

*Keith Porch, Chief of Police*

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//K. Porch//

Date: \_\_\_\_\_

<b>GENERAL ORDER 31</b>
<b>RECRUITMENT AND SELECTION</b>
EFFECTIVE DATE: May 1, 2019
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**PURPOSE:** To establish Recruiting procedures ensuring equal employment opportunity (EEO) is afforded to all applicants and employees of the Mansfield Division of Police. To ensure procedures and practices used contribute to an efficient, effective, and fair selection process which are reflective of the available workforce in the community.

## **31.1 ADMINISTRATIVE PRACTICES & PROCEDURES**

### **31.1.1 RECRUITMENT PROGRAM**

The Mansfield Division of Police shall have a recruitment program to attract applicants for actual or forecasted Division vacancies. The goal shall be to compete with other employers for qualified applicants.

– **It shall be the policy of the Mansfield Division of Police to actively participate in the implementation of its recruitment program.**

– The authority and responsibility for administering the operation and direction of the recruitment program shall be the Chief of Police.

### **31.1.2 RECRUITMENT PROGRAM -- QUALIFICATIONS**

Those **individuals assigned to recruitment activities shall be knowledgeable in personnel matters, especially Equal Employment Opportunity/Affirmative Action**, as it effects the management and operations of the Division. Those assigned to the Recruitment Team must meet CALEA and Ohio Collaborative standards by taking a short quiz to ensure familiarity with current Divisional recruitment standards, testing procedures, and Equal Employment Opportunities.

The Mansfield Division of Police shall utilize the Division of Human Resources and other appropriate agencies at the state, county, and/or local government level to assist in the recruitment of law enforcement candidates.

## **31.2 EQUAL EMPLOYMENT OPPORTUNITY AND RECRUITMENT**

### **31.2.1 RECRUITMENT PLAN (LE1)**

The Police Division shall engage in positive recruitment efforts in an attempt to achieve the goal of an ethnic, racial, and gender workforce composition in the sworn ranks in approximate proportion to the makeup of the available workforce in the service community.

#### **A. Objectives:**

- To voluntarily comply with all aspects of the Federal Consent decree by seeking an increase of 5% minority contacts during future recruiting events.
- To increase minority interest in the position of sworn police officer to the extent that the composition of those persons applying for and taking the Civil Service entry-level test for Police Officer is equal to or greater than 5% of all applicants.
- To increase female interest in the position of sworn police officer to the extent that the composition of those persons applying for and taking the Civil Service entry-level test for Police Officer is equal to or greater than 5% of all applicants.
- To involve minority and female members of the Division of Police in recruitment efforts.
- To seek continuous improvement in the attainment of Objective(s) 2 and 3 as evidenced in an increased minority and female composition percentage each time the entrance examination is offered.

**B. In seeking to employ qualified ethnic minority members and women, the Division may conduct research, develop, and implement specialized minority and female recruitment methods.** These methods may include, but not necessarily be limited to:

- Application forms and related pre-employment inquiry forms that are in compliance with applicable federal, state, and local EEO laws;
- Job descriptions that are reviewed periodically to properly identify job-related, job requirements;
- Liaison with local minority community leaders to emphasize police sincerity and encourage referrals of minority applicants to the police agency;
- Continued involvement with the Minority Recruitment Committee;
- Active cooperation and utilization of the media as well as access to social media/internet capabilities in minority recruiting efforts;
- Periodic personal contact with the minority or female applicant from initial application to final determination of employment;

- Increased overall recruitment efforts with special attention to inner-city neighborhoods and college campuses;
  - Conduct Recruitment activities outside of the agency’s jurisdiction;
  - 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;
  - Utilize agency personnel whom are women or minorities in the recruitment process;
  - Public relations and other materials of the department will depict the minority and female sworn officers currently employed by the division;
  - Becoming involved with and providing notification to local minority organizations, women's organizations, community action groups, and community service programs, at the time of recruitment;
  - All officers within the division will be kept informed of civil service application and testing activities so that each officer can promote and encourage minority and female applicants during their day-to-day interaction with the community.
- C. The Deputy Chief or his/her designee will be responsible for the administration of the Division’s Recruitment Plan and the triennial evaluation.

