



California State University, Los Angeles
Department of Public Safety

NUMBER: I-31 APPROVED: _____
Joseph Curreri, Chief of Police

EFFECTIVE: April 19,2012

SUPERSEDES: 5/1/2010 Reviewed/Revised: April 19,2012

SUBJECT: **Recruitment, Selection, and Promotion**

I. PURPOSE:

To establish procedures and clarify responsibilities for the Department's recruitment, selection and promotional processes.

II. POLICY:

This Department will in its recruitment and selection processes, identify and employ the best candidates available. Emphasis on recruitment and selection of quality applicants, in full compliance with the law, should yield benefits in terms of a lower rate of personnel turnover, fewer disciplinary problems, higher morale, better community relations, and more efficient and effective services.

Promotion is the process of selecting the supervisors and managers who will shape the future of the Department. Every promotional process conducted by this Department will be administered fairly and impartially, utilizing testing and evaluation mechanisms, which evaluate past performance as well as future potential through the use of job-related criteria.

III. DEFINITIONS:

- A. Candidates. Persons seeking employment who have completed a formal application.
- B. Equal Employment Opportunity. The provision of equitable opportunities for employment for employment and conditions of employment to all employees regardless of race, color, age, sex, religion, national origin, or physical impairment.
- C. Formal Application. A written form used to express interest in employment and to request information on a person's basic occupational qualifications, work experience, educational background, training, and special skills or abilities.
- D. Permanent Status. The period of employment in a position following the completion of a probationary period.
- E. Probationary Period. A phase of the selection or promotional process represented by some form of conditional employment.
- F. Recruitment Activities. A systematic method of seeking potentially qualified job applicants.

- G. Recruitment/Basic/Entry-Level Training. The orientation of new officers to their jobs and the development of basic law enforcement skills.
- H. Recruitment Literature. Written materials or brochures designed to attract qualified applicants for jobs.
- I. Selection Criteria. Rules, standards, procedures, or directives upon which a judgement or decision concerning employment can be used.
- J. Selection Materials. All written tests, test scores, answer sheets, study materials, evaluations, ratings, questionnaires, reports, and forms used in the selection process that have a bearing upon the employment decision.
- K. Selection Procedure. Any established method or combination of methods used in any way as the basis for an employment decision.
- L. Selection Process. The combined effect of components and procedures leading to the final employment decision.

IV. PROCEDURES:

A. Recruitment.

1. Responsibilities

- a. While the ultimate responsibility for recruitment rests with the University's Human Resource Department, this agency will actively conduct and participate in its recruitment processes.
- b. A Command Officer or other manager (MPP) assigned by the Chief of Police will be the primary liaison with Human Resources on recruitment issues and be a member of the review panel. The Command Officer will review position announcements and assist in the formulation of the process.
- c. As a Command Officer is assigned the responsibilities for recruitment activities, he/she is required to be knowledgeable in personnel matters, especially equal opportunity as it affects the management and operations of the agency. Part of the process for the review board includes a presentation on equity and diversity by a Human Resource Management representative.

2. Recruitment and Equal Employment Opportunity Plans

- a. Recruitment steps will be directed towards the goal of approximating within the sworn ranks of the Department the demographic composition of the University community.
- b. This Department has a recruitment plan for sworn personnel.
 - 1) A statement of objectives:
 - Recruit minorities and women in proportion to service population.
 - Select best-qualified candidates based on established professional standards, considering needs of the agency and qualifications of applicant.

- Maintain standards that meet or exceed California Police Officer Standards and Training (P.O.S.T.).
- 2) A plan of action designed to achieve these objectives:
- Job Announcements shall be distributed to diverse groups and available via the Cal State L.A. web site.
 - At the completion of each recruitment, a justification for the selection(s) made and an analysis of the process shall be conducted in writing via forms provided by Human Resource Management.
 - The Human Resource Management Department will:
 - independently review gender and minority factors of interview pool before interviews are conducted;
 - provide training on equity and diversity to the members of the hiring committee before interviews are conducted; and
 - review all recruitment process materials.
 - Included in all job announcements shall be:
 - Basic P.O.S.T. requirements; and
 - Any specialized or “preferred” skills, knowledge, abilities, or qualifications.
- 3) Procedures to periodically evaluate the progress toward attainment of the objectives and to revise and reissue the plan:
- a) The Recruitment Plan objectives shall be reviewed on an on-going basis.
 - b) The written directive on recruitment, with the Plan, shall be reviewed formally and reissued, if necessary, every three years.
- 4) This Department also has the following Equal Employment Opportunity Plan, which is intended to ensure equal opportunities for minorities and women.
- a) It is agency policy that all individuals shall be given equal opportunity for employment, regardless of race, sex, creed, color, age, religion, national origin, or physical impairment.
 - b) The procedure for filing complaints relating to equal employment opportunities (EEO).
 - A complaint may be filed at any step of a recruitment process directly with a member of the review panel or Human Resource Management.
 - The complainant will be encouraged to file the substance of the allegation in writing, but it is not required.
 - Any complaint received will be forwarded to the Equity and Diversity coordinator in the Human Resource Management Department for investigation and follow-up as an independent process review.
 - c) To ensure equal opportunity is a reality, the department will:
 - advertise as an “Equal Opportunity Employer;”
 - advertise open positions on the Cal State L.A. web site; and

