization to speak to anyone deemed necessary for purposes of doing a thorough background investigation to determine suitability for employment as a police officer. The investigator may also conduct an in-depth interview with the candidate at a location selected by the investigator.

The completed background investigation report will be forwarded to the appropriate Commander with a recommendation for further testing in the selection process.

Oral Interview with Chief of Police

After successfully completing the other steps the candidate will meet and be interviewed by the chief of police. The chief of police, based upon this interview and prior steps in the process, may make a tentative job offer. Those candidates receiving a tentative job offer will pass on to the next phase of the process.

Psychological

A psychological evaluation designed to assess the emotional stability and psychological fitness of each candidate will be conducted prior to appointment to probationary status, [unless waived by the chief of police with the approval of the city manager for certain non-sworn positions] using valid, useful and non-discriminatory procedures.

Psychological assessments are needed to eliminate candidates who may not be able to carry out their responsibilities or endure the stress of the working conditions. The assessments are conducted by a qualified psychologist. Only qualified professionals will be used to assess the emotional stability and psychological fitness of candidates. The psychologist's final report will identify strengths and weaknesses of each candidate. The overall recommendation will reflect one of the following three classifications:

- 1) qualified with no reservations;
- 2) qualified with reservations; and,
- 3) not qualified.

Medical Examination

Prior to appointment to probationary status each candidate must successfully pass a medical examination. The intent of the medical examination is to discover any medical problems that might inhibit work performance, shorten a career or contribute to work-related disabilities. Procedures used will be valid, useful and nondiscriminatory.

In compliance with Ohio Revised Code Section 124.4.1 a licensed physician must certify that all candidates for police officer are free of cardiovascular and pulmonary disease.

Post-offer Polygraph Examination

A post-offer polygraph examination, reviewing items contained in the previous polygraph, as well as issues concerning physical/mental health and alcohol use, will be conducted.

The chief of police will make the final recommendation to the city manager for appointment. The city manager will then make the final appointment of candidates.

Lateral Entry

The decision to hire lateral-entry personnel shall be made by the chief of police in cooperation with the human resource manager and the city manager. The city manager shall have final authority for determining when a position will be filled by a lateral-entry candidate. A decision to seek lateral-entry personnel shall be based on the current needs of the department and the following considerations:

1. The likelihood of filling the position from an existing eligibility list; and
2. The manpower and workload needs of the department.

The following qualifications are necessary for sworn personnel to be considered for a lateral-entry position:

1. Lateral applicants must meet the minimum qualifications as described in the respective job description.
2. The applicant must successfully complete the following process: oral interviews, physical examination, psychological, background investigation and polygraph examinations. Steps may be added or waived by the chief of police with approval of the city manager and only for just cause.

Chief's Interview

After successful completion of all phases, the candidate is once again interviewed by the chief of police. Based upon a consideration of all steps and this interview, the chief of police decides whether to recommend the candidate to the city manager for appointment.

Chapter 3 begins here

CANDIDATE ORAL INTERVIEWS

This chapter describes the oral interview process. The questions contained within are those used for all candidates, sworn and non-sworn.

For promotional purposes, each member sitting on the Oral Interview Board will be asked to submit questions. A scoring guideline would then be developed by the Board Members. The questions and scoring guideline would then be reduced to writing in the same format as that used for entry-level interviews.

ORAL INTERVIEW SCORING GUIDELINE

PART A

0

1. Numerous Jobs – No relationship to law enforcement - History of being fired – Never had a job
2. GED – Did not graduate from high school – Overeducated
3. Only of personal benefit – Trivial
4. Just a whim – feeling of power – Others will look up to you – Does not understand position
5. Has no idea what police work is about – No sense of personal conviction
6. Unrealistic expectations – Immature view of police work
7. Neurotic – Does not deal with stress – Cannot identify stress
8. Really has to think – Struggles to answer – Answers are superficial and of very personal/selfish nature
9. Cannot work under those conditions – Shallow – Has obviously not thought about this in depth
10. Needs to be told every move – Views supervision as incompetent or the enemy – Disrespect for authority
11. Sees no benefit in discipline – Views work place as adversarial
12. Multiple episodes of severe discipline – Sees no benefit in discipline – View work place as adversarial
13. Believes this is acceptable behavior or none of his business
14. Believes he would get in trouble – Fired – No raise – Black balled – Not promoted – Feels these people are above the law – This is acceptable behavior
15. Has no outside interest – Activity in direct conflict with departmental or professional interest

