



DEPARTMENT RECRUITMENT, SELECTION, AND HIRING



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I. PURPOSE

This directive:

- A. describes the processes for recruitment, selection, and hiring for the position of Chicago Police Officer.
- B. informs Department members of the responsibilities of those employees inside and outside of the Department in the recruitment, selection, and hiring process.

II. POLICY

- A. The City of Chicago is an Equal Employment Opportunity employer and follows all applicable federal, state, and local laws, regulations, and ordinances prohibiting discrimination and harassment in the workplace.

NOTE: The full [City of Chicago Diversity and Equal Employment Opportunity Policy](#) can be found on the City of Chicago Department of Human Resources website. This policy applies to volunteers and employees, whether paid or unpaid, of the City of Chicago, as well as applicants for City employment

- B. The City of Chicago Department of Human Resources (DHR), OPSA-HR, and CPD are charged with administering the recruitment, selection, and hiring processes for all candidates for the position of police officer in a uniform manner that is lawful, fair, nondiscriminatory, and compliant with the City of Chicago Diversity and Equal Employment Opportunity Policy.
- C. The Chicago Police Department (CPD) and the Office of Public Safety Administration Human Resources Division (OPSA-HR) value diversity and are committed to attracting and hiring qualified candidates for the position of police officer that reflect an ethnically, racially, and gender diverse broad cross-section of the Chicago communities that the Department serves.
- D. The City of Chicago Department of Human Resources (DHR) and the Office of Public Safety Administration Human Resources Division (OPSA-HR) reserve the right to modify the selection process, test schedules, and to impose any additional tests, standards, or qualifications deemed appropriate to evaluate applicants for this position.
- E. The Chicago Police Department is committed to ensuring that its recruitment, selection, and hiring processes are lawful, fair, nondiscriminatory, and is administered in a uniform manner.

III. GENERAL INFORMATION

- A. The Office of Inspector General (OIG) will monitor employment activities such as recruitment, selection, hiring, and promotions for Equal Employment Opportunity compliance and will provide independent and objective auditing and investigation of complaints. The OIG will also oversee compliance with the City of Chicago Police Department Hiring Plan.
- B. The City of Chicago Police Department Hiring Plan for Sworn Titles was developed by the City of Chicago as required under section I.F. of the Settlement Order and Accord in case number 69 C.2145 captioned Shakman et al. v. City of Chicago, et al., before Judge Wayne R. Andersen in the United States District Court for the Northern District of Illinois.

NOTE: The full [City of Chicago Police Department Hiring Plan for Sworn Titles](#) can be found on the City of Chicago Department of Human Resources website.

IV. RESPONSIBILITIES

A. **City of Chicago Department of Human Resources (DHR) will:**

1. in conjunction with the Office of Public Safety Administration Human Resources Division (OPSA-HR) be responsible for opening the application process, administering the testing process, and overseeing the hiring process for sworn police officers.
 2. be the overall coordinating entity for participation in the application, testing, and hiring process of sworn police officers.
 3. submit a request to the City's Office of Budget and Management to release funds for testing for career service titles.
 4. in conjunction with OPSA-HR and, as needed, any outside consultants, periodically analyze existing classes to determine minimum qualifications, testing requirements, and appropriateness of class specifications.
 5. in conjunction with OPSA-HR, review any previously used screening and hiring criteria for the position and create a Notice of Job Opportunity, which will include the following:
 - a. the position's predefined class specification;
 - b. predefined minimum qualifications;
 - c. hiring criteria;
 - d. interview requirements;
 - e. whether or not an interview will be conducted;
 - f. whether or not the position will be filled through random selection;
 - g. basis for any candidate ranking;
 - h. an Equal Employment Opportunity Policy statement; and
 - i. any other relevant information.
- NOTE:** Job specifications for [Police Officer](#) (title code 9161) including duties, qualifications, and work requirements can be found on the Office of Public Safety and Administration Human Resources Division (OPSA-HR) intranet website (The Wire) under sworn job descriptions.
6. in conjunction with OPSA-HR, and the Department, ensure that all elements of the selection process for the position of police officer are to be administered, scored, evaluated, and interpreted in a uniform manner that is lawful, fair, nondiscriminatory, and compliant with the City of Chicago Diversity and Equal Employment Opportunity Policy.
 7. in conjunction with OPSA-HR, and the Recruitment and Retention Division ensure that all job announcements and recruitment notices for all personnel:
 - a. provide a description of the duties, responsibilities, requisite skills, educational level, and other minimum qualifications or requirements;
 - b. advertise entry-level job vacancies through electronic, print, or other sources;
 - c. advertise the agency as an equal opportunity employer on all employment applications and recruitment advertisements; and
 - d. advertise official application filing deadlines.