- provide applications through the Human Resource Management Department.

5. Job Announcements and Publicity

- a. This Department's job announcements and recruitment notices for entry level sworn personnel will:
 - 1) Provide a description of the duties, responsibilities, requisite skills, educational level, and other minimum qualifications or requirements;
 - 2) Advertise entry-level job vacancies through use of the University web-page, printed fliers and classified advertisements;
 - 3) Advertise this Department as an equal opportunity employer; and
 - 4) Advertise official application filing deadlines.
- b. This Department will attempt to seek a broader dissemination and greater exposure of recruitment information, by distributing fliers at:
 - 1) All area police academies;
 - 2) The Criminal Justice Department on campus;
 - 3) Women's organizations; and
 - 4) Job fairs.
- c. During the recruitment process the Department or the Department of Human Resources will maintain contact with applicants for sworn positions from initial application to final employment disposition.
 - 1) All phases of the process will be expedited as much as possible to ensure the Department does not lose qualified candidates.
 - 2) At the completion of each phase, those candidates who pass will be immediately contacted and have an appointment set for the next phase.
- d. Applications for sworn positions will not be rejected for minor omissions or deficiencies that can be corrected prior to the testing or interview process.

B. Selection.

1. All elements for the selection process for positions within this Department will use only those rating criteria or minimum qualifications that are job related.
2. All elements for the selection process for all positions will be administered, scored, evaluated, and interpreted in a uniform manner.

3. At the time of their formal application, candidates for all positions will be informed, in writing, of:
 - a. All elements of the selection process;
 - b. The expected duration of the selection process; and
 - c. This department's policy on reapplication.
4. Candidates for positions who are determined to be ineligible for appointment shall be informed in writing by Human Resources.
5. The elements of the selection process for non-sworn personnel shall include:
 - a. Screening of applications to determine applicant meets minimal qualifications.
 - b. Written testing, if any, will be conducted in coordination with HRM.
 - c. Oral interview by the supervisor, the hiring authority manager, or a selection committee approved through Human Resources Management and the Chief of Police.
 - d. Background check of at least three references.
 - e. Live Scan fingerprinting for criminal history will be conducted prior to appointment.
 - f. If it is a Dispatcher position, the applicant must successfully complete:
 - 1) a POST required background;
 - 2) a medical examination; and
 - 3) a psychological examination.Note: After successful completion of the background investigation a conditional offer of employment will be made. The offer of employment will be on the condition the candidate successfully completes the psychological and medical physical examinations.
6. The elements of the selection process for sworn personnel shall be as follows:
 - a. Screening of Applications
 - 1) Minimum qualifications include high school diploma/GED, U.S. citizenship, 18 years of age, and a California Driver's License.
 - 2) Preference will be given to college level courses or diploma, previous law enforcement experience, and/or graduation from a P.O.S.T. basic academy.
 - b. Physical Agility Test
 - 1) The test will consist of the current POST and CSU approved course.
 - 2) All elements will be scored on a pass/fail basis.
 - c. Written Examination
 - 1) All candidates who have not completed a POST approved academy, will be required to pass a POST Entry-Level Law Enforcement Test Battery to determine reading and writing ability.
 - 2) The test will be facilitated by a member of this Department and will be scored by POST.

d. Oral Board Interview

- 1) The Chief shall appoint an Oral Board to interview qualified candidates. The Board shall be composed of from 3 to 5 members, and the majority may not be employed in the Department of Public Safety.
- 2) Candidates will be required to respond to a predetermined set of interview questions that are asked of all candidates.
- 3) The panel will forward to the Chief the names of a predetermined number of candidates for further consideration. A minimum of three names will be forwarded for a single opening.

e. Chief's Interview

- 1) Candidates will be interviewed by the Chief of Police utilizing a uniform set of predetermined questions.
- 2) Candidates forwarded for further consideration will be given a background package to complete and will be photographed and fingerprinted for DOJ clearance.