**31.2.2 ANALYSIS OF RECRUITMENT PLAN**

An Analysis, which is reviewed by the Chief of Police, of the Division's Recruitment Plan shall be performed annually in order to:

- A. Determine the degree to which the objectives have been achieved; and
- B. make any revisions needed to the plan.
- C. review demographic data of sworn personnel

**31.2.3 EQUAL EMPLOYMENT OPPORTUNITY PLAN**

The Division adheres to the City of Mansfield, Ohio Equal Employment Opportunity (EEO) and Affirmative Action (AA) plan and policies. (See Appendix A)

**31.3 JOB ANNOUNCEMENTS AND PUBLICITY**

**31.3.1 EMPLOYMENT ANNOUNCEMENT CONTENTS**

- A. All Division **job vacancy announcements** shall provide a description of the duties, responsibilities, requisite skills, educational level, and physical requirements for the position(s) to be filled.
- B. All **entry-level job vacancies** shall be advertised through the mass and electronic media and/or other sources in conjunction with EEO guidelines and the Division's Affirmative Action Program.
- C. All City of Mansfield applications and Division of police recruitment advertisements will advertise the agency as an **equal opportunity employer**.
- D. Any official **filing deadline** shall be boldly indicated on employment announcements and recruitment advertisements.

### **31.3.2 RECRUITMENT ASSISTANCE – COMMUNITY SERVICE ORGANIZATIONS**

A community outreach effort and partnership shall be integrated into the law enforcement personnel recruitment program to include, but not limited to, recruitment assistance, referrals and advice from **community organizations, faith based organizations and civic leaders**.

In order to achieve broader dissemination and greater exposure of recruitment information, the Division of Human Resources shall disseminate job vacancy announcements for posting and circulation within community organizations that may be in contact with individuals who are prospective candidates for recruitment as well as Divisional social media resources and internet websites.

### **31.3.3 DIVISION CONTACT WITH APPLICANT**

**Contact is maintained** with applicants for all positions from initial application to final employment disposition.

## **31.4. PROFESSIONAL AND LEGAL REQUIRMENTS**

### **31.4.1 SELECTION PROCESS COMPONENTS (LE1)**

The Division via the Human Resource Department has written directives describing all elements and activities of the selection process for full-time and part-time personnel. These directives are coordinated by the City of Mansfield Human Resources Division and are found in the City's Procedural Documents.

The selection process for sworn personnel is broken down into 10 components; the application, written examination, physical assessment, background investigation, polygraph examination, structured panel interview, conditional offer of employment, psychological evaluation, medical evaluation, and probationary appointment.

### **31.4.2 JOB RELATED REQUIREMENTS**

All elements of the selection process for sworn personnel, as described within the City of Mansfield Procedural Documents, shall use only those rating criteria or minimum qualifications that are job-related.

### **31.4.3 SELECTION PROCESS UNIFORMITY**

All elements of the selection process for personnel, as described in the City of Mansfield Procedural Documents, shall be administered, scored, evaluated, and interpreted in a uniform manner.

#### **31.4.4 SELECTION PROCESS INFORMATION**

At the time of their formal application, candidates for positions shall be informed, in writing, of:

- A. All **elements of the selection process**.
- B. The expected **duration of the selection process**.
- C. The Division's **policy on reapplication**.

#### **31.4.5 SELECTION INELIGIBILITY NOTIFICATION**

Candidates for positions determined to be ineligible for appointment shall be informed of their status in writing.

#### **31.4.6 CANDIDATE RECORDS DISPOSITION**

- A. All records of candidates including those not appointed to probationary status shall be maintained to ensure continuing research, independent evaluation, and defense against lawsuits, in accordance with federal, state, local law, and the Records Retention Schedule.
- B. Selection materials shall be stored in a secure area when not being used and shall be disposed of in a manner that prevents disclosure of the information within, in accordance with the Records Retention Schedule.
- C. Background investigation records will be retained by the City of Mansfield Division of Human Resources in accordance with federal, state, and local law and the Records Retention Schedule.
- D. Records of each candidate's background investigation shall be maintained by the Division of Human Resources in accordance with federal, state, local law, and the Records Retention Schedule. Results of the medical examination, emotional stability and psychological fitness examinations shall be maintained by the City of Mansfield Division of Human Resources in accordance with federal, state, local law and the Records Retention Schedule.

### **31.5 ADMINISTRATIVE PRACTICES AND PROCEDURES**

#### **31.5.1 BACKGROUND INVESTIGATION & RECORD CHECK (LE1)**

The Division shall conduct a **background investigation** of each candidate for a position prior to appointment to probationary status including but not limited to:

- A. **Verification of qualifying credentials;**
- B. a **criminal records check and review of any associated records;**
- C. verification of at least three **personal and professional references;**
- D. **verification of education;**

E. **verification of employment history; and**

F. **a review of national or state decertification resources**, such as the National Decertification Index, if available.

