

**Advanced Accreditation Training:
The HR Standards**



Improving Operations, Effectiveness, and Management

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Objectives of this Training

- **The "HR" Standards**
 - Job (Task) Analysis
 - Job Descriptions
 - Classification Plan
 - Position Management System
 - Organizational Chart
- **Hiring Standards**
 - Equal Opportunity
 - Hiring Process
- **Benefit Programs**
 - EAP
 - Wellness Program





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Do I Need to Work with My HR Department on These??

☒ **yes**
☐ **no**






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What are the "HR" Standards?

• Chapter 21

- 21.1.1: Job Analysis
- 21.2.1: Classification Plan
- 21.2.2: Job Description Maintenance
- 21.2.3: Position Management System



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What are the "Hiring" Standards?

• Chapter 31

- 31.2.3: Equal Opportunity
- Americans with Disabilities Act
- 31.3.1: Job Announcements
- 31.3.2: Notification Expectations
- 31.3.3: Maintaining Applicant Contact
- 31.4.1: Selection Process
- 31.4.2: Job Relatedness
- 31.4.3: Uniform Administration
- 31.4.4: Candidate Information
- 31.4.5: Notification of Ineligibility
- 31.4.6: Records
- 31.4.7: Selection Criteria
- 31.4.8: Sworn Appointment Requirements



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What are the "Employee Wellness" Standards?

• Chapter 22 – Personnel Management System

- 22.1.7: Employee Assistance Program
- 22.2.2: General Health & Wellness
- 22.2.3: Fitness & Wellness Program



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Where do We Start?

1. Job Analysis
–Why?
 • Foundation for ALL of the Human Resource and Hiring Standards

Job analysis
Management

→

Job Description

→

Classification Plan / Position

↓

 Hiring & EEO & ADA

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Chapter 21 – Introduction

The results of a successful job analysis will provide the foundation for a wide variety of personnel, administration, and management functions. These functions include developing job descriptions, establishing a job classification and compensation plan, providing a job-related focus for developing and implementing recruitment strategies, developing and validating hiring and promotion procedures, establishing spans of control, determining training requirements, and evaluating employee performance. Furthermore, the comprehensive, objective data generated by job analysis can provide strong evidence in legal and other proceedings when the fairness of hiring and promotion programs is examined.

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21.1.1
Print

(0 0 0 0) Job Analysis

A written job analysis of every class of employee in the agency is conducted, maintained on file and includes, at a minimum:

- a. the work behaviors (duties, responsibilities, functions, tasks, etc.);
- b. the frequency with which the work behaviors occur;
- c. how important the work behaviors are; and
- d. the job-related knowledge, skills, and abilities needed to perform the work behaviors effectively.

Job Analysis: A systematic, structured process for dissecting a job into its basic parts. A job analysis identified the important or essential elements of a job, the key work behaviors, and the knowledge, skills and abilities required for these work behaviors.

#EVERYWORDMATTERS

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Commentary

A job analysis is basic to proper human resource management. Analyses should be required for all classes of employees, both part-time and full-time, in the agency. Hiring, promotion, training and job performance evaluation criteria should be informed by job analysis.

Pertinent information about work behaviors may be obtained through observation, individual or group interviews, content analysis of work products, and questionnaires. After the work behaviors have been defined either in terms of duties, tasks, functions, or other grouping scheme, a similar process should be employed to define the knowledge, skills, and abilities required of the employee in performing the important work behaviors.

The job analysis should produce information about the employee class that is specific, objective, comprehensive, and, most importantly, verifiable by independent review. The results of the study should be incorporated in job descriptions prepared by the agency.

Analyses should be guided by personnel, either inside or outside the agency, who possess training and/or experience in evaluating jobs. Incumbents and their first- and second-level supervisors should be viewed as significant sources of information concerning the employee classes under study.

The analyses should be reviewed periodically and updated when significant changes in the job classes occur, whether through attrition, modification, or deletion of duties and responsibilities, e.g., a job analysis review may be done in conjunction with changes in departmental functions, as a result of staff inspection findings, or changes in organizational strategies. (FOO O)



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So, How Do We Do It?