8. except in cases where a position will be filled from an existing eligibility list, the City of Chicago Department of Human Resources (DHR) will post the notice of job opportunity for Police Officer for at least fourteen days on DHR's internet job site, and any other applicable recruitment job sites that would attract diverse candidates that reflect a broad cross section of the Chicago community.
9. be responsible for facilitating City hiring. Although the responsibility for hiring decisions rests with the individual CPD hiring unit.
10. forward all relevant information on the applicants who successfully submitted an application to the outside testing administrator.
11. in conjunction with the Office of Public Safety Administration Human Resources Division (OPSA-HR), and the Recruitment and Retention Division, inform applicants of the following:
 - a. receipt of all employment applications;
 - b. inform in writing of all elements of the selection process;
 - c. the expected duration of the selection process; and
 - d. the policy on reapplication.
12. in conjunction with OPSA-HR, review tests and screening methods used in the selection process to ensure they are lawful, fair, nondiscriminatory, validated, and properly administered.
13. in conjunction with OPSA-HR, may use a vendor to administer tests.

NOTE: The City of Chicago Department of Human Resources (DHR) Testing Manager and OPSA-HR will oversee the outside testing administrator and will certify that the testing process has been followed.
14. in conjunction with OPSA-HR, may consider recommendations from the vendor hired to create or select the examination when setting cut off scores.
15. ensure the vendor prepares a list of the candidates' test scores and forwards it to DHR.
16. compile a random ordered list of all candidates who passed the test.
17. have the authority through the DHR Commissioner to act on recommendations made by the Office of Inspector General or on his or her own initiative to impose remedial actions as they relate to a hiring sequence, which can include, but are not limited to the following:
 - a. suspending a hiring sequence;
 - b. terminating the hiring sequence; and
 - c. ordering that the hiring sequence be restarted.
18. have the authority to suspend a requisition at any point in the hiring process pursuant to the escalation procedures detailed in Chapter XI of the City of Chicago's "Hiring Plan."
19. file quarterly reports with the City Council Committee on Budget and Government Operations identifying the race, ethnicity, and gender of the City's hires during the quarter and the current workforce.

B. Office of Public Safety Administration Human Resources Division (OPSA-HR) will:

1. in conjunction with the City of Chicago Department of Human Resources (DHR) and the Chicago Police Departments Recruitment and Retention Division, assist in coordinating and implementing the recruitment plan.

2. oversee the selection decisions for sworn titles by Department hiring units and act as the liaison between CPD and DHR.
 3. in conjunction with DHR and outside vendors:
 - a. create announcements and selection standards; and
 - b. monitor the creation and administering of:
 - (1) written examinations;
 - (2) skills assessments; and
 - (3) interviews for the position of police officer.
 4. manage the Peace Officer Wellness Evaluation Report (P.O.W.E.R.) test, background investigation, and drug screening.
 5. complete a background investigation prior to appointment of each candidate that includes:
 - a. verification of qualifying credentials;
 - b. criminal history report;
 - c. verification of personal and professional references;
 - d. education verification;
 - e. employment history; and
 - f. review of relevant national or state decertification resources if available.
 6. ensure personnel used to conduct background investigations are trained in collecting required information.
 7. oversee the outside vendors selected for the administering of the medical and psychological exams.
 8. when the use of polygraph examinations or other instruments for the detection of deception are used in the selection process, ensure the administration and the evaluation of the exams are conducted by personnel certified in those procedures and candidates are provided with a list of areas from which questions will be drawn, prior to such examination.
- NOTE:** Department polygraph examiners are licensed Detection of Deception Examiners by the State of Illinois, and are required to remain current with advances and standards in the field of polygraph by regular attendance at continuing education courses.
9. maintain and store in a secure location the records of selection material for all candidates who enter the selection process, including results of background investigations.
 10. ensure completion of hire certification for all employees in the selection process including successful candidates who are accepted into the police academy.
 11. have the authority to suspend a requisition at any point in the hiring process pursuant to the escalation procedures detailed in Chapter XI of the [City of Chicago Hiring Plan](#).