f. Background Investigation

- 1) A trained background investigator will conduct a thorough background investigation on each recommended candidate for a sworn position.
- 2) Applicants for all positions (sworn and non-sworn) prior to appointment to probationary status shall at a minimum have the following background actions conducted:
 - Verification of qualifying credentials (i.e., education, certifications);
 - A review of any criminal records (i.e., Livescan fingerprinting);
 - Verification of at least three personal references.
- 3) The applicants for sworn positions will be required to provide the following documentation to the background investigator:
 - Completed personal history statement;
 - Two notarized releases of liability;
 - Birth certificate;
 - Social Security Card;
 - Driver's License;
 - Proof of Auto Liability Insurance;
 - Name change paperwork;
 - Marriage certificate(s);
 - Divorce decree(s);
 - Documents related to litigation;
 - Credit history (sealed);
 - Bankruptcy records;
 - Proof of selective service registration;
 - Military discharge form DD214;

- High School Diploma/Proof of GED;
 - School transcripts (sealed);
 - POST certificates; and
 - Police Academy Diploma(s).
- 4) The background investigation will include:
- Active warrants check through NCIC and JDIC.
 - Fingerprints processed through DOJ.
 - Driver's license check.
 - Contact with all law enforcement agencies where the applicant has listed residency or previous employment for the past five years and request a records check.
 - Contact with basic training academy (where applicable) to determine if any disciplinary problems exist.
 - Contact with the last three employers, including current employer, to verify employment history and request an employment recommendation.
 - A credit history check.
 - A personal interview with the applicant's spouse or significant other.
 - A personal interview with two or more residential neighbors and at least three personal references.
 - Pursuit of any relevant information received from steps (1) through (9).
- g. Conditional Offer of Employment
- 1) After successful completion of the background investigation a conditional offer of employment will be made.
 - 2) The offer of employment will be on condition of successful completion of the psychological and medical physical examinations.
- h. Psychological Examination
- 1) Peace officers candidates shall be examined by a licensed professional to determine if they are free from job-relevant psychopathology, including personality disorders.
 - 2) The examination will consist of a minimum of two psychological tests and a clinical interview.
- i. Medical Examination
- 1) Peace officer candidates shall receive a medical suitability examination that is performed by a licensed physician.
 - 2) The medical examination shall in addition to testing general health also include a drug screening, and vision and hearing tests.

7. Oath of Office

- a. All police officers will be required to execute an oath of office.
- b. A copy shall be maintained in the officer's Personnel file.

- c. Individuals hired as Cadets, who are required to attend a basic academy, will be sworn in as Police Officers following their successful completion of training.
8. Probationary Period
 - a. All employees shall serve an initial probationary period of twelve (12) months of continuous full-time credited service.
 - b. Time required to complete the POST Basic Academy training or equivalent shall not be credited service for the completion of the probationary period.
9. Maintenance and Disposition of Selection Materials
 - a. Testing materials will be stored in the secured area of Human Resources when not being used and disposed of in manner that prevents disclosure of the information. Any written test will be administered by a Human Resource representative.
 - b. The physician conducting the test will maintain reports of the medical physical and psychological. A letter indicating that the test was administered and the results will be placed in the candidate's background file (retained as follows: non-appointed two years minimum; former employees five years; current employees for the duration of their appointment).
10. Records of candidates for positions determined to be ineligible for appointment.
 - a. Human Resources maintains the original copies of all applications in a secure archive. When a process is complete, all copies of applications of those not selected and in the possession of the University Police will be shredded.
 - b. The Chief of Police will maintain a record of each recruitment in a secure file for a minimum of two years. The file will include:
 - 1) A copy of the recruitment report forwarded to Human Resources;
 - 2) A listing of those candidates forwarded for by the committee to the Chief of Police;
 - 3) Interview forms and/or records related to the Chief's interview; and
 - 4) A record of those candidates selected for background processing.
11. Background packages on unsuccessful candidates will be sealed and maintained in the secure police department archives for a period of 5 years. Background information on appointed officers will be maintained in the department's personnel files as long as the person is employed.