- Preliminary Information
 - All Classes of Employees
 - What are employee classes?
- Analysis Process
 - Identify/Define work behaviors
 - Observation
 - Interviews
 - Questionnaires
 - Content analysis
 - Identify/Define Knowledge, Skills and Abilities (KSA)
- Final Results




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- Task Identification - identifying the tasks necessary for different jobs
- Task Prioritization - ranking the tasks for each specific job in order of importance
- Competency Assessment (KSA for perform effectively) - This is where you can determine the specific skills, abilities, and knowledge required to perform the tasks effectively.
- Documentation



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Why should you conduct a job task analysis?

What is a job task analysis?

A job task analysis evaluates a job, rather than the person doing the job, to understand the larger work responsibilities associated with each position. This data-driven process seeks to develop an overview of the knowledge, job tasks, and responsibilities that an employee must master to be successful in a specific role.



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Why should you conduct a job task analysis?

Why should you do a job task analysis?

A job task analysis serves many purposes. From improving your job descriptions to creating fair opportunities for advancement and promotion, a job task analysis provides the foundation for a great employee experience.



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What is the benefit to conducting a job task analysis?

How to conduct a job task analysis



vervoe

- Identify and interview subject matter experts (SME)
- Observe the job
- List the known duties of the role
- Create questionnaires for employees
- Interview specific workers
- Define tasks and responsibilities
- Verify your findings with current employees
- Finalize the job task analysis

- Improves your hiring process
- Promotion decisions
- Set performance standards
- Discipline
- Legal Defensibility



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Job Descriptions

- What are job descriptions?
- Why do we need job descriptions?
- What happens if we don't have updated, comprehensive job descriptions?
- How to write job descriptions

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Definition

Job Description

Print

An official written statement setting forth the duties and responsibilities of a job, and the skills, knowledge, and abilities necessary to perform it.

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Chapter 1 – Law Enforcement Role & Authority (Introduction)

- This manual has been developed to provide latitude for agencies in the implementation of various categorical areas of sworn personnel; however, it is imperative to understand both initial and in-service training for all sworn personnel must be the same, unless the agency has developed and applies job descriptions and job task analyses to define the differences in the positions. When the latter is applied, training must complement the responsibilities identified in the job descriptions and job task analyses. Additionally, functional limitations for each position must be identified and made clear through written directives for affected personnel.

21.1.1

Print

The job analysis should produce information about the employee class that is specific, objective, comprehensive, and, most importantly, verifiable by independent review. The results of the study should be incorporated in job descriptions prepared by the agency.

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Why are job descriptions important?

- According to Indeed, *A job description summarizes the essential responsibilities, activities, qualifications and skills for a role. Also known as a JD, this document describes the type of work performed.*
- *An effective job description will provide enough detail for the candidates to determine if they are qualified for the position.*

According to Indeed, *52% of job seekers say the quality of a job description is very or extremely influential on their decision to apply for a job.*

↑

Despite the fact that we are in the public sector, this is still important!



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Job Description - Cautions

- STOP the "tough love"
 - If they want the job they should know
 - We shouldn't have to work this hard to recruit
 - They either want the job or they don't
 - It's a calling
 - Blah, blah, blah
- You ARE COMPETING for these candidates with both the private sector and other public sector entities




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Job Description Cautions



- Their motivation may be different than yours
 - Your motivation was different than the generation before
 - STOP trying to hold them to your standards re: motivation and "why" they want to do the job
 - I DO NOT WANT TO HEAR "I don't know how to communicate/work with this generation"
 - UNACCEPTABLE EXCUSE
 - FIGURE IT OUT



21

What does a job description do for your Department?

- Attracts the right candidates
- Sets expectations for the position
- Allows candidates to prepare for the interview
- It's your first impression to the candidate
- Helps the right candidates focus their search with necessary information
- Provides an ongoing baseline for employee performance




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What should be included?

- Job Title
- Job Summary
- Responsibilities & Duties
- Qualifications and Skills
 - Must Haves
 - Nice-to-Haves
 - ESSENTIAL FUNCTIONS
- Salary & Benefits*
- EEO Statement
- ADA Statement



For the accreditation process, these will likely be moved to the Job Announcement (CALEA 31.3.1)



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What should be included?

