

Recommendations for Recruitment, Hiring and Promotion of Law Enforcement Officers in Vermont.

The following guidelines are offered by the VT Law Enforcement Advisory Board to assist local, county and state law enforcement agencies in the critical areas of recruitment, selection, and promotion of sworn personnel. This document was drafted with the assistance of the Vermont Department of Public Safety, the Vermont League of Cities & Towns, the Vermont State Police's Fair & Impartial Policing Team, and the State of Vermont Department of Human Resources. It is intended for agencies of all sizes and function but may be particularly useful for municipalities without dedicated Human Resources personnel.

Law enforcement that takes seriously its dedication to community service must ensure that the principles of Fair and Impartial Policing (FIP) are rigorously reflected upon at every moment in the practice of the profession. This is certainly true in the hiring and promotion of law enforcement officers. At these pivotal moments, the dedication to a concept of law enforcement that is just and fair to all citizens regardless of their identity must be made clear. What an agency stands for – its values – should be reinforced throughout its personnel processes. Clearly articulating the values of fair and impartial policing, treating all persons with dignity and respect, as well as the sanctity of life, are essential cornerstones of building community trust.

At every stage of the recruitment, hiring and promotion processes, the agency must ensure that its practices are job-related and not unlawfully discriminatory. Additionally, procedures, including questions asked must conform with employment laws such as Title VII of the Civil Rights Act, the Americans with Disabilities Act (ADA), and the Vermont Fair Employment Practices Act. This document is not intended to provide guidance on legal issues but rather, it is intended to add value to an agency's personnel practices by emphasizing the need for inclusive practices that reflect FIP and procedural justice principles.

The VT League of Cities and Towns Property and Casualty Intermunicipal Fund (VLCT PACIF) has developed a model policy on the process for hiring new officers that provides clear step by step direction on the hiring process. This document seeks to augment that process. Please contact VLCT PACIF for the most recent model policy for hiring police officers in Vermont.

Identifying the values and traits that are important to your community and department:

Before starting a hiring process, it is helpful to know what you are looking for. What are the most important qualities that the successful candidate(s) should possess? Certainly integrity, teamwork, effective communication, self-control, and service-orientation should be considered. In fact, over 90% of police work is service-related so identifying candidates with a strong service-orientation and problem-solving capabilities is paramount. Developing the profile of desired characteristics is an area where the department should involve the community. Together with the community, the agency should have a profile of desired traits that goes beyond the minimum requirements of the Vermont Police Academy.

“Identifying the key traits that applicants should possess must be more than an internal brainstorming session. Agencies should also solicit the input of community members. What are their expectations? What qualities and skills do residents, business owners, civic leaders, and others want to see in the officers who police their communities? After all, these are the people who are the primary recipients of police services, and they have a vested interest and a unique perspective on what constitutes effective policing. If agencies are not asking for

the community's input on the hiring process, they are not getting a complete and accurate picture of the workforce they should be looking to build.”¹

The importance of community involvement cannot be overstated. Please see the section on page 6 for more information on community involvement throughout the hiring process.

Recruitment:

In the case of hiring, the prospective officer needs to be shown that the principles of Fair and Impartial Policing are of great importance to the hiring agency. This means more than just advertising an agency as an equal opportunity employer. All recruitment materials and online presence should convey the agency's values and Vermont values of inclusivity, service, and ethical policing practices.

Some recommendations for recruitment include:

- Utilizing an array of resources for reaching a diverse applicant pool such as online presence, active use of social media accounts, building and maintaining relationships with local communities of color, and outreach to diverse college campuses.
- Partnering with community-based organizations to obtain guidance and direction related to inclusion, diversity and equity in recruitment and hiring.
- Ensuring that job postings are written in language that is gender-neutral and free of bias that might discourage applications from individuals within categories protected by federal and state laws.
- Investing in marketing geared towards varied demographics and producing recruitment materials in multiple languages.
- Highlighting the values of policing in Vermont as well as the quality of life in Vermont.
- Maintaining personalized contact with each applicant as they continue throughout the process.
- Providing information that addresses specific questions or concerns and reaches people based on cultural needs, values, and priorities as they contemplate a career in policing.
- Emphasizing the service and community involvement components of police work, while ensuring that the agency will provide training and tools for the small percentage of calls that involve enforcement action.