C. Promotional Processes

1. The Chief of Police shall have the ultimate authority and responsibility for administering the department's role in the promotional process for sworn employees.
 - a. A Command Officer will facilitate promotional processes for positions below the rank of Lieutenant.
 - b. The Chief of Police may select to place a qualified person in the rank of Corporal or Sergeant on a temporary basis up to one year. At the end of a one year period or before, the Chief shall make the promotion permanent, if the employee has demonstrated the ability to perform the function.
2. Promotion to Corporal or Sergeant from within the bargaining unit on a campus shall be based on the abilities, qualifications and performance of an employee, at the sole discretion of the Chief of Police, and shall not require posting a new position.
3. Should a competitive process be instituted, the process will be designed and/or approved by the Chief of Police. Human Resources will review and approve all promotional processes before they are instituted.
4. When an opening occurs and a competitive process is selected, the Chief of Police will determine whether the opening will be advertised within the CSU only or outside the agency.
 - a. Lateral entry is permitted for corporal, sergeant, and lieutenant.
 - b. All positions will be advertised for a minimum of fourteen (14) days.
 - c. Posting of the official job announcement for sworn personnel promotions will occur 14 days prior to the process in the Briefing Room and Lunch Room, and/or through the campus website.
5. All promotional materials will be securely maintained in the office of the Chief of Police until the day of the process (access controlled by Chief).
6. The Chief of Police will post specifics on the promotional process after the advertisement period has closed.
7. The following are the phases utilized when promotional processes for sworn personnel are conducted:
 - a. Screening of applications to determine qualifications (promotional potential).
 - 1) All candidates for advertised openings must complete a University employment application. This includes both in-house and lateral entry candidates.

- 2) All applications will be screened by Human Resources and the assigned Command Officer to determine if the candidate meets the minimum qualifications for the position.
 - 3) If a large pool of candidates exists, only the candidates with the most desirable qualifications (experience, education, training) will be forwarded for interview.
- b. Panel Interview and Written Components.
- 1) The panel will be comprised of from 3 to 5 evaluators who will assess the candidates' suitability for promotion [not required for Command positions]. The majority of the panel members must be from outside the Department.
 - 2) The panel will evaluate the candidates' performance in several exercises, which may include written essay questions, oral presentations, behavioral interviews, group exercises, etc. (abbreviated assessment centers).
 - 3) The process will include uniform questions and rating scales and will assess a defined set of personal attributes. The process results will be recorded on a standardized form.
 - 4) The candidates will be evaluated on job-related criteria such as written communication skills, oral communication skills, decision making/problem solving, leadership ability, interpersonal skills, initiative, and job knowledge.
 - 5) At the conclusion of the interview, the panel will rank the candidates and will submit to the Chief of Police the names of the top three candidates.
- c. Chief's Interview
- 1) The Chief will interview the top three candidates utilizing a standardized list of questions.
 - 2) The Chief will evaluate the candidate's responses to the questions utilizing job-related criteria.
 - 3) The final determination as to who will be promoted rests with the Chief of Police.
8. All elements used to evaluate candidates for promotion in a process are job-related and nondiscriminatory.
- a. The processes are specifically designed to measure the skills, knowledge, abilities and traits needed to perform the job.
 - b. Prior to a process being instituted, Human Resources shall review all elements to certify job-relatedness and that they are nondiscriminatory.

9. Procedures for review and appeal of results of promotional elements.
 - a. All candidates have the right to review the results of the process with the Chief of Police or the individual who served as the facilitator of the process.
 - b. A candidate shall be allowed to review and appeal scores and evaluations related to their performance only.
 - c. Appeals may be reduced to writing and forwarded by the candidate to the Human Resource Department.

10. Because of the infrequency of promotional opportunities, eligibility lists will not usually be utilized.
 - a) A numerical weight will not be assigned to each eligibility component. A candidate is either eligible or not eligible for the process based on minimum qualifications established.
 - b) A new process will be instituted for additional openings that occur more than six months after a process.
 - c) Eligibility lists, if used, will consist of the ranking established by the interview panel. No other factors will be utilized (i.e., time in grade in current position has no bearing).
 - d) When one individual is selected from the top three for promotion, the next individual on the list will be considered in the top three for the next opening.

11. Any candidates not selected for promotion may reapply when there is another opening, and their application will be given due consideration.

12. Maintenance and Retention of Selection and Promotional Files
 - a. All records of selection and promotional processes will be forwarded to Human Resources and will be maintained in their secure files.
 - b. Eligibility lists from processes can only be maintained for six months from the date of the recruitment.
 - c. All completed processes will be maintained in the archive files at Human Resources and access is limited to these files.

14. In accordance with the SUPA Agreement, all sworn personnel are required to serve a 12-month probationary period. Management personnel, Command Officers, and the Chief of Police are subject to the management personnel policies which require no probationary period. Title 5, Section 42723(a), states that management employees serve at the pleasure of the appointing authority.

V. APPENDICES: None.