5

1. Similar profession – Steady employment – logical career progress
2. College degree in criminal justice – Numerous law enforcement schools and training
3. Long term – Great personal sacrifice – Had major impact
4. Life-long desire – Excitement – Catching bad guys – Helping people – Meaningful to our way of life – Important
5. Provide service to the community as directed – Has clear understanding of this – Strong personal commitment
6. Enthusiastic – Realistic view of police work – Looking for challenge
7. Demonstrates ability to identify and manage stress – Indicates a healthy attitude towards stress
8. Knows what his/her values are – They indicate strong character and moral fiber – Displays genuine sincerity thoughtfulness
9. Has actually done it – Articulates clear understanding of the necessity – Articulates the discussion with family
10. Indicates high level of self-motivation – Feel they do not need close supervision, but would always seek a supervisor when in question – Views supervision as important part of the team

11. Accepts discipline as part of the learning process – Understands discipline to be necessary for effective management
12. Honest answer – Readily accepts constructive criticism
13. Readily recognizes this to be stealing; confront officer and contact his supervisor
14. Recognizes this to be extraordinary volatile political situation – If he's arrested, potential problems or embarrassment to the City If he does not arrest, another set of problems – Sees the big picture
14. Has outside interests – Not consumed by work – Views outside interests as means of relaxing and coping with stress – Activity would not conflict with departmental or professional interests

ORAL INTERVIEW SCORING GUIDELINE

PART B

1

JUDGMENT

Makes rash decisions on basis of emotional and/or prejudicial biases; does not respond appropriately to the situation; unrealistic, confused analysis of situation: Indecisive to point of being incapable of action. Frequent moves, job changes, etc., which are seen as consistent examples of poor judgment.

ORAL COMMUNICATION SKILLS

Unable to convey ideas or understand questions adequately. Serious speech impediment; difficulty in forming sentences; response often did not answer the question asked (confused or illogical responses); poor eye contact; distracting gestures; overly lengthy responses dwelling on immaterial details; or responses too brief to communicate necessary information.

COMMAND PRESENCE

Appeared weak or passive; nervous mannerisms throughout the interview; unkempt; poor posture; uninteresting. Seems insincere and questionable in answers in a significant portion of the interview.

MATURITY

Problems in getting along with people have been abnormally numerous or serious; unduly sensitive, easily hurt; inconsiderate of feelings of others; unable to recognize own weaknesses: rationalizes; little self-control; subject to emotionalism in face of conflicting opinions.

MOTIVATION AND GENERAL ATTITUDE TOWARDS POLICE WORK

Minimal motivation for police work; only interest is in job security or "getting a job," unrealistic idea of police work, not adaptable to reality; little indication of long-term goals.

5

Demonstrates the ability to analyze and respond to situation problems without being limited by timidity or social bias; show imagination and resourcefulness in responding to situations, problems; is able to accurately evaluate all information and is willing to make decision and/or take action in a timely manner.

Clear and logical expression of ideas without confusion or disorganization; understandable vocabulary, proper grammatical usage; relevant responses; appropriate use of gestures, and is able and willing to converse freely enough for appropriate exchange of information.

Appears composed and self-confident; speaks sincerely; impressive demeanor; neatly dressed in suitable clothing. Inspires confidence and interest in what he/she is saying.

Has gotten along well with others; when others created problems, took appropriate actions; active in volunteer group activities. Stable work history, demonstrates awareness of career needs. Able to accept advice and constructive criticism and improve own performance. Sometimes performs more than is asked or required.

Really wants the job; understands the unexciting and unglamorous parts of it; indicates interest in police work as a constructive social service career; aware of the demands and social issues currently important to police work. Seems willing to work hard enough to make it.

RATING ERRORS

When people evaluate the performance of others, errors can creep into the process. Described below are six types of rating errors.

First Impression Effect - This error evidences itself when a candidate does very well at the beginning of the process (i.e., exercise, question, etc.), but then "poops out." The evaluator observing this candidate may become so impressed with that early behavior that a high rating is given, even though the total behavior warranted a lower rating. Related to this rating error is the **Last Impression** or **Recency** effect where behavior occurring at the end of the process, good or bad, is given undue weight by not taking into consideration the total behavior.