Looking at Private Sector Examples

- Department/Company Mission Statement
- Time
- Location
- Working Conditions
- Call to Action – APPLY TODAY!
 - Include deadlines
- Disclaimers



There are some great examples in the private sector that we can all learn from. Don't discount an idea simply because its private sector – we are competing for the same candidates. LOOK OUTSIDE YOUR OWN OPEATIONS.



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What should be included?

Looking at Private Sector Examples

Salary & Benefits

- Non-financial perks and benefits?
 - Health Insurance
 - Wellness Plan
 - Retirement
 - Childcare and Parental Leave Options
 - Vacation and PTO Policies
- Company Culture?



• 250-500 Words (According to BuiltIn.com top performing descriptions = 457)

Watch for typos!!



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21.2.2 (LE) Print

(M M M M) (LE) Job Description Maintenance and Availability

A written directive requires a documented review of job descriptions of all employees every four years, ensuring job descriptions are current and made available to all personnel.

Commentary:
Statements of duties and responsibilities for each job within the agency, to include full-time or part-time personnel, or volunteers charged with performing law enforcement duties, must be prepared and made available to managers, supervisors, and all other agency employees. Such statements are key elements in achieving more effective management and supervision. Time sensitive standard. (M M M M) (LE)



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Classification Plan

- What is a classification plan?
- Why is it important?
- How do we conduct a classification plan?




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Class: A grouping of jobs for which duties, responsibilities, qualifications, and conditions of employment are sufficiently alike to justify the same treatment with respect to personnel practices

Class Specification: An official statement or guideline about the general duties, responsibilities, and qualifications involved in the kinds of jobs included in the same class.



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Classification Plan

21.2.1

Print

(N/A O O O) Classification Plan

The agency has a written classification plan, that includes:

- a. categorization of every job by class on the basis of similarities in duties, responsibilities, and qualification requirements;
- b. class specifications;
- c. provisions for relating compensation to classes; and
- d. provisions for reclassification.

Commentary

Classification involves describing the different kinds of work performed in an agency and consolidating similar jobs into classes based upon similarity of duties and responsibilities. Since classes in a law enforcement agency are usually linked to rank, the classification plan should specify the class titles and general duties, responsibilities, and qualifications for each traditional rank in the agency, such as police officer, deputy sheriff, sergeant, lieutenant, captain, and chief. Agencies utilizing full or part-time personnel, or volunteers charged with performing various law enforcement duties, should describe and have classification plans for each of these positions. The establishment of a structured classification plan with general requirements for each class should allow agencies to achieve more efficient administration, compensation, and equitable treatment of personnel. (N/A O O O)



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In Order to Complete the Classification Plan



- We need to complete the job task analysis.
- We need job descriptions



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Why do we need a Classification Plan?

- Fair Labor Standards Act (FLSA) Considerations
 - Legal Compliance
- Employment types
 - Business efficiency
- Exempt vs. Non-Exempt Employees
 - Employee Protections

What to include in a Classification Plan

- Employee Categories
- Job Descriptions
- Employment Status
- Employee Benefits
- Work Hours/Schedules
- Compensation & Pay Structure
- Performance Evaluations
- Training & Development
- Classification Reviews
- Compliance/Legal Considerations



31

Position Management System

- What is a position management system?
- What is the point of a position management system?
- Why do we need a position management system?



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Position: The duties and responsibilities, or work, assignable to one employee. A position may be filled or vacant. For the purposes of comparison, a patrol officer assigned as a court officer would occupy a "position." Patrol officer would be the "job." A position may have functional responsibility for a single task, e.g., court officer, patrol officer, crime prevention officer, or over several combined tasks, e.g., administrative lieutenant responsible for planning, budget, staff inspections, and internal affairs.




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How does Position Management Work?

1. Workforce Allocation
2. Define Budget and Roles
3. Defining Positions and Requirements
4. Create Talent Engagement Standards
5. Forecasting the Right Number
6. Create a Standardized Promotion Cycle
7. Ongoing Monitoring and Analysis



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[illegible]

Organizational Chart

11.1.1 (LE1)

(M M M M) (LE1) Description of Organization

A written directive describes the agency's organizational structure and functions, is depicted graphically on an organizational chart that is reviewed and updated as needed, and is available to all personnel and the public.



Why are Organizational Charts Important?