C. The Chicago Police Department Recruitment and Retention Division will:

1. draft a recruitment plan for the Department.
2. collaborate with community organizations and key community leaders to support the recruitment goals of the agency.

3. ensure Department recruitment ambassadors are trained in the following areas but not limited to:
 - a. personnel matters;
 - b. equal employment opportunity compliance and any other applicable anti-discrimination laws;
 - c. key recruitment objectives;
 - d. the selection processes;
 - e. characteristics that disqualify candidates;
 - f. Department career opportunities;
 - g. salaries;
 - h. benefits;
 - i. training;
 - j. Department recruitment needs;
 - k. Department qualifications, including the acceptance of non-U.S. citizens as long as they are lawful permanent residents of the United States;
 - l. the diverse communities within the City and their needs including demographic data, community organizations, educational institutions etc;
 - m. cultural awareness or an understanding of different ethnic groups and subcultures;
 - n. diversity and inclusion; and
 - o. best practices in recruiting and hiring.
4. maintain contact with candidates from initial application to final employment disposition.
5. inform candidates not selected for positions in writing.
6. conduct an annual analysis for CALEA on the recruitment plan that is reviewed by the Superintendent or, his or her designee. The analysis report will include the following:
 - a. progress toward stated objectives;
 - b. demographic data (ethnicity, race, gender, and zip code) of sworn personnel and applicants; and
 - c. steps for the revision and re-issuance of the plan as needed.
7. in conjunction with the Office of Public Safety Administration, and the City of Chicago Department of Human Resources, assess its recruitment and hiring processes every three years to ensure that its policies and practices comply with the law, are transparent, and are consistent with the consent decree. The recruitment and hiring assessment will identify and consider:
 - a. the core set of characteristics and capabilities of qualified recruits;
 - b. methods for consideration of discriminatory or biased behavior by the applicant against a member of a protected class in hiring decisions;
 - c. test and screening methods used in the selection process will be reviewed to ensure they are fair, validated, and properly administered;
 - d. barriers and challenges to successfully completing the recruit application process;

- e. Department strategies for attracting and hiring qualified applicants that reflect a broad cross section of the Chicago community;
- f. data and tracking on applicants and sworn personnel to include ethnicity, cultural background, race, gender, and zip code;
- g. input, which could consist of surveys, from successful and unsuccessful applicants, recruits and other CPD members, community members, community-based organizations, legal and law enforcement professionals, and internal and external subject-matter experts regarding the strengths and weaknesses of the recruitment and hiring processes;
- h. recommendations for any modifications to the current recruitment and hiring processes that would enable CPD to satisfy the requirements of the consent decree; and
- i. a plan for implementing any recommended modifications with a timeline for implementation.

D. Office of the Inspector General will:

- 1. oversee employment related-activities including the recruitment and hiring process of the Chicago Police Department.
- 2. oversee compliance with the City of Chicago Police Department Hiring Plan.
- 3. review, monitor, and audit key practices in the hiring and selection processes.
- 4. receive complaints regarding the following:
 - a. the hiring and selection process;
 - b. improper influence in connection with any aspect of City employment; and
 - c. allegations of unlawful political discrimination and retaliation.
- 5. when appropriate, refer complaints and other instances of non-compliance to the Investigations Section of the Office of Inspector General.

V. RECRUITMENT PROCESS

Prior to the City of Chicago Department of Human Resources (DHR) opening an application and hiring process for sworn police officers, the established recruitment plan will be administered by the Recruitment and Retention Division.

- A. The City of Chicago Department of Human Resources (DHR) will submit a request to the City's Office of Budget and Management to release funds for testing for career service titles.
- B. DHR, the Office of Public Safety Administration Human Resources Division (OPSA-HR), and/or an outside testing administrator will create a Notice of Job Opportunity, following the above listed steps in item IV-A-5.
- C. DHR will post the Notice of Job Opportunity for Police Officer for at least fourteen days on DHR's internet job site, print advertisement, and any other sites as required by the terms of a Collective Bargaining Agreement.
- D. The City of Chicago Department of Human Resources (DHR), OPSA-HR, and the Recruitment and Retention Division, will perform an analysis of previous application periods to identify demographic trends of individuals applying for the position of Police Officer.
- E. The Recruitment and Retention Division, DHR and The Office of Public Safety Administration Human Resources Division (OPSA-HR), will perform an analysis of the current demographic composition of the Chicago Police Department.