Selection:

In general, pre-employment related screening of police applicants should involve multiple stages and serves to determine whether applicants with or without a reasonable accommodation in accordance with ADA requirements:

- Meet minimum requirements set forth by state statute and/or individual departments;
- Are free from conditions that might adversely affect the performance of safety-based duties and responsibilities;
- Can withstand the demands inherent in the position. The process must examine each applicant's judgment, ethics, and values.

¹ Morison, page 7.

Most of the applicants for entry-level police officer positions do not succeed through the entirety of the pre-employment process. There is currently no consistent standard in Vermont beyond that which is set forth in statute and by the Vermont Criminal Justice Council (VCJC). [See Appendix B]

When developing pre-employment screening questions, questionnaires, oral board interviews, and background investigations, agencies should screen **in** candidates who display desirable characteristics and traits such as honesty, treating others with dignity and respect, compassion, emotional regulation, stress resilience, teamwork, conscientiousness, and effective communications. Similarly, agencies should focus on screening **out** candidates with undesirable characteristics or traits such as racist, homophobic, misogynistic, or pro-violence beliefs or attitudes.

There are usually multiple components of a hiring process. At a minimum, an in-person interview, a thorough background investigation and a polygraph exam are recommended in addition to the steps mandated by the Vermont Criminal Justice Council. Candidates should be informed in writing of all parts of the selection process once their application has been received.

Oral board interview:

An in-person interview with a panel of interviewers is a common step in law enforcement hiring processes. This is a valuable opportunity to evaluate a candidate's ability to communicate effectively and to learn more about the candidate's suitability for employment with the agency. Generally, candidates are asked a combination of closed and open-ended questions. Some suggestions for open-ended questions are included (See Appendix C). Amongst other things, the interview is intended to evaluate the applicant's poise, honesty, values, judgment, motivation, maturity, attitude, interpersonal communication skills and potential for prejudice or unacceptable biases.

Interviews should be structured in such a way that the same lawful questions are asked of all candidates. For example, it would be unlawful to ask about a particular candidate's apparent disability or to ask about daycare arrangements. A lawful approach would be to ask every candidate whether they can perform the duties of the job, with or without a reasonable accommodation.

The agency should provide all interviewers with information on how the candidate(s) will be evaluated. A rubric with rating criteria or other method of consistently evaluating candidates should be used. These rating criteria should reflect the traits and characteristics identified by the department and community as desirable. See Appendix C for a sample rubric.

Background investigation:

Thorough background investigations, by a competently trained background investigator, for hiring new police officers should include (beyond the VCJC minimum requirements) all or most of the following components:

- A properly executed waiver allowing the hiring agency to conduct all of the following and access confidential documents.
- Criminal records check and general police record check in all places the applicant has lived, worked, and attended school. Agencies may consider searching civil court records as well.

- Department of Motor Vehicles records check in all places the applicant has lived, worked, and attended school.
- FBI Triple I criminal record check.
- Credit history check.
- “Accurint” report or similar – (Accurint is a paid service that provides information products that allow organizations to extract valuable knowledge from huge amounts of data.)
- Interview of current spouse/significant other, children, siblings, parents, former spouses or significant others, and current/former roommates. Some of these names may be provided by the applicant while others must be developed by the background investigator
- Detailed review of applicant’s social media presence, blogs, etc.
- Neighborhood visit/canvas.
- Review and confirmation of military service records, if applicable.
- Review of available national or state decertification resources.
- Review and confirmation of prior employment, speaking with supervisors and fellow employees and reviewing personnel and disciplinary files. For all applicants with prior law enforcement experience the hiring agency must mandate the applicant complete a waiver and the hiring agency must contact prior agencies as outlined in 20 VSA § 2362a. [See APPENDIX A for sample waivers]
- Review and confirmation of educational information, including any college disciplinary records.
- Polygraph by a credentialed tester (see section below). This should include questions to reveal any known hate or bias motivated activity or affiliation.

Ideally, the officer or contracted consultant doing the background investigation should have attended relevant training for completing comprehensive pre-employment investigations.

