

VILLAGE OF MENOMONEE FALLS
POLICE AND FIRE COMMISSION

**POLICE OFFICER RECRUITMENT AND SELECTION
GUIDELINES AND GUIDELINES FOR THE POLICE
PROMOTIONAL PROCESS**

TABLE OF CONTENTS

POLICE OFFICER RECRUITMENT AND SELECTION GUIDELINES

I.	ADMINISTRATIVE GUIDELINES	3
II.	ADVERTISEMENT AND PUBLICATION OF RECRUITMENT NOTICE	4
III.	APPLICATION PROCEDURES	4
IV.	GENERAL GUIDELINES FOR THE TESTING OF APPLICANTS	5
V.	EVALUATION PROCEDURES	6
VI.	EXPEDITED LATERAL ENTRY PROCESS.....	8
VII.	ELIGIBILITY POOL	8
VIII.	APPOINTMENT BY CHIEF OF POLICE	8
IX.	REAPPLICATION PROCEDURES	10

GUIDELINES FOR THE POLICE PROMOTIONAL PROCESS

X.	ADMINISTRATIVE GUIDELINES	10
XI.	GENERAL GUIDELINES FOR THE ADMINISTRATION OF THE PROMOTIONAL PROCESS	11
XII.	ANNOUNCEMENT OF PROMOTIONAL OPPORTUNITY.....	12
XIII.	ELIGIBILITY FOR PROMOTION	12
XIV.	TESTING AND EVALUATION OF CANDIDATES FOR PROMOTION TO SERGEANT.....	13
XV.	THE PROMOTIONAL POOL FOR SERGEANT AND COMMAND RANK POSITIONS	15
XVI.	APPOINTMENT	15
XVII.	REVIEW AND APPEAL OF RESULTS.....	16

POLICE OFFICER RECRUITMENT AND SELECTION GUIDELINES

I. ADMINISTRATIVE GUIDELINES

- A. Pursuant to Wis. Stat. Sections 61.65 and 62.13, the Village of Menomonee Falls Police (“the Village”) and Fire Commission has the authority to recruit and select candidates for the purpose of establishing an eligibility pool for the position of police officer. Consistent with the Commission's desire to appoint the best possible persons for police service, these guidelines set forth the procedures to be utilized to ensure fundamental fairness to all candidates, regardless of age, race, creed, color, disability, marital status, sex, national origin, ancestry, sexual orientation, military service, use or nonuse of lawful products, with proper limitations as to residence, health and arrest and conviction records.
- B. The Chief of Police will appoint police recruits from a certified eligibility pool established under the procedures as hereinafter set forth, and report such appointment to the Police and Fire Commission.
- C. The Support Captain (or designee) will have the responsibility to coordinate the Police Department's role in the recruitment and selection process and will serve as the Police Department liaison with the Village's Human Resources Department.
- D. The Chief of Police shall store and maintain as separate files the following:
 1. information required to comply with these guidelines regarding recruitment, selection and appointment.
 2. information for each active applicant for full-time employment as defined under Wis. Stat. sec. 165.85.

including, but not limited to:

 - a. active applications
 - b. written examination results
 - c. psychological evaluations
 - d. assessment center evaluations
 - e. background investigations
 - f. any other findings, reports or other information collected and/or considered during the selection process.

on file permanently for those candidates that are hired by the Village. All other background investigations shall be maintained for at least five (5) years by the Human Resources Department.

E. Security of selection materials

1. All materials relevant to the recruitment, selection and appointment process shall be stored in secured areas when not in use so as to prevent unauthorized access.
2. Selection materials to be disposed of will be handled in a manner which prevents information from being disclosed to unauthorized personnel.

F. Equal Employment Opportunity

The Village supports and is committed to the principle of equal employment opportunity. The Village will recruit, train, hire, transfer, promote, compensate, and make all employment-related decisions without regard to an individual's race, color, religion, national origin, sex (including pregnancy and gender identity), sexual orientation, genetic information, marital status, arrest or conviction record, membership in the armed forces, or because they are an individual with a disability, a person 40 years old or older, use or nonuse of lawful products off the employer's premises during nonworking hours, or declining to attend a meeting or to participate in any communication about religious matters or political matters. The Village expects the same commitment from all its employees.

The Village will make reasonable accommodations for qualified individuals with known disabilities in compliance with all applicable laws.

If a candidate has questions or concerns about any type of conduct or statements in the selection process that may violate this policy, the candidate must bring those issues to the attention of the Village's Human Resources Director. The candidate can raise concerns and make reports without fear of reprisal.

