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TO: Chief Rick Lewis
FROM: Kurt Chapman, Public Safety Senior Human Resources Consultant
SUBJECT: Recruitment, Selection, Hiring and Initial Training Assessment Report
DATE: December 11, 2020; Updated July 6, 2021

On October 8, 2020 CIS conducted an on-site audit and off-site review of the City of Springfield Police Department's practices for recruitment, selection, hiring and initial training. The review was at the request of the City of Springfield as part of an overall departmental review of all functions as part of a settlement agreement in a prior civil claim. This meeting took place in the Department EOC/Conference Room with Dave Nelson and Kurt Chapman from CIS as well as Chief Rick Lewis, Lieutenant Tom Rappe, Lieutenant George Crolly, Lieutenant Matt Neiwert and Sergeant David Grice. The police department is a full-service department that includes patrol, K-9, Investigations, Community Outreach, Patrol, Reserves, and a 98-bed Municipal Jail. Springfield Police Department has a total of 82 sworn and 46 non-sworn personnel that service the City of Springfield:

Sworn Staff:

- Chief of Police
- 3 Lieutenants
- 9 Sergeants
- 37 Patrol Officers
- 5 K-9 Officers
- 2 Motor Officers
- 8 Detectives
- 14 Detention Officers
- 3 Police School Resource Officers

Non-Sworn Staff:

- 6 Community Service Officers
- 2 Custodians
- 1 detention Clerk
- 4 Detention Sergeants
- 1 Medical Contractor
- 2 Management Analysts
- 1 Office Supervisor
- 10 Records Clerks/Call Takers

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- 1 Police Community Outreach Coordinator
- 12 Dispatchers
- 1 Police Office Supervisor
- 2 Property Controllers
- 3 Reserves

The assessment process consisted of several parts:

- Recruitment Process Review
- Review of Documents
- Analysis of Recruitment and Selection Tools
- Analysis of Background Check Documents
- Analysis of Initial Training (FTEP) Program

The objective of the review is to identify potential risks to the Police Department and identify training needs. The scope of this assessment was limited to the Police Department, specifically to and included Administration, Patrol and Detention. No other departments in the City of Springfield ("City") were reviewed. CIS' findings and recommendations are summarized in the following pages.

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RECRUITMENT and HIRING REVIEW REPORT

For

City of Springfield Police Department

October 2020



by

Kurt Chapman
CIS Public Safety Senior
Human Resource Consultant

EXECUTIVE SUMMARY

The Springfield Police Department ("Department") serves the City of Springfield, population approximately 64,700 and a patrol area of ~15.84 square miles. Due to the proximity of the City to Eugene, and the University of Oregon campus there are several thousand commuters driving through daily. The Department Mission Statement is: To serve with honor, uphold the law and protect the community. The Department Values are: Professionalism, Integrity, Courage and Honor.

The City appointed the present Chief, Rick Lewis from within the department; Chief Lewis started as a Reserve Officer in 1982 and has almost 38 years law enforcement experience with the department. Lieutenants Rappe, Crolly and Neiwert were promoted from within the department and each have over 20 years' experience with Springfield Police Department. Overall, the hiring documents, policies and procedures reviewed are detailed and a conscious effort has been put in to making sure the Department is meeting legal and best practices. However, many of these documents and polices are old and in need of revision.

Employment laws, regulations, and administrative rulings have evolved over the years to provide more and more protection and benefits to employees, resulting in growing frustrations for employers. Human resources activities are directed toward preventing the likelihood of employee/employer-related issues, which translates into presenting what we believe to be the least-risk option or solution.

REVIEW OF HUMAN RESOURCES-RELATED DOCUMENTATION

Springfield Police Department uses the following forms:

- Application for Employment: The application is an on-line document that is not specific to the Police Department for their recruiting process. The City utilizes an on-line application form for all open positions that is a part of the NEOGOV Public Sector Human Resources software system common to much of Oregon public employers. The system has a fully comprehensive system of review and feedback that lets hiring managers as well as applicants know where they are in the recruitment process.
- Springfield HR has also done additional programming to the system that walks applicants interested in claiming Veterans' Preference through the requirements. This additional value-added process enables Veteran candidates the opportunity to better understand how to properly claim and document Veterans' status.
- Recruitment Request Form: This form, once approved by the Chief, Finance, HR and City Manager creates the on-line advertising and media advertising for an open position within the department. If the position is a change in classification or not currently budgeted, it must be paired with a Budget Change Request Form. It

should be noted that Reserve Officer positions are posted continuously, and other positions posted only as a need arises.