Polygraph:

Current VCJC guidelines require a new hire to undergo a polygraph before being hired and admitted to the academy. Agencies can hire regardless of the polygraph outcome. Polygraph exams are complex, and there may be results other than a “pass” or “fail”, such as “inconclusive”. Sometimes polygraphers will discontinue an exam if they believe the person is taking countermeasures or experiencing an unusual amount of stress or distress.

In the case of a polygraph result that is inconclusive, or of a test that was unable to be completed, the hiring agency should consult with the polygrapher and consider the opportunity for a re-test.

Providing incomplete, untruthful, or deceptive answers on a polygraph should result in disqualification from the hiring process.

Conditional offer of employment:

Prior to making a final offer of employment, agencies should extend a conditional offer of employment, contingent upon successful completion of final steps, such as:

- Medical exam to determine if the applicant can perform the essential functions of the job.
- Drug screening.
- Review of any prior mental health conditions and treatment to determine if the applicant can perform the essential functions of the job.

Deferral or Elimination/Disqualification Criteria during the hiring process:

Agencies should have established and standardized criteria for disqualification from their hiring process. In addition, agencies should have established and standardized criteria for deferring candidates who are not suitable for hire at the time but have not been disqualified from future employment.

Suggested reasons for disqualification include:

- Development of information that demonstrates the applicant knowingly withheld, misrepresented, or falsified information at any stage of the process.
- Admissions to the commission of an offense which would be classified as a felony in Vermont or any other state or province unless unusual circumstances exist, as determined by the agency head.
- Information that reflects on the applicant's lack of judgment, maturity, character, or honesty, which indicates the applicant is not qualified to be a police officer.
- Evidence of a consistent history of financial mismanagement.
- Unusual or frequent absences from school or work that demonstrate ethical concerns.
- Evidence of a history of unsatisfactory work habits or work performance.
- Information concerning psychological or physical abuse of any person.
- Information concerning continuing association with persons involved in criminal behavior.
- Information that the applicant is unable to maintain self-control in crises and loses their temper, resulting in violence.
- Evidence that the applicant does not properly provide or care for their immediate family or those that depend on them for support.
- Evidence that the applicant expresses or displays racial, ethnic, sexual orientation, gender, or religious bias.
- Substantiated evidence that the applicant could be impeached as a witness in reference to their character or truthfulness.

Suggested reasons for deferral include:

- Applicants who demonstrate immaturity.
- Applicants who have demonstrated poor judgment within the recent past.
- Applicants with no measurable track record of commitment to either educational or work achievements.

Field training & probationary period:

All newly certified Level II officers and out of state officers receiving Level III waivers must complete a prescribed period of field training, based on current Vermont Criminal Justice Council regulations. It is highly recommended that all newly certified Level III officers complete the same field training. Agencies can develop a longer field training program that is more robust in scope and provides the opportunity more time to assess new officers. This timeframe, along with the agency's probationary period, are excellent opportunities for the agency to reinforce its commitment to FIP principles and to evaluate if the officer can consistently demonstrate behaviors and attitudes that align with agency values.

Performance Evaluation:

Agencies are encouraged to establish regularly recurring performance evaluations for all employees. Timely feedback throughout the year is a crucial element of employee development. The performance evaluation tool should include ratings or feedback on the officer's ability to demonstrate FIP principles and their demonstrated ability to treat others with dignity and respect. When coaching and constructive feedback are provided in a timely manner throughout the year, employees should experience no surprises at performance evaluation time, making the process smoother and more effective.

Promotion:

Each agency should identify in writing the promotion process for different ranks or assignments. Candidates should be informed in writing of all parts of the promotion process prior to the beginning of the process. All elements of the promotion process should be administered, scored, evaluated, or interpreted in a uniform manner.

When creating written tests or interview questions for promotion, agencies should include questions that go beyond the basic skills, knowledge, and abilities of policing, to include value-based inquiries. Probing to see how applicants can articulate and have demonstrated the values of fair and impartial policing, the importance of treating all persons with dignity and respect, acknowledging the sanctity of life, as well as the importance of building and maintaining community trust are crucial areas for evaluating candidates for promotion.