II. ADVERTISEMENT AND PUBLICATION OF RECRUITMENT NOTICE

Publication of recruitment notices shall be made as needed to meet recruitment objectives. Publication of such openings shall be made in appropriate venues as identified by the Chief of Police.

III. APPLICATION PROCEDURES

Applications for positions will be made on an authorized form.

A. Application materials will be available upon request and will include the following items:

1. application
2. a written notice describing all elements of the selection process and re-application procedures and a general statement of duties and responsibilities of the position being sought
3. a written notice of formal requirements for applicants
4. a written explanation of the open recruitment and how it affects the standing of applicant and certified candidates
5. an authorization for release of information forms

IV. GENERAL GUIDELINES FOR THE TESTING OF APPLICANTS

- A. All procedures utilized by the Commission during the recruitment and selection processes are intended:
 1. to ensure fundamental fairness
 2. to be job related and non-discriminatory
- B. All elements of the selection process will be administered, scored, evaluated and interpreted in a uniform manner.
 1. Members of the Police Department or other qualified individuals will be used in these processes.
 2. Personnel involved in any aspect of the selection process will, at the minimum, possess the following qualifications:
 - a. a thorough understanding of the procedures used to administer, score, evaluate, and interpret a particular test
 - b. a familiarity with the appropriate methods for administering and taking a test, which includes knowledge of the scoring system and of the correct manner in which the test should be taken
 - c. when appropriate and/or required by law, a professional license or certification
- C. Notice of times and locations for various elements of the process will be given to those candidates eligible to continue in the process.
- D. Any candidate who misses one of the elements of the selection process will be considered withdrawn from the selection process unless prior notification to the Police Department has been made.

- E. All physical and age qualifications are intended to meet the requirements of validity, utility, and minimum adverse impact.
- F. The selection process will be evaluated as needed so as to ensure its effectiveness in selecting the best-qualified applicants in a fair and equitable manner. Any changes will be brought for approval by the Police and Fire Commission when necessary.

V. EVALUATION PROCEDURES

A. Scoring and ranking of applications received:

- 1. Applicants will be scored as soon as practical after their receipt based on predetermined values established by the Commission and administered in a uniform manner.
- 2. Applicants will be ranked from the highest total point score to the lowest total cumulative score with new applicants integrated as they are received.
- 3. The top ranked applicants from among those currently on file will be invited to participate in an assessment center as described below.
- 4. Police Department employees who have accumulated a minimum of one (1) year of service as a Police Aide or are certifiable as a law enforcement officer in the State of Wisconsin and meet all minimum requirements established by State law and the Law Enforcement Standards Board. The Police and Fire Commission will be granted access to the assessment center.
 - a. Police Aide Excellence Program- The Chief of Police may identify Police Aides who have excelled in their role with the Police Department. These are individuals who have demonstrated excellent performance, coupled with their academic endeavors, to have great potential to be a successful Police Officer. In those circumstances, after being identified by the Chief of Police, the Police Aide may participate in an expedited assessment center and proceed directly to an interview with the Commission.
- 5. An application will be used as part of this stage of the selection process for a period of **six (6) months** from the date it is received after which time the reapplication policy applies.
- 6. In the event information regarding an applicant is obtained that in the opinion of the Chief of Police would preclude the applicant from ever being hired, the applicant will not be invited to an assessment center.

B. Assessment Center:

- 1. Applicants are invited to participate in an assessment center in the rank order obtained from the evaluation of their applications. In the case of ties, the date

and time the application was received by the Village will determine the order in which applicants are invited to the assessment center.

2. The assessment center will be conducted in a standardized manner by multiple assessors who are trained prior to participating in the center and will consist of multiple assessment techniques such as exercises and simulations which measure applicants in dimensions, attributes, skills, abilities, or knowledge specified in the position description for which the vacancy exists including, but not limited to:
 - a. decision making
 - b. communication
 - c. initiative
 - d. adaptability
 - e. judgment
 - f. interpersonal relations
 - g. maturity
3. Assessment center results will determine an applicant's eligibility to proceed to the Police and Fire Commission interviews. A standardized minimum rating of four (4) or better by the assessment center is required for an applicant to continue in the screening process.
4. Assessment Center results will be in effect for a period of twelve (12) months. No person will be eligible to participate in another center during that 12-month time frame.
5. Specific scoring of the results of the assessment center will not be made available to participants as such disclosure could unfairly benefit an applicant participating in future assessment centers.

C. Police and Fire Commission oral interview:

1. Applicants successfully completing the assessment center or the Police Aide Excellence Program are invited to a formal interview before the Commission.
2. The interview consists of a question and answer format during which the Commission and the Chief of Police, or his/her designee, will assess the candidate's communicative skills, judgment, self- confidence, and general suitability for the position.