- Budget Change Request Form: This form documents the new position or over filled position not currently in the budget. The form must justify the newly added position or classification change and again be signed by the Chief, Finance, HR, and City Manager. Completed forms are forwarded the HR Recruiters to initiate the process.
- Job Bulletin – This is a Job Posting and also the basis for outside media advertising for the position. It includes a brief position overview, pay, benefits and a listing of Minimum Qualifications along with a link to the DPSST Minimum Standards to become a Police Officer, OAR 259-008-0010. The form also includes a tentative schedule for the testing and recruitment process as well as a study guide for the written test.
- Panel Interview Oral Board Scoresheet: The Department conducts Oral board Interviews with all candidates who meet minimum qualifications and have passed both the Written Test with a minimum score of 70 and the ORPAT with a timed score of 5 minutes, 30 seconds. There are 8 scripted questions scored a maximum of 5 points each for a total potential score of 40 points
- Chief's Interview Scoresheet: The chief's Interview usually includes at least one of the Lieutenants and consists of 11 scripted questions also worth a maximum of 5 points each. The top score available is 55 points.
- Personal Information Records Check Form: This is a 4-page form that is intended for use as a pre-screen to determine that an applicant does not have any mandatory disqualifying issues for DPSST Certification, can legally operate a motor vehicle and has no outstanding negative financial issues.
- Conditional Offer of Employment: All successful candidates are given a Conditional Offer prior to next steps in the process (background check, Psychological and Medical Evaluation, drug test).
- Statement of Personal History (SOPH): This is the initial form of the background investigation. Currently the department conducts all Background Checks internally with personnel from the Professional Standards Division. The SOPH is filled out by the candidate post conditional job offer. It is a comprehensive form that the candidate must attach 17 documents ranging from a copy of their drivers' license, school transcripts, Selective Service Registration letter if male, DD214 if applicable, marriage and divorce certificates, copies of the last 2 years tax returns and a current credit report.
- New Employee Hiring Checklist: This HR form tracks all activities taken once the employee reports to work the first day and covers: Forms (W-4, I-9, Personal Action, Direct Deposit, etc.) Safety Policies, Personnel Policies Manual, Benefits Enrollment and Retirement (PERS, 457).
- Authorization to Procure Background Information and Waiver of Liability: The SOPH also includes a very complete Authorization to Procure Information as well as a Waiver of Liability and Release which must be signed and notarized. This allows the

investigator to contact former employers, schools, the military, friends, relatives, landlords and references.

- Final Offer of Employment: Once the candidate successfully clears Background, the Psychological, Medical Exams and the Drug Testing, they are given a final offer in writing confirming start date, wages, represented status, Benefits, Retirement (PERS) Probationary Period (18 months) and Conditions of Employment.
- Department New Hire Checklist: The Department has their own checklist, in addition to the HR Orientation checklist that tracks the first two weeks of hire within the department for equipment issued and mandatory subjects of training.
- FTEP Program Checklist: The Department has a formalized and documented FTEP Program that moves new employees as well as lateral transfer employees through the formalized departmental training program. This is designed to take place after the new hire completes DPSST Academy and returns to the agency. It is a 4-phase process consisting generally of 4 weeks for each phase. Trained Field Training Officers (FTO's) are with new hires on one-on-one situations assessing 47 critical competencies until passed through to the next level. Daily Observation Reports and periodic checks are conducted at each step in the process before the newly hired officer is successfully completed with the 4th and final phase.