### **31.5.2 BACKGROUND PERSONNEL TRAINING**

Personnel used to conduct background investigations shall be trained in the collection of required information.

### **31.5.3 TRUTH VERIFICATION**

Prior to any examination used for the detection of deception, candidates shall be provided with a list of areas from which questions will be drawn.

### **31.5.4 TRUTH VERIFICATION/DECEPTION EXAMINER QUALIFICATIONS**

The Division of Police uses a polygraph and/or Computerized Voice Stress Analysis (CVSA) examination as part of the selection process for the purpose of detecting deception.

- Any member of the agency or contract employees who conduct such examinations shall be trained in the appropriate use of the instrument.

### **31.5.5 TRUTH VERIFICATION/DECEPTION TEST RESULTS**

The results of any examination used for the detection of deception shall not be used as the single determinant of employment status.

### **31.5.6 MEDICAL EXAMINATIONS**

A job-related **medical examination** shall be conducted, prior to appointment for a sworn position.

- Results of the medical examination shall be maintained by the City of Mansfield Human Resource Department in accordance with federal, state, local law and the Records Retention Schedule.

### **31.5.7 EMOTIONAL STABILITY/PSYCHOLOGICAL FITNESS EVALUATION (LE1)**

An **emotional stability** and **psychological fitness examination** of each candidate for a sworn position shall be conducted and assessed by a qualified professional prior to appointment.

- Results of emotional stability and psychological fitness examinations shall be maintained by the City of Mansfield Human Resource Department in accordance with federal, state, local law and the Records Retention Schedule.

### **31.5.8 PROBATIONARY PERIODS**

Upon appointment, sworn personnel shall serve at least a one-year probationary period.

**CROSS REFERENCE TO STANDARDS AND POLICIES:** General Order 21

**CROSS REFERENCE TO FORMS:** City Police Officer Selection Process Summary Description, Comprehensive Plan – Equal Employment Opportunity Plan, Affirmative Action Plan, Recruitment and Selection Process; Records Retention Schedule, Civil Service Rules, and the Ohio Collaborative Standard 8.2015.2 Recruitment and Hiring.

## APPENDIX A

### AFFIRMATIVE ACTION PROGRAM FOR MINORITIES AND WOMEN OF THE CITY OF MANSFIELD, OHIO

Program approved by:

//signed// \_\_\_\_\_  
, Mayor

Date Approved: January 1, 2011

**NOTE:** *Selected portions of the plan are presented here. For a full copy of the plan, contact the Human Resource Officer.*

## PREFACE

As a signatory or cosignatory of grant applications, The City of Mansfield is interested in maintaining compliance with all applicable federal and state requirements concerning nondiscrimination in hiring, promotion, and retention. This voluntary affirmative action plan has been assembled with that goal in mind.

## THE GOAL OF THIS PLAN

By definition, a voluntary affirmative action plan is intended to be a confidential self-assessment. The reason for this is that public criticism, whether from interests groups, the press, or the electorate, tends to chill corrective action at a time when such action should be taken, and such public scrutiny can actually undermine and delay the realization of affirmative action goals.

## PART 1 - INTRODUCTION

This Affirmative Action Plan for Minorities and Women has been prepared on behalf of the City of Mansfield, a governmental services agency. The City of Mansfield believes that Exemption Nos. 3 and 4 of the Freedom of Information Act protect the information in the Affirmative Action Plan from mandatory disclosure to requesters; therefore, the provisions of the Freedom of Information Act (5USC Section 552, et seq) are not applicable.

Because of this, ORC 149.43 does not apply to this document and it is not a “public record.”



Further, because of the declared confidential nature of this information, and its statutory status as exempt from disclosure, no present or former public official of the City of Mansfield may disclose the contents of this plan, outside of the confines of Mansfield City government, without potentially violating ORC 102.03 (B) of the Ethics Laws of the State of Ohio.

Under ORC 102.99, a violation of ORC 102.03 is a first degree misdemeanor.

Questions concerning the application of 5 USC Section 552, ORC 149.43 or ORC 102.03 (B) to any particular set of facts should be addressed to the City Law Director.

### **PART 3 - STATEMENT OF EMPLOYMENT POLICY**

In our efforts to develop our affirmative action program, we hereby reaffirm and formalize our commitment to the principle of equal employment opportunity.

The City's policy is to ensure equal employment opportunity for all without regard to race, color, religion, sex, national origin, age, handicap, veteran status, or any other non-job related characteristic. While this document cannot be considered an employment contract between the City and its employees, we view the principle of equal employment opportunity as a vital element in the employment process and as a hallmark of good management.

