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# KANSAS CITY, KANSAS POLICE

## GENERAL ORDER

SUBJECT: Recruitment and Selection of  
Entry Level Patrol Officers

ORDER NUMBER: **30.05**  
ISSUED DATE: 02/03/2015  
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REFERENCE: CALEA [Ch.31, Ch.32](#)

CROSS REFERENCE:

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#### I. PURPOSE

- A. To outline the Department's policy for recruiting entry level personnel.
- B. To familiarize Department personnel with the responsibilities of the Department in the process of recruiting and selecting entry level personnel.
- C. To guarantee that all candidates are treated equally and to insure that all elements of the selection process are administered, scored, evaluated and interpreted in a uniform manner.

#### II. RECRUITING GUIDELINES

- A. All recruitment of sworn personnel will be governed by the rules of the Unified Government Human Resources Department. Once the determination has been made, by the County Administrator and the Chief of Police, that there are real or forecasted vacancies within the Department, a recruitment process will begin. The Training Academy Commander will be notified to start the recruitment process.
- B. The Police Department will actively participate with the Human Resources Department in all stages of the recruitment and screening process.
- C. The goal of the Department is to identify and employ the best candidates available. The benefits of positive recruitment and selection policies should manifest themselves through a lower personnel turnover and more efficient and effective services to the community.
- D. The Department is an Equal Opportunity Employer. Qualified minorities and women will be actively recruited and encouraged to choose law enforcement as a career.

- E. Because of their professional interest, all sworn officers should be involved in the recruitment of qualified candidates.
- F. To ensure that qualified applicants are not lost due to the time limitations of active application acceptance, pre-application contact forms will be utilized. These forms are available at the Training Academy. Submitted forms will be held on file until the next available recruitment drive.
- G. To ensure job relevancy, recruiting strategies will be based on the job task analysis of the entry-level patrol officer position.
- H. In an effort to establish a broader, more diverse recruitment pool, recruiters will not limit their efforts to Wyandotte County - Kansas City, Kansas.
- I. The Human Resources Department is the custodian of all personnel applications. Applications will only be taken during periods of active recruitment.
- J. Applications will not be rejected because of omissions or deficiencies on the application that can be corrected prior to the beginning of the testing process.
- K. Recruitment Announcements.
  1. All recruitment announcements should be approved by the Chief or his designate.
  2. Patrol Officer vacancies should be publicized several weeks prior to any application filing deadline. Potential applicants should be given enough time to learn the Department's vacancies, analyze career opportunities, decide to apply, and follow through.
  3. Advertisements should be made through the mass media. Care should be taken to include minority-oriented media and available educational media.
  4. Advertisements should clearly indicate that the Department is an Equal Opportunity Employer. Literature should not exclude the depiction of women and minorities in law enforcement roles.
  5. Advertisements should provide a description of the duties, responsibilities, requisite skills, educational levels and physical requirements for entry level patrol officers.
  6. An official application filing deadline is boldly indicated on recruitment advertisements.
- L. The Recruiting Team will post job announcements with organizations in the community, and seeking cooperation from community service organizations and community leaders.
- M. At the time of formal application, applicants will be provided with an information sheet which outlines all elements of the selection process, the expected duration of the process, and the Department's policy on re-

application, re-testing, and re-evaluation of applicants who are not accepted.

- N. The Department will maintain contact with all applicants from the time they submit an application until final employment disposition. During most steps in the process this will be by form letters, including, but not limited to letters stating where and when particular tests will be, drop letters, conditional offers of employment, etc.
- O. Selection of applicants for the position of patrol officer shall comply with applicable civil rights laws prohibiting discrimination on the basis of an individual's race, color, sex, religion, age, disability, pregnancy, ancestry, or national origin.

### III. TRAINING ACADEMY COMMANDER RESPONSIBILITIES

- A. Start the recruitment process after being notified by the County Administrator and the Chief of Police.
- B. Create a Recruitment Team consisting of:
  - 1. The Recruitment Supervisor.
  - 2. Officers who are experienced with racial, ethnic and gender diversity, and fluency in the languages of the community, if possible.
  - 3. Officers who are knowledgeable of personnel matters. (EEOC, Affirmative Action, etc.)
- C. Determine a qualitative and quantitative recruitment goal dependent upon:
  - 1. Authorized and actual budget strength.
  - 2. Real or forecasted vacancies.
- D. Set key activities timetable with the Human Resources Department. Key activities include the following:
  - 1. Start date of the application process.
  - 2. Deadline of the application process.
  - 3. Physical ability tests, written tests, oral interviews, health assessments, background investigations, truth verification tests, and psychological evaluations.
  - 4. Proposed academy start date.
- E. Oversee the Recruitment Process:
  - 1. Approve recruiting handouts, literature etc.
  - 2. Review progress reports of recruiting activities for submission to the Chief of Police.

### IV. RECRUITMENT SUPERVISOR RESPONSIBILITIES

- A. Propose an itemized recruitment budget.
- B. Directly supervising the recruitment team members.
- C. Train the recruitment team members in:
  - 1. The Department's recruitment needs.
  - 2. The Department's career opportunities, such as benefits, salaries, training.
  - 3. Federal and state employment compliance guidelines.

- 4. Knowledge of the community, such as demographic data, community organizations, educational institutions, etc.
- 5. Understanding of different ethnic groups and subcultures.
- 6. Techniques of information record keeping systems for candidate tracking.
- 7. Knowledge in the personnel process, which includes background investigations, written, oral and physical agility examinations.
- 8. Recruitment programs of other jurisdictions.
- 9. Reasons to disqualify candidates.
- 10. Medical requirements.