Each agency should identify the minimum qualifications for promotion to a supervisory role. Generally, this would include a minimum number of years as a sworn officer or a minimum number of years of service with that agency, an educational minimum standard and a prohibition against any significant discipline within a proscribed time period prior to the promotional process announcement.

In addition to the following commonly used attributes for determining suitability for promotion, each agency should consider how to measure the candidates' knowledge of local, State and Federal laws, Constitutional Law, applicable case law, criminal law, as well as department and statewide policies.

Commonly used attributes include: Integrity, Leadership, Initiative, Communication Skills, Interpersonal Skills, Problem-Solving Skills, Adaptability, Attitude toward public service, Self-Awareness, Responsiveness to Feedback, and Dependability. Once the agency has determined which attributes will be considered, each candidate must be measured against the same attributes using established and standardized rating criteria.

Community Involvement:

It is critical for the communities served by a given law enforcement agency not only to feel as though they have some involvement in the hiring and promotion of law enforcement officers, but for that feeling to be justified through the actual and impactful involvement of community members on “internal” bodies responsible for both hiring and promotion. Diversity refers not only to diversity of race and gender, but also of class, sexual orientation, and more.

In addition to adding diversity to hiring and promotion panels, community involvement serves the important role of bringing stakeholder perspectives to the processes. The stakeholders for each agency may differ based on agency type. For example, Fish & Wildlife may identify hunting advocacy groups and land conservation organizations as stakeholders while an urban municipal agency may identify business or educational institutions as stakeholders in addition to social justice, domestic or sexual violence or other advocacy organizations. It is important that the agency thoughtfully select relevant stakeholder groups and engage them in the ongoing work of hiring and promoting qualified applicants.

Depending on the size of the hiring/promotion panel, one community member may not be enough – in addition to tokenizing community participation, it is equally important not to marginalize it. One civilian member could easily be intimidated in the face of a body otherwise composed of Law Enforcement Officers (LEOs).

Further, community voices are needed early in the process of hiring and/or promotion of LEOs, including in the review of applications (after those who do not meet the qualifications identified in the job advertisement have been screened out). Waiting to bring in community voices until later in the process means missing perspectives on candidates from the community that might differ from the perspectives of those in law enforcement.

These community members should help to select candidates to interview and participate in the interviews. The community members’ voice(s) should be given equal consideration as those of law enforcement participants.

Appropriate training and familiarization with public safety needs and lawful interviewing should be provided to everyone who participates in hiring or promotion processes. In addition, confidentiality regarding human resource-related matters must be shared, understood, and upheld by all involved.

Administration of selection process:

A job-related, useful, and nondiscriminatory selection process is dependent upon a number of professionally and legally accepted administrative practices and procedures. The following practices significantly contribute to a more efficient, effective, and fair selection process:

- Inform candidates of all parts of the selection process at the time of formal application;
- All elements of the selection process should be administered, scored, evaluated, or interpreted in a uniform manner;
- Maintain written procedures governing lateral entry and reapplication of unsuccessful candidates;
- Ensure timely notification of candidates about their status at all critical points in the process.

SOURCES:

Morison, Kevin P. 2017. *Hiring for the 21st Century Law Enforcement Officer: Challenges, Opportunities, and Strategies for Success*. Washington, DC: Office of Community Oriented Policing Services.

Pine, Douglas Ph.D. 2009. *A Guide to Interviewing and Reference Checking*. Vermont Department of Human Resources.

APPENDIX A: SAMPLE WAIVER SPECIFIC TO 20 VSA 2362a & SAMPLE GENERAL WAIVER

Vermont Law Enforcement Waiver & Authorization for Disclosures Required by 20 VSA § 2362a

This written waiver and authorization fulfill the waiver requirements of 20 VSA § 2362a, which requires executive officers of hiring law enforcement agencies to obtain such waivers from applicants with prior law enforcement employment as part of the hiring process. This waiver authorizes the current employer to disclose its analysis of the officer’s performance, or if not currently employed, authorizes the last law enforcement agency to disclose the reason(s) for no longer being employed at the agency.

Pursuant to 20 VSA § 2362a, the executive officer of the law enforcement agency currently employing the candidate officer, is not required to provide the written analysis/disclosure of the officer’s performance to the executive officer of a potential hiring law enforcement agency if such disclosure is prohibited by: (i) a binding Non-Disclosure Agreement executed prior to October 1, 2020; or (2) a Collective Bargaining Agreement executed prior to October 1, 2020; however, Collective Bargaining Agreements executed on or after October 1, 2020 must not prohibit such disclosure.