In developing our affirmative action program, we commit ourselves to:

- Recruiting, hiring, training, and promoting persons in all job classifications without regard to race, color, religion, sex, national origin, handicap, veteran status, or any other non-job related characteristic.
- Ensuring that promotion decisions are in accordance with equal employment opportunity requirements by imposing only valid, job-related requirements for promotional opportunities.
- Ensuring that all personnel actions relating to compensation, benefits, transfers, terminations, training, and education are administered in a nondiscriminatory manner.
- In developing this Affirmative Action Plan, we have established goals and timetables to correct any deficiencies over a reasonable period of time.

In developing this Affirmative Action Plan, we work toward established goals and timetables to correct any deficiencies over a reasonable period of time.

It is our desire that the combination of measurable goals and directed effort will make equal employment opportunity a fact in the City of Mansfield.

To ensure that our goals for equal employment opportunity may be achieved through our good-faith efforts, we have established various levels of responsibility to both direct and oversee our affirmative action efforts.

The Director of Human Resources has been designated Equal Employment Opportunity Officer. His department is responsible for monitoring affirmative action efforts and for providing equal opportunity training and recommending outside resources. Individual managers and supervisors are responsible for ensuring that their employment decisions comply with principles embodied in Title VII, the Age Discrimination in Employment Act, the Rehabilitation Act of 1973, the Vietnam Era Veterans Readjustment Assistance Act of 1974, and Executive Order 11246, and Revised Order No. 4.

Each employee is responsible for bringing to the attention of the undersigned any employment decision which he or she feels conflicts with the letter or spirit of the law.

I, as Mayor, have the responsibility to ensure that equal employment and affirmative action receive a sufficient level of attention and management support. I will hold each manager accountable for the prompt execution of necessary preventive, corrective, and affirmative actions.

//signed// \_\_\_\_\_  
, Mayor

The City of Mansfield's Employment Policy Statement:

**TO: Our Employees, Employment Applicants, The Community**

It is the policy of the City of Mansfield, Ohio to provide employment, training, compensation levels, transfer or promotion opportunities, and all other aspects of employment without regard to sex, race, color, religion, national origin, age, or for qualified handicapped individuals, disabled veterans, or veterans.

When hiring or promotion activity occurs, and in those job categories where we have identified under-utilization, we will take affirmative action to seek out qualified applicants without regard to sex, race, color, religion, national origin, age, handicap, or veteran status.

At the City of Mansfield all terms and conditions of employment are and will continue to be established on the basis of the individual's qualifications and ability to perform the job.

The Director of Human Resources is hereby designated the Equal Employment Opportunity Officer of the City of Mansfield and will be responsible for communicating and implementing this policy.

//signed// \_\_\_\_\_  
, Mayor

## **DISSEMINATION OF POLICY**

The City of Mansfield has established various channels of communication to ensure that employees and the community are aware of the City's positive posture relative to equal employment opportunity and affirmative action.

### **Internal Dissemination**

The affirmative action policy is stated as part of the City's employee relations policy and is covered in our collective bargaining agreement.

Formal presentations are made to management, supervisor, and employees from time to time concerning affirmative action. The City's affirmative action plan is developed each year with the assistance of key line managers and staff members. If hiring is taking place, regular updates are given to management on progress in remedying under-utilized areas. At those facilities where employees are represented by the collective bargaining agreement, the union is formally made aware of this policy.

In management and supervisory training, the entire concept of affirmative action is covered. Our policy and its implementation is reviewed. The policy is included in the City's policy manual.

When we hire, new employees are formally made aware of our affirmative action policy. This policy is posted on bulletin boards.

Key management and support personnel undergo EEO and affirmative action training from time to time. Supervisors and managers participate in the review of under-utilized categories and in the setting of affirmative action goals.

When employees are featured in our employee publications minorities and women are also pictured.

Our local affirmative action program is monitored on a quarterly basis by the EEO officer.

### **External Dissemination**

As part of our communications, the City has notified the state job service and appropriate recruiting sources, the main officer of the union, and local educational institutions with whom we deal of the City's policy concerning equal employment opportunity and affirmative action. When hiring occurs, we request referral of qualified women and minorities for all positions.

Our citizens, contractors and various community groups have been notified of our policies. The City communicates its commitment to equal employment opportunity by recruitment advertising through the regular media and through minority and women's publications, when available.