- D. Obtain all pre-application contact forms that have been submitted to the Academy.
- E. Notify pre-applicants that applications are currently being accepted.
- F. Supply applications to interested parties.
- G. Prepare the annual evaluation report.
- H. Coordinate with area organizations and key leaders.
- I. Compile progress reports of recruitment actions.

### V. SELECTION PROCESS

- A. The Unified Government Human Resources Department and the Police Department will control the testing and screening of all entry level police patrol officer positions.
- B. The Training Academy Commander shall assist the Human Resources Department in any examination which is required.
- C. The County Administrator shall notify the Human Resources Department whenever a vacancy exists. Vacancies can only be filled from the pool of applicants that have been tested and screened.
- D. All applicants for the position of patrol officer shall be required to submit to the testing process.
  - 1. Officers that voluntarily resign from the Department and within twelve (12) months of their resignation, apply for reinstatement may not be required to submit to the testing process at the discretion of the County Administrator.
  - 2. At the discretion of the Chief of Police, cadets who successfully complete the police cadet program may be considered for the recruit training class without further testing or examinations.
- E. The entire application file of each unsuccessful candidate will be maintained in a confidential manner by the Human Resources Department. All Federal, State, and local requirements regarding the privacy, security and freedom of information of all applicants will be strictly adhered to.
- F. Should the appointment rate of candidates from probationary to permanent status fall below 80% the procedures and techniques used during the probationary process will be re-evaluated.

## VI. EXAMINATION AND SCREENING

- A. Every person who applies to be appointed to the position of patrol officer is required to submit to and pass the following tests to be eligible for further consideration:
1. A written examination that has been developed for validity and utility.
  2. A physical ability test for which the minimum and maximum qualifications have been validated as job related.
  3. A brief, non-intrusive background investigation to determine an applicant's criminal history.
  4. An interview with a Deputy Chief and Human Resources.
- B. Applicants who are selected to fill vacancies as patrol officers will be extended a conditional offer of employment. Acceptance of the conditional offer of employment requires and includes consent to further testing and evaluation. If the applicant accepts, the following examinations and investigations will be conducted:
1. A physical examination by a qualified medical practitioner.
  2. A psychiatric examination. A record of the results of the emotional stability and psychological fitness will be maintained on file in the Human Resources Department.
  3. A substance abuse examination.
  4. A truth verification evaluation.
    - a. No examination for the purpose of detecting deception will be used as a single determinant of employment status. Prior to the administration of the test the candidate will be given a list of areas from which truth verification examination questions will be drawn.
    - b. The validity of this examination depends upon the professional skills and knowledge of the examiner. Hence, only those persons certified and trained to perform such tests will conduct the examinations.
  5. A background investigation will be conducted by Department personnel trained in the collection of required information. It will include but is not limited to:
    - a. A verification of qualifying credentials.
    - b. A review of each candidate's criminal record.
    - c. The verification of at least three personal references.
    - d. A review and verification of the applicant's work history.
    - e. An interview with the Chief of Police and Human Resources.
- C. If the examination indicates that an applicant cannot perform duties as a police officer, the applicant will be informed in writing within 30 calendar days. The applicant shall not be appointed and their name shall be removed from the eligibility pool. Any candidate dropped from the

list will not be excluded from retesting in future recruitment drives.

- D. Any outside organization which provides or administers any phase of the selection process testing must be able to prove that their products, services, and methods meet the professional and legal requirements of validity and utility.
- E. All applications, test results, background information and selection materials will be stored in locked files when not in use. Limited access will be maintained at all times. After an eligibility list is established, all remaining applicant files will be stored in the Human Resources Department for a period of five (5) years. The files will then be placed in secured dead files.

## VII. ELIGIBILITY POOL

- A. Applicants are placed in an eligibility pool according to their written test score and physical ability test.
1. Applicants not selected for employment during a particular recruiting and hiring cycle may re-apply without prejudice during any future recruiting and hiring cycle.
  2. All applicants scoring less than the required minimum performance on either of these tests will not be considered eligible for employment for that hiring cycle.

## VIII. APPOINTMENT

- A. The County Administrator shall make all appointments to the position of patrol officer from the eligibility pool.
1. Candidates may be chosen from the entire pool, regardless of testing scores.
  2. Applicants who have passed both the written and physical ability tests make up the pool.
  3. An appointment as probationary patrol officers is contingent upon the satisfactory outcome of all testing and investigation following the applicant's acceptance of the conditional offer of employment.

## IX. RECRUITMENT AND SELECTION ANALYSIS REPORT

- A. At the conclusion of each recruitment session, the Recruitment Supervisor shall be responsible for producing a recruitment and selection process analysis report, which he will submit to the Training Academy Commander. The Training Academy Commander will note any comments and forward the report through the chain of command to the Chief of Police.
1. This comprehensive report should address:
    - a. Analysis of the effectiveness and efficiency of the recruitment and selection process.
    - b. Analysis of the progress made towards achieving hiring objectives relative to hiring goals.
    - c. Recommendations for modification to the recruitment and selection process, if necessary.
  2. Pertinent statistical reports should be used to assess the validity and utility of selection criteria and compliance with affirmative action objectives. An assessment of relative legal developments in these

areas is necessary to stay abreast of potential liability areas.

3. The selection process, and each test developed to aid the process, must demonstrate validity and utility.
  - a. Validity is a term used to describe whether or not what you are measuring in an applicant is predictive of future job performance and ability.
  - b. Utility measures the simple "usefulness" of your test or procedure in the selection process. These components must be present in each selection criteria.