- Visual Representation
- Role Clarity
- Communication / Chain of Command
- Decision Making
- Resource Allocation



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[illegible]

Equal Opportunity



What do Equal Opportunity Mean?

Why is it important?



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[illegible]

Equal Opportunity Plan - Definition

Equal Employment Opportunity

Print

The provision of equitable opportunities for employment and conditions of employment to all employees regardless of race, creed, color, age, sex, religion, national origin, or physical impairment. Where a recruitment plan focuses on additional recruitment steps to be taken to increase the likelihood of hiring a member of an underrepresented group, EEO focuses on ensuring that applicants are treated fairly in the selection process (and in other personnel activities) by giving them the same opportunities for employment. The role of equal opportunity is to create a "level playing field" for all applicants and employees. An equal employment opportunity plan is a document that is designed to state the steps the agency intends to take to ensure that there are no artificial barriers that would prevent members of a protected group from a fair and equitable opportunity to be hired, promoted, or to otherwise take advantage of employment opportunities.



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31.2.3

Print

(M M M M) Equal Employment Opportunity Plan

The agency has an equal employment opportunity plan.

Commentary

The equal employment opportunity (EEO) plan should ensure equal opportunities for employment and employment conditions to ensure a diverse workforce. The equal employment opportunity plan should be based on an annual analysis of the agency's present employment policies, practices, and procedures relevant to their effective impact on the employment and utilization of protected groups. The equal employment opportunity plan, which may be produced in the form of a written directive, may contain such provisions as (1) a strongly worded statement from the agency's CEO that it is agency policy to ensure that all individuals be given equal opportunity for employment, regardless of race, sex, creed, color, age, religion, national origin, or physical impairment; (2) a procedure for filing complaints relating to EEO; and (3) specific action steps that the agency should take to ensure equal employment opportunity is a reality, such as advertising as an "equal opportunity employer" or providing applications or testing processes at decentralized, easily accessible locations. The policies relating to harassment in the workplace may also be incorporated into the agency's overall EEO effort. (M M M M)



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REMEMBER...It's a PLAN*

*

Plan

Print

Documented identification of methods to achieve desirable goals or conditions.



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**U.S. Equal Employment
Opportunity Commission**

Employees & Job Applicants

The U.S. Equal Employment Opportunity Commission enforces federal laws prohibiting workplace discrimination. These laws protect you against employment discrimination when it involves:

- Unfair treatment because of your race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability or genetic information.
- Harassment by managers, co-workers, or others in your workplace, because of your race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability or genetic information.
- Denial of reasonable workplace accommodations that you need because of your religious beliefs, disability, or pregnancy, childbirth, or related medical conditions.
- Retaliation because you complained about job discrimination or assisted with a job discrimination investigation or lawsuit.



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**U.S. Equal Employment
Opportunity Commission**

“Know Your Rights: Workplace Discrimination is Illegal” Poster

***UPDATED June 27, 2023 to include Pregnant Workers Fairness Act**

- The law requires covered employers to post the “Know Your Rights” poster. Be sure its in an area where affected employees can review it.
- EEOC doesn’t supply the posters – don’t wait on them



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What does your plan need?

- So...What’s your plan?
- What is an Equal Opportunity Plan?




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What does your plan need?

- (1) **a strongly worded statement** from the agency's CEO that it is agency policy to ensure that all individuals be given equal opportunity for employment, regardless of race, sex, creed, color, age, religion, national origin, or physical impairment;
- (2) **a procedure** for filing complaints relating to EEO; and
- (3) **specific action steps** that the agency should take to ensure equal employment opportunity is a reality, such as advertising as an "equal opportunity employer" or providing applications or testing processes at decentralized, easily accessible locations.
- *The policies relating to harassment in the workplace may also be incorporated into the agency's overall EEO effort.*



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Where does this information fit in?

- SWORN OFFICER SELECTION**
- Applications Received: Included the total number of applications received during the year.
 - Applicants Hired: Includes the number of applicants that were hired during the year.