Pursuant to 20 VSA § 2362a, the executive officer of the law enforcement agency that last employed the candidate officer is not required to provide the written reason the officer is no longer employed to the executive officer of a potential hiring law enforcement agency if such disclosure is prohibited by: (i) a binding Non-Disclosure Agreement executed prior July 1, 2017; or (2) a Collective Bargaining Agreement executed prior to July 1, 2017; however, Collective Bargaining Agreements executed on or after July 1, 2017 must not prohibit such disclosure.

Pursuant to 20 VSA § 2362a, the potential hiring agency cannot hire an officer that refuses to execute this written waiver.

Instructions for Applicants

Please check the appropriate box below. Fill in the name of your current law enforcement employer, or if not currently employed in law enforcement, the last law enforcement agency that employed you. This form will be sent to the appropriate agency to obtain the required disclosure or reason(s) you are no longer employed by that agency.

I am a law enforcement officer currently employed by _____. I understand this form will be provided to my current employer. I hereby authorize the executive officer or his/her designee to disclose its analysis of my performance in accordance with the above reference statute.

I am or was a law enforcement officer but am not currently employed by a law enforcement agency. My most recent law enforcement employer was _____. I understand this waiver and authorization will be provided to my last law enforcement employer. I hereby authorize the executive officer or his/her designee to disclose the reasons for my departure from that agency, in accordance with the above statute.

Acknowledgement

I understand that signing this document authorizes the potential hiring agency to provide my current, or prior law enforcement employer (as applicable) with this waiver and authorization with the knowledge that they will provide the potential hiring agency the disclosures required by 20 VSA § 2362a. I understand that this is required by 20 VSA § 2362a as part of the hiring process. I also understand that any such disclosures provided by my current or former employer shall remain confidential. My signature below confirms my understanding the requirements and my approval to obtain this information from (check one) my current or former employer.

Applicant Signature: _____ Date: _____

Printed Name: _____

GENERAL WAIVER – Sample

I, YOUR NAME, consent to taking an employment polygraph, physical, and/or psychological examination and such future polygraph, physical, and/or psychological examinations as may be required by the NAME OF AGENCY police department.

I authorize a duly authorized agent of the NAME OF AGENCY police department to contact any of my previous employer(s), to obtain information from them, and to further investigate the truthfulness of this information.

Furthermore, having applied for employment as a sworn officer with the NAME OF AGENCY police department, I hereby authorize and request any and every physician, school official, credit bureau, and other person, firm, officer, corporation, association, organization, or institute having control of any documents, records, or other information pertaining to me to permit the NAME OF AGENCY police department or any of its representatives to inspect and make copies of any such documents, records, and other information. I hereby authorize all such persons and entities, as set out above, to answer inquiries, questions, or interrogatories concerning me, which may be submitted to them by the NAME OF AGENCY police department or any of its representatives. I hereby release and hold harmless any and every physician, school, official, credit bureau, and other person, firm, officer, corporation, association, organization, or institution who or which complies with the authorization and request made herein from any and all liability of every nature and kind arising out of or in any way pertaining to the furnishing or disclosure of such documents, records, and other information to the NAME OF AGENCY police department or any of its representatives.

I understand that my disclosure of information about my criminal history, financial history, and/or history of drug or alcohol use will not necessarily serve as an absolute bar to my employment. However, I understand and agree that these issues may be considered, along with factors such as the nature, seriousness and duration of the conduct, the date of its occurrence, and rehabilitation efforts in determining my fitness for the position of a police officer. I voluntarily provide such information in consideration for my desire to be considered as a candidate for a position at the NAME OF AGENCY police department. I freely provide all the information requested in the personal history information packet and hereby waive any right to privacy or confidentiality, including any statutory or constitutional rights, that I may have to the confidentiality of such information. This waiver is made for the limited purpose of the department's consideration of me as an officer candidate and with the understanding the department will otherwise maintain this information in a confidential manner.