Halo Effect - This error evidences itself in the tendency to allow a candidate's performance on one dimension to influence the rating on all the other dimensions, even when there is little evidence for such ratings on those other dimensions. It is important that evaluators try to keep the dimensions as distinct as possible. For example, a candidate may show a great deal of effective written communication skill, but this does not necessarily imply an equal amount of decision making, problem analysis, or judgment skills. Some of the dimensions are closely related, of course, and skill in one area often goes along with skill in another. Nevertheless, careful attention to the amount of actual behavior justifying a rating will help to avoid this type of rating error.

Leniency Effect - This error evidences itself in the tendency to be an "easy" evaluator. It is often less offensive to be generous than it is to make objective, but lower, ratings. Conversely there is also the tendency, among a fewer number of evaluators, to be excessively and unjustifiably harsh. The key is to focus attention on the behavior observed in the process.

Central Tendency Effect - This error evidences itself in the predisposition to "play it safe" by avoiding the use of extreme ratings, even when they are called for and justified. Sometimes evaluators fail to assign a 1 or a 5 on the assumption that no candidate could be that bad or good. However, it is very important to make fair distinctions among the candidates, and the full range of scores should therefore be utilized.

Contrast Effect - This error evidences itself when a particular candidate's evaluation is influenced by the evaluation of the preceding candidate. For example, when two candidates are rated consecutively who are quite far apart due to the differences between them, an average candidate can appear excessively good or excessively bad in contrast to the other very "low" or very "high" candidate, respectively. Once again, the key is to focus upon the actual amount and nature of the behavior observed.

Similar-To-Me Effect - This error, also known as the Similarity effect, evidences itself when candidates remind you of your own approach to situations thereby resulting in higher ratings than are justified. The reverse situation can also occur, resulting in lower ratings than the actual

behavior would dictate. Here it is important to remember that the evaluator is not the one being evaluated, and the candidate is not the evaluator.

It should be realized that the rating errors described above may influence evaluator evaluations. This does not mean that they automatically will have some impact. Awareness of the types of rating errors, which may occur, however; is an important step in reducing their potential effects.

PROMOTIONS - NON-EXEMPT

Lieutenants and Sergeants Examination

In order to compete for the position of Police Sergeant, police officers must have a minimum of three years experience as a police officer and be presently employed by the Springdale Police Department. Past law enforcement experience with a federal, state, or local law enforcement agency applies. To be eligible for promotion to Lieutenant you must have attained the rank of Sergeant.

All procedures used in the promotional process will be job related and non-discriminatory. No numerical percentage (%) weight is assigned to any part of the promotional process. The system of ranking eligible employees on a list is done to pass a candidate on to the next part of the promotional process. That is, the written test may eliminate a person from consideration with a score of less than this 70% is to be determined prior to the time of the promotional process. If an assessment center is used, the candidates are ranked based on overall score determined by the assessors. Oral interviews rank the candidate based upon the overall scores of the interview. The three eligible standing highest on the promotional eligibility lists are certified to the Chief of Police who shall appoint one of the three. Promotional decisions may in part be based on the following: written examination score; job related experience; evaluation of promotional potential; oral/medical examinations; sick leave and disciplinary records; education; assessment center evaluation; oral interviews; and psychological evaluation.

Announcing Promotional Opportunities

When vacancies exist for Sergeant and/or Lieutenant and a decision is made to fill the vacancy, a written announcement will be provided to all employees eligible for promotion to this position. The written announcement will contain the following, at a minimum:

- ◆ a description of the position and/or job classification for which the vacancy exists;
- ◆ a description of eligibility requirements;
- ◆ a description of the process to be used in selecting personnel for the vacancy; and
- ◆ a schedule of dates, times and locations of all elements of the process or that a schedule will follow as soon as the number of candidates are determined.

This promotional announcement shall be as detailed as possible.

Written Examination

The written examination is administered by the City Personnel Officer. When a written test is utilized, an updated test bibliography (when provided by the vendor) is to be provided to each candidate listing reading materials used as a source of questions and is to be carried out by the City Personnel Officer or his designate.

Psychological Evaluation

A psychological evaluation designed to assess the emotional stability and psychological fitness of each candidate will be administered by using valid, useful and non-discriminatory procedures. The psychologist's final report will identify the strengths and weaknesses of each candidate as well as recommending suitability of the candidate for promotion. The psychologist may be requested to rank the candidates based on their testing and evaluations.

Assessment Center

The assessment center is a comprehensive, standardized program in which participants are systematically observed over one or two days and evaluated for promotional purposes. The Personnel Department will identify an assessment center, which is subject to review by the Chief of Police. At this time, the Chief of Police may interview the assessors and make recommendations for approval or disapproval to the Personnel Director.