Recommendations:

In reviewing the forms above, CIS offers the following recommendations:

- Employment Application: This is an excellent tool to ensure compliance with requirements under Oregon Revised Statutes (ORS) 408.230 – Veteran's Preference. CIS has one recommendation:
 1. The City and Department have a strong Veterans Preference Process. However, most Command Staff interviewed did not have a good understanding of how the process itself worked. Suggest that HR conduct ongoing training to all involved in the process so that they have a working understanding. This was a key finding in BOLI v. Multnomah County Sheriff's Office.
- Job Bulletin Posting: There is a link to the cited standard for Minimum Standards for Employment (OAR-259-008-0010) However, there is only a requirement of "No Felonies" as required under CJIS. DPSST also has Mandatory Disqualifying Infractions now listed in OAR 259-008-0300 that include criminal offense that may be other than felonies that would preclude an otherwise qualified candidate from certification. Suggest adding the link to this applicable OAR as well.
- Panel Interview Oral Board Scoresheet: Consider adding two behavioral based interview questions that explore the applicant outlook and ability to deal effectively with minority groups (racial, ethnic, religious, LGBTQ, homeless, etc.) within the Springfield Community

- Chief's Interview Scoresheet: The chief's Interview is the opportunity to take a deeper introspective look to the applicant and their ideas, thought processes and how they have learned (or not) from past life experiences. To that end, CIS suggest the following:
 1. Question 2 was already asked at the Panel Interview stage and scored, consider asking what challenges the applicant has overcome in preparing to be a Springfield Officer and what they learned about themselves and others along the way.
 2. Question 5 add what went wrong in the past dealing with a hostile or difficult person, what did you learn and what would you do different.
 3. Question 7 asks about the riskiest thing the person has done so far in their life; suggest adding in how it turned out, what they learned and what they might do different if they ever did it again.
 4. Consider adding a 12th question asking the applicant their views on how Law Enforcement will change in the next 5-10 years. Ask them if they are aware of the President's Task Force on 21st Century Policy Report and if so, their thoughts on the 5 pillars outlined.

- Personal Information Records Check Form: This form is a precursor to the post conditional job offer SOPH. As such question 3 asking about illegal or controlled drugs, including marijuana is potentially able to illicit information protected under the Americans with Disability Act. Specifically, history of past treatment for addictions. CIS recommends that this be removed as the questions are asked in a more in-depth format on the SOPH.

- Statement of Personal History (SOPH): This document is the central piece of the comprehensive background investigation. It is highly confidential and allows the Department to do a complete review to determine the honesty, integrity, and moral fitness of the candidate. CIS has some recommendations:
 1. In the form instructions clarify that the department WILL NOT make a copy afterwards of the packet for the candidate.
 2. Relatives listed are important references, add a spot to note if they are deceased.
 3. Questions 10-15 deal with motor vehicle insurance and licensing, suggest adding if the candidate has ever been required to obtain a form SR-22.
 4. Question 30 asks if the candidate has ever applied for a concealed weapons permit, suggest asking if it was ever denied and if they have ever had to surrender their weapons under a Red Flag or similar law.
 5. Question 33 mentions taking any illegal drugs including marijuana. Suggest removing that and adding a question clarifying that even though marijuana is now legal for recreational use in Oregon, that you want to know about any use prior to July 1, 2015.

REVIEW OF RECRUITMENT AND SELECTION TOOLS

When the department decides to fill a vacant position, the Division Lieutenant fills out the applicable Recruitment Request Form and Budget Change Request Form if applicable

for the Chief's review and signature. The form is then forwarded to Hr, Finance and the City Manager's Office for signatures. Once approved, the Department takes the following steps:

Initialization:

- The Chief or Lieutenant and Hr Recruiter meet to review the existing Job Description and determine the job posting which is posted internally and externally via NEOGOV. The City posts via LEDS, Craigslist, PoliceOne, Oregon Employment Department, Hand-Shake Platform, Government Jobs.com, City social media accounts, various minority based local organizations and the local paper.
- The City HR Department keeps an active an updated list of minority and specialized groups for posting job openings. Currently there are more than 20 such organizations listed, including Veterans and military organizations.

Recruitment:

- Positions that are potential promotions are posted internally for five days on the Department Office bulletin board although the CBA is silent as to this and is not a requirement.
- Additionally, City HR sends out a weekly email to all City employees listing internal competitive promotional opportunities and externally opened positions. These positions may also be found on the City intranet site, *Springboard*. The positions remain open for 10 days.
- If the position is not filled internally, or if it is a Command Staff position, it is posted externally for 15 to 30 days through the City website and other previously mentioned sources.