Written notification of EEO policy, as well as requests for certification regarding compliance with equal employment opportunity laws, are sent to suppliers and contractors. The required EEO clauses are incorporated as part of all purchase orders and contracts.

All "Help Wanted" advertisements carry the notice "Equal Opportunity Employer M/F" and this designation is included in recruiting brochures and literature.

## **RESPONSIBILITY FOR IMPLEMENTATION**

The Mayor has the ultimate responsibility for ensuring that equal employment opportunity and affirmative action receive the high level of priority which is due this activity.

The Director of Human Resources has been designated the Equal Employment Opportunity Officer of the City and has the full support of the Mayor in carrying out these duties.

The City's philosophy and policy on equal employment opportunity and affirmative action is set out in its employment policy.

To implement this policy, the following activities are carried out:

- Keeping management up-to date concerning new developments in the EEO field.
- Providing technical assistance in response to questions and concerns of employees and supervisors; and, as needed, acting as liaison with appropriate agencies.
- Coordinating investigations and making recommendations concerning any allegations of discrimination, both internally and connection with enforcement agencies.
- Conducting periodic audits and holding regular discussions with supervisors and managers to ensure that City policy is implemented.
- Encouraging involvement with minority and women's organizations and community action groups.
- Assisting in the identification of problem areas through review of policies and procedures and conducting periodic utilization studies.
- Reporting periodically to the City Council on the affirmative action effort.
- Developing education programs to provide managers and supervisors with pertinent equal employment opportunity information to assist them in their compliance efforts.

All department heads and supervisors, by virtue of their supervision over other employees, are charged with the following:

- Conducting business in a manner which treats all persons fairly, without regard to race, color, religion, sex, national origin, age, handicap, veteran status, or any other non-job related characteristic.
- Assuring that employees under their supervision are aware of the EEO Policy.
- Approaching the EEO Officer regarding employees who are or may be acting in a discriminatory manner.
- Keeping abreast of all changes to the EEO Policy.
- Providing information regarding minority recruitment sources to the EEO Officer, if such information becomes available.

**REFER TO EEO OFFICER FOR TIME TABLES AND SPECIFIC GOAL TABLES**

## **PART 9 – COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES**

In our efforts to comply with the federal Sex Discrimination Guidelines (41 CFR Part 60-20), the City will follow these procedures and practices:

- A. Candidates from both sexes will be recruited for all jobs.
- B. Advertisement will not express a preference for applicants of a particular sex and are placed in a newspaper of general circulation in the “Help Wanted” section.
- C. Written personnel policies indicate that there will be no discrimination on the bases of a person’s sex.
- D. Employees and applicants of both sexes shall have equal opportunities to be placed on any available job that they are qualified to perform.
- E. We will make no distinction based on a person’s sex in employment opportunities, wages, hours of work, employee benefits, or any other condition of employment.
- F. Mandatory or optional ages for retirement will be equal for both sexes.
- G. We will provide appropriate physical facilities for both sexes. Lack of facilities will not be used to deny applicants of either sex.
- H. Employees in need of physical disability leave will be considered on a case-by-case basis. Maternity leave requests will be treated the same as any other request for physical disability leave.
- I. Where seniority lists or lines of progression are used they shall not be based on an employee’s sex.
- J. Salaries and wage schedules will not be based on an employee’s sex.
- K. As openings occur, the City will take affirmative action to recruit and place women in those jobs which we have identified as under-utilized.
- L. Women will have equal opportunity to participate in training programs sponsored by the City, and will make special efforts to include women in any management training programs that we offer.
- M. The City recognizes its obligation to provide a work atmosphere free of harassment and intimidation. Any forms of sexual harassment, such as unwelcome sexual advances, request for sexual favors, and/or other verbal or physical conduct of sexual nature, will not be tolerated. Violations of this policy will be handled appropriately as part of the City’s disciplinary procedures and its posted policy letter in support of the Federal Guidelines on Sexual Harassment.

## **PART 10 – COMPLIANCE WITH RELIGION AND NATIONAL DISCRIMINATION GUIDELINES**

The City does not discriminate against employees or applicants because of religion or national origin, and takes affirmative action to ensure that these people are treated without regard to their religion or national origin.

The City has reviewed its personnel actions and decisions - particularly on recruiting and promotion - and has determined that members of various religions and/or ethnic groups are receiving fair consideration for job opportunities.

The City makes reasonable efforts to accommodate the religious observances and practices of our employees and prospective employees unless that person's religious observance or practice creates undue hardship on the conduct of our business or resultant financial or personnel problems.