Sworn Officer Selection		
Race/Gender	Applications Received	Applicants Hired
White-non-Hispanic		
• Male		
• Female		
Black-non-Hispanic		
• Male		
• Female		
Hispanic/Latino of any race		
• Male		
• Female		
Other		
• Male		
• Female		
Total		

Data Collection Period: _____



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Americans with Disabilities Act

- The Americans with Disabilities Act (ADA) is a federal civil rights law that prohibits discrimination against people with disabilities in everyday activities. The ADA prohibits discrimination on the basis of disability just as other civil rights laws prohibit discrimination on the basis of race, color, sex, national origin, age, and religion. The ADA guarantees that people with disabilities have the same opportunities as everyone else to enjoy employment opportunities, purchase goods and services, and participate in state and local government programs.



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Americans with Disabilities Act

The ADA directs that the definition of disability is construed broadly, in favor of extensive coverage, to the maximum extent permitted by the law. Nonetheless, not everyone with a medical condition is protected from disability discrimination. Under the law, a person has a disability if the person:

- Has a physical or mental condition that substantially limits a major life activity (such as walking, talking, seeing, hearing, or learning, or operation of a major bodily function, such as brain, musculoskeletal, respiratory, circulatory, or endocrine function).
- Has a history of a disability.
- Is subject to an adverse employment action because of a physical or mental impairment the individual actually has or is perceived to have, except if it is transitory (lasting or expected to last six months or less) and minor.

A medical condition does not need to be long-term, permanent, or severe to be substantially limiting. Also, if symptoms come and go, what matters is how limiting the symptoms are when they are active.



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Americans with Disabilities Act

Substantially limits is interpreted broadly and is not meant to be a demanding standard. But not every condition will meet this standard. An example of a condition that is not substantially limiting is a mild allergy to pollen.

Major life activities are the kind of activities that you do every day, including your body's own internal processes. There are many major life activities in addition to the examples listed here. Some examples include:

- Actions like eating, sleeping, speaking, and breathing
- Movements like walking, standing, lifting, and bending
- Cognitive functions like thinking and concentrating
- Sensory functions like seeing and hearing
- Tasks like working, reading, learning, and communicating
- The operation of major bodily functions like circulation, reproduction, and individual organs



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Americans with Disabilities Act

General requirement: Employers must provide people with disabilities an equal opportunity to benefit from the employment-related opportunities available to others. This includes things like recruitment, hiring, promotions, training, pay, and social activities.



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Americans with Disabilities Act

Reasonable Accommodation: When job applicants or employees request job modifications, the disability laws require employers in the private, federal, and state and local government sectors to provide reasonable accommodations (changes to the ways things are usually done) to employees and job applicants who have or had an impairment that substantially limits a major life activity, unless doing so would cause undue hardship for the employer. A reasonable accommodation can help a person with a disability apply for a job, perform the duties of a job, or enjoy the benefits and privileges of employment.



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Americans with Disabilities Act

- An employer doesn't have to provide an accommodation if doing so would cause undue hardship to the business. Undue hardship means that the accommodation would be too difficult or too expensive to provide, in light of the employer's size, financial resources, and the needs of the business.
- An employer may not refuse to provide an accommodation, however, just because it involves some cost. An employer does not have to provide the accommodation the employee or job applicant wants, as long as it provides an effective reasonable accommodation. If more than one accommodation effectively meets the disability-related needs, the employer may choose which one to provide



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Americans with Disabilities Act

- **Q. Does the ADA require that an applicant or employee with a disability be qualified for the position?**
- A. Yes. The ADA defines qualified to mean *a person who meets legitimate skill, experience, education, or other requirements of an employment position that s/he holds or seeks, and who can perform the essential functions of the position with or without reasonable accommodation.* Requiring the ability to perform "**essential**" functions assures that an individual with a disability will not be considered unqualified simply because of inability to perform marginal or incidental job functions. If the individual is qualified to perform **essential job functions** except for limitations caused by a disability, the employer must consider whether the individual could perform these functions with a reasonable accommodation. *If a written job description has been prepared in advance of advertising or interviewing applicants for a job, this will be considered as evidence, although not conclusive evidence, of the essential functions of the job.*



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Recruiting & Selection



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CALEA Chapter 31 Introduction

- Identify and employ the best candidate, not just eliminate the least qualified
- Better candidate lead to lower employee turnover, fewer disciplinary issues, better morale, better community relations and more effective and efficient services.
- Selection activities are based on the expectation of employe the principles of your Equal Opportunity Plan
- The goal is to achieve a workforce that is representative of the workforce in the service area.
- Your Recruitment Plan will include proactive steps to encourage members of identified groups to join your agency.
 - Equal Opportunity does not mean quotas.
- Agencies are not expected to lower legitimate, job-related hiring standards to achieve such a goal, nor is an agency expected to hire anyone who is not qualified to perform the functions of the job.