All applicants (internal and external) applying for positions or promotions with the Department must complete a job application and send it and any supplemental materials required as follows:

- All applications are submitted to the Human Resources Recruiter for review against minimum/special qualifications and to determine if application is complete.
- Unsolicited entry level or lateral officer positions are not accepted.
- For posted recruitments, a hiring folder that includes the advertisement, posting documents, and applications received is set up.
- Police Department applications meeting initial screening then are completely reviewed by the HR Recruiter and Chief/Command Staff and Veterans' Preference certified; applicants meeting minimum/special requirements are invited to the scheduled testing (written and ORPAT).
- Lateral Officer applications are automatically considered for open recruitments as they already meet the established minimum qualifications for the position.
- Only candidates scoring 70% or better on each section of then written test and passing ORPAT (5:30) are deemed meeting minimum/special qualifications and proceed to the Panel Interview Process.

Selection:

Application/Interview question review:

- The interview panel consists of a Sergeant, E board member a council member, 2 officers and representatives from Dispatch, Records and HR. Currently there are 10-12 available panel interview members who have been trained.
- Each candidate is asked the same set of questions and each interview panel member scores in pencil, completing the document and then handing in to HR for final tallies.
- A scoring sheet rates the answers and is turned in to the HR Recruiter who then verifies scores and adds Veterans' Preference as applicable. The top 3-5 candidates are presented to the Chief and a selected Lieutenant for an interview.
- After interviewing the finalist candidates, HR tallies those interview scoresheets, assigns applicable Veterans Preference, and informs the Chief of the finalist rankings before proceeding to the Conditional Job Offer for selected candidate(s).
- The Chief's interview consists of scripted questions based on the identified success characteristics for the department.

Post Interview/Candidate Selection:

- The Chief selects one or more finalists
- Finalists are given the 4-page Personal Information Records Check form to make sure that any potential red flag issues are discovered and discussed
- The finalist(s) are given a conditional offer of employment subject to the background check, drug test, medical and psychological exams.
- Generic *Thank You* notes are sent to the individuals who were interviewed, but not selected (both internal and external applicants).
- Final Offer letter is sent by the Department to finalist(s). This may or may not include creating a hiring list.

Recommendations:

Overall, the Police Department and Springfield HR Department have a well organized and reliably functional recruitment and hiring process. Some recommendations:

- Springfield should consider conducting regular training in compliance with the complete Veterans' Preference Program. Maintain this and ensure that applicable preference is granted at all phases. If the total points for a phase are not '100', then apply the appropriate ratio for scoring.
- Add an additional panel interview questions to the testing phase that includes situational and behavioral questions specifically designed to explore the Mission and 4 Values of the Department.
- Consider developing a formal characteristic success criterion as identified by successful officers and non-sworn employees within the department.

- All department employees involved in the selection process should receive training on interviewing and legal and effective hiring. (CIS offers this) on a regular basis.
- The background check process should continue to be conducted after the conditional offer letter has been given to the candidate. The SOPH should be filled out post conditional offer. Consider if the short 4-page Personal Information Records check step is functional, efficient, and effective.
- The Chief's interview should be performance, situational and behavioral based from a scripted format so that the finalist candidates have an opportunity to show in this final interview their cultural awareness, experience, background and situational understanding of the issues they will face as a Springfield Police Officer
- The Reserve Program selection process should continue to mirror the entry/lateral officer selection process.
- In the event a finalist candidate fails background due to Mandatory Disqualifiers or a combination of Discretionary Disqualifiers as listed in OAR 259-008-0070, the candidate should be notified of same and advised that they will not be considered as meeting minimum qualifications (certification) for any future sworn positions within the department.
- Dr.'s Corey and Stewart have recently added an 11th Dimension to their Psychological Exam – Cultural Competency. This functional addition is intended to recognize and assess how race, ethnicity, language, gender, sexual orientation, age, disability, class status, education, religious/spiritual orientation, and other cultural factors may influence the finalist candidate. The tool is intended to identify people who may be more prone to profiling, excessive use of force and unsafe interactions with community members. CIS recommends considering having them add this dimension to the Springfield Psychological profile.

End of report KC 12/11/2020; updated 7/6/2021