3. Based on the Police and Fire Commission interview and the results of the assessment center, the Police and Fire Commission will certify candidates eligible for appointment by the Chief of Police.
4. A candidate not certified by the Commission will not be eligible to interview again with the Commission for a period of six (6) months after the last interview in which the candidate was not certified. If a candidate requests a second interview after the six months have passed, the Chair shall have discretionary authority to allow or disallow the interview.

VI. EXPEDITED LATERAL ENTRY PROCESS

- A. Applicants with at least one (1) year of full time law enforcement are eligible for an expedited lateral entry process.
- B. The Chief of Police has the discretion to select eligible applicants to participate in the expedited lateral entry process.
- C. The expedited lateral entry process shall consist of the following events/actions:
 1. A minimum of two (2) exercises from the assessment center.
 2. If the candidate successfully completes the minimum of two (2) exercises from the assessment center, a Police and Fire Commission interview as described in V.C. will be conducted.
 3. Based on the Police and Fire Commission and Chief of Police interview and the results of the two exercises from the assessment center, the Police and Fire Commission may certify candidates eligible for appointment by the Chief of Police.

VII. ELIGIBILITY POOL

- A. Candidates certified by the Police and Fire Commission are added to an unranked eligibility pool.
- B. A candidate on the eligibility pool will remain eligible for eighteen (18) months from the date certified.

VIII. APPOINTMENT BY CHIEF OF POLICE

The Chief of Police may appoint any candidate currently on the eligibility pool subject to the results of the following additional evaluation and investigation:

- A. Background Investigation

1. Background investigations will be conducted by Police Department employees trained in collecting required information and will be especially attentive to the following areas:
 - items relating to the candidate's character and integrity.
 - verification of qualifying credentials such as:
 - a. educational achievement
 - b. previous employment
 - c. age
 - d. residence
 - e. citizenship
 - f. driver's license
 - a careful review of any past criminal record, if any, including:
 - a. an N.C.I.C. check
 - b. an F.B.I. fingerprint check
 - c. a State of Wisconsin fingerprint check
 - d. record check at the police department serving the candidate's city of residence
 - Interview of at least three of the candidate's personal references
2. Both positive and negative results will be carefully documented so as to both verify that a thorough investigation was conducted and to identify findings that may result in rejection of a candidate's application.
3. In order to secure candid and complete information from those persons interviewed in connection with background investigations, information obtained will be handled confidentially, subject only to the terms of Wisconsin's Open Records Law and/or a specific court order.

B. A candidate deemed qualified by the Chief of Police shall be tendered a conditional offer of an appointment as a police officer subject to successfully completing the following additional evaluations:

1. Satisfactory results from a psychological evaluation, the objective of which is to determine whether a candidate has the necessary psycho-logical attributes for police work and is free from dysfunctional or disabling emotional pathology.

2. A position specific fitness examination using criteria based on the functions and working conditions of police officers.
3. A position specific medical examination using criteria based on the functions and working conditions of police officers.
4. A drug screen administered prior to beginning work and two additional random drug screens administered during the probationary period.
5. Successful completion of an eighteen-month probationary period during which the candidate must satisfactorily complete all required training.

IX. REAPPLICATION PROCEDURES

- A. Any applicant not certified to the eligibility pool may reapply after **six (6) months** from the date of original application.
- B. Any candidate certified to the eligibility pool who is not appointed by the Chief of Police within eighteen (18) months of such certification may reapply under this procedure.
- C. All re-applications are considered as new applications and are processed in the same manner as such.
- D. Police officers who resign their employment with the Village of Menomonee Falls may, within two (2) years of the date of their resignation, apply for reinstatement to the Police Department.
 1. Having forfeited all rights and benefits upon resignation, reinstated officers are hired at entry level status subject to the 18-month probationary period.
 2. Determinations for pre-reinstatement screening will be at the discretion of the Chief of Police subject to the approval of the Commission.

GUIDELINES FOR THE POLICE PROMOTIONAL PROCESS

X. ADMINISTRATIVE GUIDELINES

- A. Authority: Pursuant to Section 62.13 of the Wisconsin Statutes, the promotion of sworn police personnel is under the exclusive jurisdiction of the Police and Fire Commission, which has broad superintending powers over these matters. The Chief of Police has authority by statute to make promotions subject to the approval of the Police and Fire Commission. Promotions made by the Chief of Police shall be consistent with the procedures prescribed by the Police and Fire Commission as hereinafter set forth.