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CALEA Chapter 31 Introduction

- Recruitment activities should be regularly conducted
 - Creates an ongoing presence / creates relationships / represent the agency image
- Selection Process is a key to overall agency effectiveness
 - Must be efficient and fair
- Hiring & Selection Process must be job-related, relevant, consistent and non-discriminatory
- Should have written procedures for consistency
 - Process
 - Timeframe
 - Reapplication



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Hiring & Selection Process

Recruitment Activities: A systematic method of seeking potentially qualified job applicants



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Recruitment Process Steps

- Job Announcement
- Selection Criteria
- Selection Process
- Job Relatedness
- Uniform Administration
- Candidate Information / Records / Notifications



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31.3.1

Print

(M M M M) Job Announcements

The agency's job announcements and recruitment notices for all personnel:

- provide a description of the duties, responsibilities, requisite skills, educational level, and other minimum qualifications or requirements;
- advertise entry-level job vacancies through electronic, print, or other sources;
- advertise the agency as an equal opportunity employer on all employment applications and recruitment advertisements; and
- advertise official application filing deadlines.

Commentary

The agency should provide the most accurate and precise job description possible to avoid undue delay and wasted time on the part of the agency and the applicant. When the most important performance dimensions are known, potential applicants are in a better position to relate their particular knowledge, understanding, and skills to those required by the position to be filled. The agency saves the time and expense of making determinations that the applicants could have made, had they been fully apprised.

The agency should ensure that job announcements do not set standards or criteria that even unintentionally screen out, or tend to screen out, an individual with a disability or class of individuals with disabilities, unless the criteria are job-related and necessary. (M M M M)



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Maintaining Applicant Contact



- **CALEA 31.3.3**
- **Develop a system for applicant contact from application through final decision.**
- **This is more than a standard; this is about fairness and representing your agency**



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31.4.1 (LE1)

(M M M M) (LE1) Selection Process Described

Written directives describe all elements and activities of the selection process for all full-time and part-time positions.

Commentary

Such written directives are essential for the proper administration, use, and defensibility of the selection process. The directive should describe the order of events in the selection process and should include, at the least, information about the purpose, development, job relatedness, administration, scoring, and interpretation of all elements used in the selection process. The law enforcement agency may rely upon a governing personnel system, employment agency, or other public or private organization to administer or provide one or more elements of the selection process. If so, a copy of all relevant manuals should be maintained on file by the law enforcement agency. Written directives should describe the selection process in detail and include timetables, the order of events, administration, scoring, interpretation of test results, and other pertinent information. (M M M M) (LE1)



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Selection Procedure: Any established method or combination of methods used in any way as the basis for an employment

Selection Process: The combined effect of components and procedures leading to the final employment decision, including minimum qualifications, e.g., education, experience, physical attributes, citizenship, residency-written tests, performance tests, oral exams, interviews, background investigations, medical exams, polygraph tests, police academy ratings, probationary period ratings, personality inventories, interest inventories, psychiatric evaluations, veteran's preference, cut-off scores, and ranking procedures.



31.4.7: Selection Criteria

The selection criteria for ALL SWORN POSITIONS are identical as it pertains to skill, knowledge and ability; and are not dependent upon full-time status.

- Experience, physical condition and other job-related selection criteria
- Process may be different, provided selection criteria are identical
- Does not include higher education requirements



60

31.4.2

Print

(M M M M) Job Relatedness

All elements of the selection process for sworn personnel use only those rating criteria or minimum qualifications that are job related.

Commentary

The intent of this standard is to ensure that candidates are evaluated by a selection process that measures traits or characteristics that are a significant part of the job. It is not sufficient for an agency to merely say in a directive that its procedures are job related.

There are a variety of means by which job-relatedness can be shown. An agency may choose, for example, to demonstrate that an oral examination measures traits that are shown by the task analysis to be significant or necessary to perform the job. An assessment center may be shown to measure the performance of tasks or skills that the task description has shown to be essential job functions.