I understand further that any false answers, statements, or misleading omissions made by me on this personal history information packet in connection with the above mentioned investigation and/or any physical examination can be sufficient grounds for my rejection as a candidate for employment or denial of any other request. I hereby certify that all of the foregoing answers are accurate and true to the best of my knowledge.

Date: _____
Signed: _____ Printed Name: _____

State of _____
County of _____, S.S.

At _____, in said County and State, personally appeared _____, the Principal, who is known to me or otherwise suitably identified, did acknowledge to me the execution of this document was their free act and deed.

Notary Public:

Print Name:
Commission Expires:

APPENDIX B: Current entrance requirements for training per the VCJC:

- Must be 18 years old.
- Must hold a high school diploma or GED.
- Must pass a physical exam performed by a licensed physician or PA that reflects that the recruit is free of any disease or disability, which would interfere with a recruit's physical performance at the Academy.
- Must meet physical training requirements of the 40th percentile or better of standards for age and gender based on Cooper standards.
- Must achieve a passing score of 70 on the entrance exam taken within 5 years of the start of training. (Current cost \$30)
- Psychological test to ensure recruit is emotionally suited for law enforcement (currently the MMPI-2). (Current cost \$25 to have test analyzed by a contracted psychologist.)
- Must undergo a thorough comprehensive background investigation and character check which includes an FBI fingerprint submission and polygraph. A polygraph by a VT police agency within one year of entry to training is also required (note that it is not a requirement to pass the polygraph examination).
- A felony conviction or misdemeanor conviction of a crime of moral turpitude may result in disqualification.
- Each applicant must be sponsored by an agency.

NOTE:

Each department in Vermont currently has their own requirements for their hiring processes. They may conduct one or more interviews with an applicant; they may have additional testing requirements beyond the minimum required by the VCJC; they may have civilians involved in parts of the hiring process; and they may require higher entrance examination or fitness testing scores than the minimum required by the VCJC.

Agencies may conduct the polygraph examination or background investigation prior to a hiring panel interview, or other hiring stages may occur in differing order than in other departments. This document seeks to provide greater consistency statewide in the hiring of police officers.

APPENDIX C: SAMPLE ORAL BOARD INTERVIEW QUESTIONS & SCORING RUBRIC: These are suggestions only. Ideally the agency should develop questions and scoring instruments in collaboration with community stakeholders.

- Please give us a brief overview of your background.
- Why do you want to be a police officer? What motivates you about a career in law enforcement?
- In your view, what is the role of law enforcement?
- What are some causes of damage to the legitimacy of law enforcement in a given community?
- When this legitimacy is damaged, what might be some implications for both citizen and officer safety?
- Do you think that policing needs to undergo “reform”? If yes, why and how?
- Officers often work alone and usually with little supervision. This requires a great deal of self-motivation and a strong work ethic. Describe some examples where you have displayed these qualities.
- How do you cope with stressful situations?
- Describe a situation when you had to take control of a situation and direct others’ actions.
- Give an example of a mistake you made. What did you learn from that mistake?
- Describe a time when you helped someone.
- Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
- Please provide a specific example of a time when you used good judgment and logic in solving a problem.
- Tell us about a time when you set a goal and were able to meet or exceed it.
- Give us a specific example of a time when you had to conform to a policy with which you did **not** agree.
- Tell us about a time when you had to go above and beyond the call of duty to get a job done.
- Please describe a situation when you had to use tact and diplomacy in dealing with another person or persons.
- What is one of the most difficult decisions you have made in the past year?
- Describe a recent situation in which you had to deal with a very upset customer or co-worker.
- Tell us about a time when you were forced to make an unpopular decision.