- B. **Police Department Liaison:** A designated police captain shall have overall authority and responsibility for the coordination of the promotional process on behalf of the Police Department and will serve as a liaison with the Village Human Resources Coordinator on all matters related to the promotional process.
- C. **Evaluation:** The promotional process shall be evaluated and revised if necessary, so as to ensure its effectiveness in selecting the best qualified candidates for promotion in a fair and equitable manner.

XI. GENERAL GUIDELINES FOR THE ADMINISTRATION OF THE PROMOTIONAL PROCESS

- A. All procedures utilized by the Police and Fire Commission and the Police Department during the promotional process are intended:
 1. to ensure fundamental fairness
 2. to be job related and nondiscriminatory
 3. to have validity and utility in predicting a candidate's job performance and having a minimum adverse impact on any individual racial, sexual or ethnic group
- B. The objectives of the promotional process are:
 1. to provide the maximum amount of objective information to the Chief of Police to be used in making promotional decisions
 2. to encourage positive competition within the Police Department for promotional positions
 3. to enhance the career development of members of the Police Department by providing meaningful feedback to those officers seeking promotion
 4. to ensure that both present and future supervisory and managerial needs of the Police Department are met
- C. All elements of the promotional process will be administered, scored, evaluated and interpreted in a uniform manner.
- D. Consistent with the policy of the Menomonee Falls Police Department to provide employees an opportunity for individual growth and development at all levels of the Police Department, the police promotional process is an on-going process intended to both further the Police Department's Career Development Program and ensure that the best qualified candidates are selected for promotional vacancies.

E. All promotions shall be based on a written position description of the likely duties and responsibilities of an individual holding the rank for the position sought and an indication of the required and desirable knowledge, skills and abilities for someone to perform successfully at that rank.

XII. ANNOUNCEMENT OF PROMOTIONAL OPPORTUNITY

A. Although the promotional system is an on-going process, written announcement of the preliminary screening of candidates for promotion shall be posted and supplemented by periodic verbal reminders at staff meetings, conferences, and roll-call sessions so as to ensure widespread dissemination through the Police Department.

B. The following information shall be included on all such announcements:

1. a description of the position or job classification
2. requirements for participation in the promotional process
3. a description of the process including testing and evaluation
4. dates, times, and locations for all components of the promotional process

C. At the discretion of the Chief of Police, solicitation for candidates may be made outside of the department.

XIII. ELIGIBILITY FOR PROMOTION

A. Persons eligible for promotion to sergeant shall have completed advanced education to at least an Associate Degree and:

1. have a minimum of four years of law enforcement experience with the Menomonee Falls Police Department or
2. have a minimum of three (3) years of law enforcement experience with the Menomonee Falls Police Department and at least three (3) years of full-time law enforcement experience at another department or
3. have a minimum of two (2) years of law enforcement experience with the Menomonee Falls Police Department and at least four (4) years of full time law enforcement experience at another department or
4. have at least six (6) years of full-time law enforcement experience at another department with at least two (2) of those years being in a supervisory capacity/rank.

B. Persons eligible for promotion to any command rank shall have a minimum of one (1) year of supervisory experience with the Menomonee Falls Police Department and have completed advanced education to that of a Baccalaureate Degree.

XIV. TESTING AND EVALUTION OF CANDIDATES FOR PROMOTION TO SERGEANT

A. Eligibility List: The following guidelines govern the process used to establish an eligibility list to determine who should proceed further in the promotional process. This process consists of two elements which are administered as follows:

1. A written test designed to measure substantive knowledge appropriate for the position for which the vacancy exists is administered by the Police Department Liaison or his/her designee.
2. An updated bibliography of reading materials used as the sources of questions on a written examination shall be provided to each candidate.
3. A composite supervisory evaluation of each internal promotional candidate is also made by a team of not less than three supervisors, including sergeants and lieutenants, who have had some supervisory contact with the candidate.

Some factors to be considered in the determination of this rating include:

- a. supervisory evaluation of the candidate's promotional potential for the position for which the vacancy exists
- b. supervisory evaluation of employee performance in the present position
- c. disciplinary record
- d. any other factors which are felt to be relevant to the position for which the vacancy exists

4. A command evaluation of each external candidate is made by at least two commanders. This evaluation will include a review of the candidate's application, resume, and other documents obtained in the application process.
5. These two (2) scores are weighted and combined to establish a ranked eligibility list which is used to determine the order in which candidates will be allowed to participate in the assessment center. All candidates who participate will be ranked as follows:
 - a. The written test will be weighted as 40%.
 - b. The supervisory/command evaluation will be weighted as 60%.