The agency may also demonstrate job-relatedness through a process which validates the selection mechanism as a predictor of future job success. A written test may be statistically validated as being able to assess knowledge and skills necessary for the job of sworn officer. Many commercially produced tests have documentation that will support validation. Agencies are encouraged to seek assistance in this area from competent personnel resources as many of the validation concepts are technical and/or unfamiliar to police professionals.

Nothing in this standard should be interpreted as preventing an agency from using a combination of methods to document the job-relatedness of its selection process. The goal of this standard is to ensure that the agency has the documentation necessary to make a logical and persuasive case, in the event of a legal challenge, that the elements of the selection process measure knowledge, skills, abilities, and traits needed to perform that job. (M M M M)



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31.4.3

Print

(M M M M) Uniform Administration

A written directive requires that all elements of the selection process for all personnel be administered, scored, evaluated, and interpreted in a uniform manner within the classification.

Commentary

Optional elements of the selection process, to include time limits, oral instructions, practice problems, answer sheets, and scoring formulas, should be clearly set forth and carried out identically for all candidates. All elements of the selection process should be validated for job relatedness. Failure to do so may preclude validation of the process and make the agency susceptible to legal challenges. (M M M M)



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Candidate Information / Notification / Records

• CALEA 31.4.4; 31.4.5; 31.4.6;

31.4.4

Print

(M M M M) Candidate Information

At the time of their formal application, candidates for all positions are informed, in writing, of:

- all elements of the selection process;
- the expected duration of the selection process; and
- the agency's policy on reapplication.

Commentary

A listing of selection elements should include, but is not limited to, all written physical and psychological examinations, polygraph examinations, oral interviews, and background investigations. From the outset, candidates should be made aware that sensitive or confidential aspects of their personal lives may be explored. Written notification of the expected duration of the selection process is not only a courtesy but also helps the agency better plan and coordinate its selection process. (M M M M)



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31.4.5

Print

(M M M M) Notification of Ineligibility

All candidates not selected for positions are informed in writing.

Commentary

Prompt notification, written or electronic, is not only an essential element of an efficient administrative organization but also is fundamental to a fair and effective selection process. Candidates should be informed within 30 days of such a decision. (M M M M)



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31.4.6

Print

(M M M M) Records

A written directive governs the records of all candidates, to include:

- the disposition of records of candidates not selected;
- the secure storage of selection materials;
- the retention of background information; and
- the retention of medical, emotional stability, and psychological fitness examinations.

Commentary

It is necessary to maintain selection data, to include physical, emotional stability, and psychological fitness examinations, to ensure continuing research, independent evaluation, and defense against lawsuits. The agency should determine requirements, consistent with applicable laws, for maintaining identifying information, such as names and addresses. The agency should comply with all federal, state, and local requirements regarding the privacy, security, and freedom of information of all candidate records and data. The agency responsible for selection materials should limit access to persons legally entitled to view these records and store them in locked files to provide 24-hour security. (M M M M)



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Employee Assistance Program

What is an Employee Assistance Program (EAP)?

- An employee assistance program, or an EAP, is a benefits package that employers provide to employees. Like medical benefits, it assists employees with the costs of certain types of health issues – in this case, mental health and addiction issues.
- Assistance for problems related to work, mental health, addiction, and other personal problems.
- Financial coverage for benefits.
- Consultations for both individuals and the organization as a whole
- Anonymity for employees who take advantage of these benefits.



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Employee Assistance Program

22.1.7

Print

(G O D O) Employee Assistance Program

The agency makes available to employees an Employee Assistance Program (EAP) designed to assist in the identification and resolution of concerns or problems (personal or job related), which may adversely affect an employee's personal or professional well-being or job performance. These personal concerns may include, but are not limited to, health, marital status, family financial, substance abuse, emotional stress, and other personal matters. The Employee Assistance Program shall include, at a minimum:

- a written directive describing program services;
- procedures for obtaining program services;
- confidential, appropriate, and timely problem assessment services;
- referrals to services, either workplace or community resources for appropriate diagnosis, treatment, and follow-up;
- written procedures and guidelines for referral to and/or mandatory participation; and
- training of designated personnel in the program services, supervisor's role and responsibility, and identification of employee behaviors which would indicate the existence of employee concerns, problems and/or issues that could impact employee job performance.