Area	Below Standard	Approaching Standard	Meets Standard	Above Standard	Far Exceeds Standard
Values	Respondent's answers did not mention any Dept values or beliefs; or Respondent's answers did not reflect an understanding of Dept values; or Respondent's answers actively conflict with Dept values	Respondent's answer reflects some understanding of Dept values, however, when prompted, there was little evidence and/or explanation that indicated a full understanding of the value	Respondent's answer reflects the Department's stated values of: <ul style="list-style-type: none"> • [Dept value] • [Dept value] • [Dept value] • [Dept value] Suggestions: Integrity, Teamwork, Respect, Accountability, Adaptability	Respondent's answer not only reflects Dept values, but also included examples where the candidate demonstrated these values in their own experiences	Respondent's answer not only reflects Dept values, but also included examples where the candidate demonstrated these values in their own experiences; Respondent's answer reflects the ability to think critically and/or offer suggestions beyond what is required or expected in a given scenario
Attitude toward public service	Respondent's answers did not reflect any interest in serving the public; or Respondent's answers did not reflect an understanding of the nature of policing and the service-orientation of the Dept.	Respondent's answer reflects vague understanding of the service-orientation of the job; Answers do not convey a genuine desire to help and serve the public.	Respondent's answers reflect the Department's strong emphasis on serving the public; Respondent conveys clear understanding that policing is primarily response to service-oriented calls.	Respondent's answer not only reflects a positive attitude toward public service, but also included examples where the candidate demonstrated them.	Respondent's answer not only a positive attitude toward public service, but also included examples where the candidate demonstrated these in their own experiences both personally and professionally; and the nature of these examples were substantial and demonstrated the ability to think critically and make meaningful positive change.
Capability	• Respondent's answers did not reflect any of the desired capabilities	Respondent's answer reflects Dept desired capabilities	Respondent's answer reflects the Dept's requirements and desired capabilities:	Respondent's answer not only reflects Dept's desired capabilities	Respondent's answer not only reflects Dept's desired capabilities,

	<p>that Dept looks for in an employee</p> <ul style="list-style-type: none"> • Respondent's answers did not reflect an understanding of said requirements and desired abilities • Respondent's answers actively conflict with Dept requirements and desired capabilities 	, however, when prompted, there was little evidence and/or explanation given.	<ul style="list-style-type: none"> • Communicate across difference • Address conflict with a calm demeanor • Emotional maturity & self-regulation • Perform required duties under pressure • Ability to work as part of a team • Ability to handle change/inconsistent schedules 	, but also included examples where the candidate demonstrated them.	but also included examples where the candidate demonstrated these in their own experiences; Respondent's answers also reflect the ability to think critically and/or problem solve beyond what is required or expected in a given scenario.
Interpersonal Skills	<ul style="list-style-type: none"> • Respondent's answers did not reflect any of the desired interpersonal characteristics that Dept looks for in an employee • Respondent's answers did not reflect an understanding of said interpersonal characteristics • Respondent's answers actively conflict with Dept desired interpersonal characteristics 	Respondent's answers reflect Dept desired interpersonal characteristics, however, when prompted, there was little evidence and/or explanation given	Respondent's answers reflect the Dept's efforts to recruit candidates who: <ul style="list-style-type: none"> • Actively listen • Pay attention to detail • Communicate clearly • Demonstrate empathy • Willingness to receive constructive feedback without being defensive • Project a positive attitude • Practice humility 	Respondent's answer not only reflects Dept's desired interpersonal characteristics, but also included examples where the candidate demonstrated these in their own experiences	Respondent's answer not only reflects Dept's desired interpersonal characteristics, but also included examples where the candidate demonstrated these in their own experiences; <u>and</u> Respondent's answers also reflect superior interpersonal skills particularly in tense or unfamiliar situations.
Bias	Respondent's answers did not mention any Dept values or beliefs; or Respondent's answers did	Respondent's answer reflects some understanding of the concepts of Dept values,	Respondent's answer reflects the Dept's beliefs that:	Respondent's answers not only reflect Dept's values, but also included examples where the	Respondent's answers not only reflect Dept values, but also included examples where the candidate

	<p>not reflect an understanding of Dept values; or Respondent's answers actively conflict with Dept values.</p>	<p>however, when prompted, there was little evidence and/or explanation that indicated a full understanding of the value.</p>	<ul style="list-style-type: none"> • All people deserve to be treated with respect and dignity • Implicit and explicit bias must be identified and understood in order to address it in our work • Indicate the ability to set aside any existing bias • Self-awareness is critical to understanding how biases impact and influence decision making, interactions, and relationships 	<p>candidate demonstrated these values in their own experiences.</p>	<p>demonstrated these values in their own experiences; <u>and</u> also reflect a deep understanding of bias and how it can erode public trust in the police.</p>
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