- F. Upon review of the above analysis, the Recruitment and Retention Division will identify the strengths and weaknesses in an effort to improve recruitment of applicants across a broad demographic spectrum.
- G. The Recruitment and Retention Division will focus their recruitment effort on the underrepresented demographic groups identified in the above analysis of applicants and current CPD members to better reflect the demographics of the City of Chicago.
- H. Based on an analysis of need and the availability of funding, the Recruitment and Retention Division may utilize the assistance of a marketing firm to assist in the recruitment effort. Services provided by the selected marketing firm may include, but are not limited to:
 - 1. providing advice and assistance in the development of the creative collateral materials to be used in the recruitment process;
 - 2. identifying and procuring traditional marketing outlets for the recruitment process, such as:
 - a. television/radio advertising;
 - b. billboards;
 - c. transit advertisement; and
 - d. social media.
 - 3. conducting surveys with current sworn police officers in an effort to identify the key determining factors in deciding to pursue a career in law enforcement.

NOTE: If needed, applicable city procurement processes for soliciting bids and awarding contracts will be followed for the selection of a marketing firm.

VI. SELECTION PROCESS

- A. Test and screening methods used in the selection process will be reviewed periodically to ensure they are fair, validated, nondiscriminatory, and properly administered in a uniform manner. The selection process includes, but is not limited the following steps:

- 1. Written Test

The written test is designed to test a candidates deductive reasoning, pattern detection, inductive reasoning, information gathering, problem sensitivity, selective attention, spatial orientation, verbal comprehension, verbal expression, and visualization to see if candidates have the basic skills to become a police officer. The written test has been statistically validated as being able to assess knowledge and skills necessary for the job of Chicago Police Officer. The written test is scored as pass/fail.

NOTE: Challenges to any component of testing will be addressed with DHR and their chosen vendor.

- 2. Pre-Peace Officer Wellness Evaluation Report (Pre-POWER Test)

The Illinois Law Enforcement Training and Standards Board, in recognizing the importance of physical fitness status for academy performance (and eventual job performance), has established the Peace Officer Wellness Evaluation Report (POWER) test for entering any of the Illinois certified police academies. The POWER test consists of four basic tests. Each test is a scientifically valid test. It is recommended that five minutes of static stretching, using techniques approved by the Board, be completed prior to each test. A five-minute rest is recommended between each test with a fifteen-minute rest before the 1.5 mile run. The actual performance requirement for each test is based upon norms for a national population sample.

NOTE: The applicant must pass every test.

- a. Sit and Reach Test--The score is in the inches reached on a yard stick.
- b. One Minute Sit-Up Test--The score is in the number of bent leg sit-ups performed in one minute.
- c. One Repetition Maximum Bench Press--The score is a ratio of weight pushed divided by body weight.
- d. 1.5 Mile Run--The score is in minutes and seconds.

Minimum performance standards can be found on the POWER CHART below.

POWER CHART

TEST	MALE				FEMALE			
	20-29	30-39	40-49	50-59	20-29	30-39	40-49	50-59
Sit and Reach	16.0	15.0	13.8	12.8	18.8	17.8	16.8	16.3
1 Minute Sit-Up	37	34	28	23	31	24	19	13
Maximum Bench Press Ratio	.98	.87	.79	.70	.58	.52	.49	.43
1.5 Mile Run	13.46	14.31	15.24	16.21	16.21	16.52	17.53	18.44

3. Background Investigation

a. The Department strives to attain the highest degree of ethical behavior and professional conduct at all times. The Department seeks to hire qualified applicants who share our mission and values. Applicants for the position of Police Officer are subject to a pre-employment investigation which may include:

- (1) personal history questionnaire;
- (2) fingerprint check;
- (3) drug screen;

NOTE: The drug screen is scored Pass/Fail.

- (4) interview / home visit; and
- (5) polygraph examination.