To be selected as an assessment center, the following criteria must be met:

- ◆ measures dimensions, attributes, characteristics, qualities, skills, abilities, or knowledge specified in a written job analysis;
- ◆ uses multiple assessors who are thoroughly trained prior to participating in a center;
- ◆ uses techniques designed to provide information which is used in evaluating the dimensions, attributes, or qualities previously determined;
- ◆ uses multiple assessment techniques, one of which is a simulation;
- ◆ uses simulation exercises that have been pre-tested prior to use to ensure that the techniques provide reliable, objective, and relevant information and that the exercises are job related;
- ◆ bases judgments resulting in an outcome on pooled information from assessors and techniques;
- ◆ bases overall evaluation of behavior made by assessors at a separate time from observation of behavior during the exercises;
- ◆ announces the dimensions to be evaluated in a written directive;
- ◆ uses a form or forms to record and document the observations of assessors at each stage of the process; and
- ◆ provides participants, upon request with written rationale and information concerning the dimensions, ratings, and recommendations of the center.

The assessment center shall be utilized at the discretion of the Chief of Police.

Oral Interviews

The oral interview is to be conducted by the Chief of Police, the City Manager and any other person(s) designated by the Chief. The interview is to be conducted in a standardized manner in

order to be effective and impartial. The same questions are to be asked of each candidate and the interviewers may ask to clarify or expound on his/her answer.

Scoring

No numerical score or percentage is assigned to any part of the promotional process. The written examination score may eliminate a person from consideration with a score below 70%.

Eligibility List

The duration of promotional eligibility lists shall be one year from the date an employee is appointed to the vacancy. The City Manager may certify the eligibility list for an additional one year for a total of two years.

The City Personnel Officer shall provide written certification to the Chief of Police listing eligible employees.

Selection of the most qualified candidate(s) shall be from the first three on the list. A written explanation in the form of a personnel order shall be distributed to all members giving the reason for appointment of an employee to a vacancy.

Selection

The Chief of Police will make a recommendation of a candidate for promotion following the completion of the battery of tests to be administered. The City Manager retains the final decision of all candidates recommended by the Chief of Police.

Probationary Period

The probationary period is regarded as an integral part of the overall examination process. It is a period used by the Chief of Police to closely observe the employee's work, for securing the most effective adjustment of a new employee to the position, and for rejecting or separating from City service any employee whose performance does not meet the required standards.

A promotion shall be treated the same as a new appointment insofar as it is necessary to pass a probationary period. If the promoted employee does not complete the probationary period successfully, the person may be reinstated in his/her former position if a vacancy in that position exists. If a vacancy does not exist, the City will make an effort to make the employee in a comparable position. The probationary period shall be for a period of one year from the date of appointment.

Review and Appeal Process

All candidates are permitted to review and appeal adverse decisions concerning their eligibility for appointment to promotional vacancies.

Procedures for review and appeal of adverse decisions are as follows:

1. All candidates are permitted to review their own written tests and the answer key to any written examinations given for promotional purposes.
2. All candidates shall be permitted to review their own written results of scored elements used in the promotional process.
3. Any member eligible to take a promotional test, including those who failed to meet eligibility or be promoted in a previous promotional process, shall be eligible for application, testing and evaluation.
4. Appeals of adverse decisions shall be made pursuant to General Order 25.1.

Chief of Police – Selection Process

The selection process for appointment to the position of Chief of Police will be under those guidelines chosen by the City Personnel Officer and the City Manager. They will be responsible for the appointment.

SUMMARIES

Police Officer - Selection Process

The selection process consists of nine individual steps. A candidate will be required to successfully complete each step of the process prior to being placed on the final eligibility list. After each possible elimination point, the candidate will be notified as to whether he/she has passed or failed and will receive any necessary instructions for the next step.

1. Timely Submission of a Preliminary Application

2. A Written Examination

All applicants must successfully complete a written examination. The written examination will be administered at a specified location. A score of seventy percent (70%) is required to achieve a minimum passing grade and proceed to the next step in the process.

3. Oral Interview Board

Applicants who finish in the top twenty-five (25) places and who achieve a score of seventy percent (70%) on the written examination will receive notification to appear for a first oral interview. The Board consists of Police Department personnel and the City Personnel Director. A minimum score of seventy (70%) percent is required to achieve a passing grade.