B. **Assessment Center:** A promotional assessment center is the principal tool used to evaluate promotional candidates on the eligibility list. Participation is subject to the following guidelines:

1. The number of candidates sent to a promotional assessment center is determined by the Chief of Police based on the need to maintain an adequate number of candidates in a “promotional pool” and the availability of center vacancies.
2. The assessment center will be conducted in a standardized manner by multiple assessors who are thoroughly trained prior to participating in the center and will consist of multiple assessment techniques such as exercises and simulations which measure applications in a variety of dimensions, attributes, skills, abilities, or knowledge specified in the position description for which the vacancy exists. Examples of dimensions may include:
 - a. information gathering and analysis
 - b. decision making
 - c. supervision
 - d. training
 - e. interpersonal skills
 - f. scheduling, planning and organizing
 - g. written and oral communications
 - h. personal maturity
 - i. dedication and integrity
 - j. administrative duties
 - k. loyalty/comments
 - l. development of subordinates
 - m. field command direction
3. Simulation exercises shall have been pretested prior to use to ensure that the techniques provide reliable, objective and relevant information and that the exercises are related to the position for which the vacancy exists.
4. Judgments resulting in an outcome shall be based on pooled information from assessors and techniques.

5. Overall evaluation of behavior shall be made by assessors at a separate time from the observation of behavior during the exercises.
6. Assessors shall utilize a form or forms to record and document the observations being made by the assessors at each stage of the evaluation process.
7. A general description of the assessment process will be given to promotional candidates when notified of their eligibility to participate in the center, and candidates shall be provided, upon request, with written rationale and information concerning the dimensions, qualitative ratings, and comments/recommendations of the assessment center.

XV. THE PROMOTIONAL POOL FOR SERGEANT AND COMMAND RANK POSITIONS

- A. The promotional pool consists of those candidates who have completed a promotional assessment center and who are eligible for promotion.
- B. Candidates will be listed in an unranked order, and such list shall be prominently posted within the Police Department and act as written certification of eligible employees.
- C. After a five-year period in the promotional pool, candidates may be required to repeat the promotional assessment center in order to retain their eligibility for promotion. Upon request of the Chief of Police, the commission may by majority waive this requirement.

XVI. APPOINTMENT

- A. When a promotional vacancy exists, the Chief of Police will review the assessment center reports on candidates currently in the promotional pool along with other considerations such as attitude, motivation and commitment to the Police Department.
- B. The Chief of Police shall select one or more candidates deemed most qualified and interview final candidates.
- C. For the promotion to sergeant, the Chief of Police shall identify the most qualified candidate for promotion and subsequently submit him/her for a Psychological Evaluation.
 1. An emotional stability and psychological fitness evaluation is required for all candidates prior to a promotional appointment the rank of sergeant, using valid, useful and nondiscriminatory procedures.
 2. All psychological evaluations shall be administered by qualified professionals, such as psychiatrists or psychologists licensed by the State of Wisconsin.

3. All elements of the promotional process, such as psychological testing, which are provided by a private organization will meet the requirements of validity, utility and minimum adverse impact.
4. A record of the results of psychological evaluations is maintained on file with other related promotional materials.

D. The Chief of Police shall submit a formal written recommendation for promotion to the Police and Fire Commission. Such recommendation shall include the basis for the promotional decision.

E. Promotional appointments shall be effective upon the approval of the Police and Fire Commission. All promotions are subject to a twelve (12) month probationary period.

XVII. REVIEW AND APPEAL OF RESULTS

- A. If a candidate wishes to appeal an adverse decision concerning eligibility for or appointment to a promotional vacancy, written appeal must be made to the Commission or Chief of Police. Appeals must be received within fifteen (15) days of the date the notification prompting the appeal was given to the candidate.
 1. Appeals not received by the Commission or Chief of Police within the specified time limits will render the person ineligible to proceed with the appeals process.
 2. Appeals must clearly indicate both the element of the promotional process being appealed and such reasons for concluding the element was unfair.
- B. Appeals will be considered at the next regularly scheduled meeting of the Commission following the receipt of the appeal.
- C. Elements of the promotional process subject to appeal include:
 1. written examination results
 2. written results of scored elements of the promotional process
 3. composite supervisory evaluation used in the promotional process
- D. If the Commission finds merit to the appeal, it may order one or more of the following actions:
 1. allow a candidate to have an opportunity to retake that element found to be unfair and have the overall eligibility score adjusted accordingly
 2. cause such unfair elements to be modified in order to ensure future fairness

E. Written determination to an appeal of an element of the promotional process will be made within ninety (90) days of its receipt by the Commission or Chief of Police.



Christine Wilczynski-Vogel
Chair, Police and Fire Commission

Effective Date: 04/18/2025