NOTE: The polygraph examination will be used as part of the hiring process in determining an applicant's suitability for the position of police officer.

b. Pre-employment investigation standards for applicants to the position of police officer include, but are not limited to:

- (1) disqualification based on criminal conduct;
- (2) disqualification based on driving record;
- (3) disqualification based on prior employment history;
- (4) disqualification based on military history;

- (5) disqualification based on membership or association with criminal organizations;
- (6) disqualification based on indebtedness;
- (7) disqualification based on conduct indicating discrimination or bias based on race, color, sexual orientation, gender identification, age, religion, national origin, ancestry, marital status, parental status, disability, or any other protected class will be found unsuitable for employment;
- (8) disqualification based on other conduct;
- (9) disqualification based on false statements, omissions, or failure to cooperate in the application process;
- (10) disqualification based on insufficient contacts with the United States; and
- (11) disqualification Based on Polygraph Results

NOTE: Honesty and credibility are vital characteristics for a police officer to possess to ensure the integrity of police operations and investigations and to protect the public and maintain its trust in the police. Honest and complete answers to background questions asked of applicants during the application process, as well as full cooperation with the application process, are thus extremely important to the maintenance of the Chicago Police Department's force and the integrity of its hiring process. Applicants may therefore be given a polygraph examination. The polygraph examination is used as a tool to elicit information and verify responses elicited during the application process and to verify information collected during the pre-employment investigation. The results of the polygraph examination will be used as part of the hiring process in determining an applicant's suitability for the position of police officer. Admissions made during a polygraph examination or an indication of deception, along with other factors, may be used as a basis for disqualification.

4. Final POWER Test

The Final POWER Test is a repeat of the original four tests in the Pre-Power Test, as noted in item VI-A-2 of this directive. Passing of the POWER test is also required within forty-five days of starting recruit training with the Training and Support Group.

NOTE: A conditional offer of employment is given to those candidates who successfully complete the Final POWER Test. The conditional offer is based upon the candidate meeting all of the standards of the position of police officer to the satisfaction of the Chicago Police Department and the City of Chicago.

5. Medical Examination

a. The medical examination will help to ensure that candidates are medically capable of completing academy training and performing their required job duties. The candidate medical criteria for examination include the following:

- (1) Physical exam;
- (2) Health history;

- (3) Body fat composition;
- (4) Labs;
- (5) Hepatitis immunity screening;
- (6) Complete vision testing;
- (7) Tonometry;
- (8) Pulmonary function testing;
- (9) Audiogram;
- (10) Chest X-ray; and
- (11) 12-Lead electrocardiogram.

b. The medical exam is scored as:

- (1) medically acceptable for the position offered.
- (2) medical hold pending clearance (needs to see primary care physician to resolve a medical issue prior to medical clearance).
- (3) does not meet CPD candidate medical criteria for the position offered.

NOTE: All candidates must be found acceptable for the position offered to pass the medical examination. Those put on hold pending clearance will have an opportunity to have their medical issues resolved to be found medically acceptable.

6. Psychological Examination

An emotional stability and psychological fitness examination of each candidate for a sworn position is conducted and assessed by a Chicago Police Department and a City of Chicago Department of Human Resources (DHR) approved vendor. The chosen vendor is a qualified professional under direct supervision of a licensed psychologist who is board certified in police and public safety psychology. The psychological examination is a standardized version used in the field across the country and accepted by The International Association of Chiefs of Police.

NOTE: All candidates must be found essentially psychologically stable and suitable for the position of police officer. Those candidates found to display personality traits that are expected to significantly interfere with the performance of essential job functions are deemed unsuitable for the position of police officer. Those candidates found unsuitable can request a second psychological exam by another Chicago Police Department and City of Chicago Department of Human Resources (DHR) approved vendor, and can be deemed eligible for the position of police officer if this second psychological exam is passed.

7. Any other pre-employment procedures as determined by the Department.

B. Final Selection

1. Candidates who meet all required selection standards, pass the final POWER test, and medical and psychological examinations will be considered eligible for employment with the City of Chicago Department of Police as a Probationary Police Officer.
2. Hiring for the position of Probationary Police Officer is contingent upon final approval from the City of Chicago's Office of Budget and Management and Department of Human Resources.

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