4. Background Investigation

A background investigation of eligible candidates will be conducted prior to appointment to probationary status. At a minimum, the investigation will include:

- A. Verification of candidate's qualifying credentials
- B. A review of the candidate's criminal record, if any
- C. An interview with at least three personal references of the candidate
- D. Verification of candidate's previous employment history

5. Pre-offer Polygraph Examination

The polygraph results will not be the single determinant of employment status. The polygraph is only an investigative aid, which will be used together with other information to support decisions relevant to employment status.

The following is a list of areas from which the polygraph questions will be drawn:

- ◆ Personal identity
- ◆ Record of arrest
- ◆ Commission of crimes
- ◆ Drug usage
- ◆ Employment history
- ◆ Financial history
- ◆ Incidents involving weapons
- ◆ Responses given in the City's employment application
- ◆ Responses given in the applicant personal history questionnaire.

6. A Psychological Examination.

A psychological examination designed to assess the emotional stability and psychological fitness of each candidate will be conducted after a conditional offer of employment, but prior to actual appointment to probationary status.

7. The top candidate will be interviewed and receive a conditional offer of employment prior to participation in the last two phases of testing.

8. Post-offer Polygraph Examination

A post-offer polygraph examination will be conducted reviewing the areas listed in Question No.5 and alcohol use.

9. Medical Examination

A medical examination of each candidate will be conducted after a conditional offer of employment, but prior to actual appointment to probationary status. This examination is to identify any medical problems that might inhibit work performance, shorten a career or contribute to work-related disabilities. **A drug screen will be included in this examination.**

Sergeants and Lieutenants - Selection Process

In order to compete for the position of Police Sergeant, police officers must have a minimum of three years experience as a police officer and be presently employed by the Springdale Police Department. Past law enforcement experience with a federal, state, or local law enforcement agency applies. To be eligible for promotion to Lieutenant, you must have attained the rank of Sergeant.

A numerical weight (%) need not be placed or assigned to any part of the promotional process. The tests include: written examination; oral interview; assessment center; and psychological evaluation.

1. Written Examination

If a written examination is used and so specified, a score of below 70% may eliminate a candidate from eligibility. A test bibliography (if provided by the vendor) listing reading materials is to be provided to all candidates pertaining to the questions to be used on the exam.

2. Oral Interview

Oral interviews are conducted by the Chief of Police, the City Manager and any other person(s) designated by the Chief. The interview is to be conducted in a standardized manner in order to be effective and impartial. The same questions are asked of each candidate; however, the interviewers may ask candidates to clarify or expound on their answers.

3. Assessment Center

If an assessment center is used, each candidate will participate in a series of exercises and they are systematically observed over one or two days and evaluated. These exercises are used to assess the individual candidate's ability to exercise effective supervision; to process, analyze and comment on information and data; to interact effectively with other people; to demonstrate sound judgment and common sense; and to exercise effective leadership, etc.

4. Psychological Evaluation

The psychological evaluation is designed to assess the emotional stability and psychological fitness of each for promotional purposes. Selection of candidates shall be from the top three on the list. No promotion is permanent until the appointee has satisfactorily passes the one-year probationary period.

Chief of Police - Selection Process

The selection process for appointment to the position of Chief of Police will be under those guidelines chosen by the City Personnel Officer and the City Manager. They will be responsible for the appointment.

APPLICANT INFORMATION

A challenging and rewarding career is waiting for you with the Springdale Police Department.

The City of Springdale is accepting applications for the position of Police Officer. The Springdale Police Department is Ohio Collaborative law enforcement agency with a tradition of service excellence. We serve a growing, progressive community situated in the southern portion of Medina County, Ohio. The community has a residential population of approximately 23,500 with a diverse residential and commercial base.

SALARY AND BENEFITS

The successful candidate will receive salary and benefits that compare favorably with those offered in business or industry. The beginning salary of a Springdale Police Officer is \$ per hour. Pay may be negotiable based upon experience and prior pay received. Officers receive paid vacations, holiday pay and an opportunity to earn compensatory time and overtime, as well as sick leave.

Additional Benefits Include:

- Hospitalization and medical insurance
- Prescription program
- Dental coverage
- Group life insurance
- Workers Compensation protection
- Tuition reimbursement program (after one year)
- Deferred compensation program

***The City of Springdale is an Equal Opportunity Employer,
Women and Minorities are encouraged to apply.***

155 W. Spring Valley Rd. • Springdale, Ohio 45458-3765 • (888) 512-6521