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General Health and Physical Fitness

22.2.2 (LET)

Print

(M M M M) (LET) General Health and Physical Fitness

A written directive describes the agency's policy regarding general health and physical fitness to perform job tasks identified for sworn employees.

Commentary

The functions of a law enforcement agency require a level of physical fitness not demanded by many other occupations, and fitness requirements should be specified. Standards of fitness should be those that have been shown to be directly related to the tasks performed, and not serve to eliminate or penalize employees who can otherwise perform the tasks of their assignment, with or without reasonable accommodation. (M M M M) (LET)



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EAP v. Wellness Program

EAP

- Reactive
- Employee resource for crisis situations

VS.

Wellness Program

- Proactive
- Seek to improve employee health via health-related amenities/programs

Same goal,
different
approaches!



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Wellness Program

22.2.3

Print

(O O O O) Fitness and Wellness Program

The agency has a written directive that addresses a fitness and wellness program which includes:

- a. mandatory or voluntary participation by agency personnel;
- b. a trained program coordinator;
- c. individual health screening and fitness assessment;
- d. individual education and goal setting; and
- e. ongoing support and evaluation.

Commentary
A fitness and wellness program has two main elements. The first is physical performance, i.e., the development and maintenance of physical performance capability to satisfactorily perform job tasks and personal activities. The second is the individual's present health status as well as the risk for future disease. This is impacted greatly by lifestyle choices, including smoking, nutrition, weight, stress management, inactivity, etc. The agency should also consider incentives to encourage employee participation. (O O O O)

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Wellness Program - Expanded

- We want to challenge you to go beyond the standards
–Remember the standards are the foundation, not the pinnacle
- What other “wellness” programs could your department consider?
–Family services
–Mental health services/evaluations
–Chaplains

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Let's Look at the Private Sector for Ideas

- What is a “wellness program”: a collection of initiatives within an organization that promote healthy lifestyles among employees and, in some cases, their spouses and dependents. These programs address various dimensions of employee health and well-being.

Benefits Of Wellness Programs

Employee wellness programs offer benefits for employers and employees: they cultivate a healthier, more engaged workforce and drive long-term positive health changes. Employees enjoy better health, less stress, and increased job satisfaction, while employers see gains in productivity, lower absenteeism, and potentially reduced spending on healthcare costs.

Moreover, these programs are powerful strategies to retain and attract talent in the modern working world. Studies show that nearly 90% of employees at companies with wellness initiatives report higher job satisfaction and are more likely to recommend their employer.

Wellable

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What are some wellness programs?

- Wellness/Fitness Challenges
 - Fitness Classes
 - Gym Memberships/Discounts
 - Reimbursements for gym/events
- Mental Health Resources
 - Annual evaluations
- Telemedicine
- Workshops / Health Education
- Stress Management / Resilience
- Sleep Management
- Weight Management
- Tobacco Cessation
- Medical Screenings / Health Coaching
- Healthy Food/Snacks
- Health Fairs
- Annual Physical Exams
- Onsite medical clinics/services
- Mindfulness/Meditation
- Financial Planning/Counseling
- Education Benefits
 - Classes
 - Tuition reimbursement
- Family resources
- Volunteer Days
- Others??
- Are these events open to family members?



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How do you run/manage a wellness program?

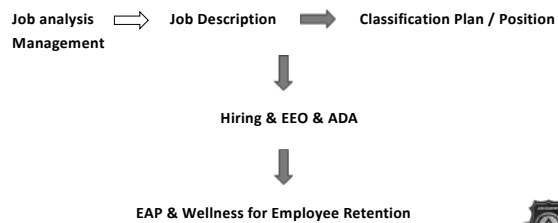
- Employee Survey to Determine Interest
- Structure
- Leadership
- Rewards & Incentives
- Metrics & Measurements
 - How do you determine success?



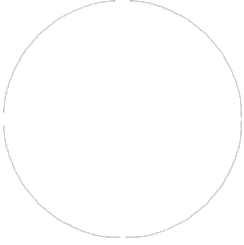
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SUMMARY

- It all fits together



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