



Department of Safety General Recruitment Standards and Procedures

By order of the Chief of Police, Chief of Department – Fire, and Director of Corrections and Undersheriff with approval of the Manager of Safety, these standards and procedures shall apply to Department of Safety Recruitment Section effective 6-1-10.

Philosophy Statement

An effective recruitment program is one that is efficient and consistent, operates with high standards, reflects the values of the Department, values the principles of diversity and inclusion, and promotes respect and trust within the Department and with the community.

Department of Safety General Recruitment Standards and Procedures

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I. Selecting and Retaining Recruiters

Recruiters must be selected carefully because they are the most visible link between the agency and the public. Successful recruiters will project a favorable image of the department and the services provided to the community. The people selected for the recruitment assignment should possess specific qualities and have a broad knowledge base of the department.

Selected recruiters need to support diversity, be relationship builders, be results oriented, be able to assess people, be knowledgeable of the public safety/recruitment domain, be effective communicators, be creative problem solvers, be customer focused, and be able to deal with ambiguity. Recruiters are frequently in the community so they need to be able to work autonomously and be accountable for their actions. When a sworn vacancy occurs in the Recruitment Section the following will apply:

- Internal job posting within DPD, DFD, or DSD for two week period.
- The recruitment assignment is recommended to be open to Patrol, Technician, Detective or Deputy Sheriff rank meeting the requirements for a Staff Human Resources Professional as defined by the Career Service Authority. There are no supervisory duties assigned. In lieu of the minimum education of a Baccalaureate Degree, applicants may also possess a combination of appropriate education, experience and training.
- All applications will be reviewed for additional minimum competency levels as set by the Department Chief or Director which may also include previous disciplinary file review.
- All candidates meeting the minimum competency level will be interviewed by a selection panel.
- The panel will consist of the following: Recruitment Supervisor, Command Staff representative, and Department EEO Coordinator.
- The top three candidates will then be referred back to respective Department Chief, Director, or designee for final selection and placement into the recruitment assignment.

The individual assigned to the recruitment section will be reviewed annually on their date of appointment to the recruitment section to determine re-appointment or end of assignment.

The decision to retain the recruiter will be based on set performance measures, department needs, and Chief or Director discretion. Customer feedback and performance documentation will also be reviewed to facilitate this decision.

The performance documentation will be taken from the Supervisor Situational Record – SSR (Appendix A) entries from the previous 12-month period.

II. Organizational Chart

It is understood that the command structure of the Denver Police, Fire, and Sheriff Departments will change periodically. As such changes occur and impact the Department of Safety Recruitment function, it is critical to have standard operating procedures in place to ensure a consistent, effective, inclusive, accountable recruitment program that will operate efficiently through any transitional periods.

The organizational chart (Appendix B) shows a shared responsibility between the Recruitment Supervisor and each respective department Command Staff representative to the recruitment function. Day to day recruitment operations are generally the responsibility of the Recruitment Supervisor while any disciplinary matters lie within each department. A close working relationship between the Recruitment Supervisor and Command Staff is essential to operate effectively.

The Manager of Safety Office is the umbrella recruitment provider for the safety agencies and as such is the final recruitment authority for all sworn recruitment related matters. The resources of the Equal Employment Opportunity Coordinator provided through the Manager of Safety Office will be regularly consulted and utilized in this recruitment program to ensure fair and consistent recruitment practices inclusive of the City and County of Denver demographics.

III. Key Relationships

Professional relationship building within the context of the recruitment assignment is essential. Each recruiter is expected to build a working relationship with the following individuals or organizations:

- Civil Service Commission Personnel
- Career Service Authority Personnel
- Background Investigators
- Community Based Organizations
- Denver Public Schools
- Employee Group Leadership/Membership
- Labor Union Leadership/Membership
- Military Transition Agencies
- Workforce Development Centers
- Colorado Colleges and University Personnel
- Future Job Applicants
- Training Academy Staff and Field Training Officers
- Command Staff
- Professional Organizations/Networking Groups

Evidence of positive working relationships should be visible throughout the assignment.

IV. Recruitment Meetings

To communicate effectively to a wide audience with common interests the following meetings will be required for those assigned to the Department of Safety Recruitment Section:

- Monthly Recruitment Staff Meeting
- Quarterly Academy Staff/Field Training Meeting
- Quarterly Police Exam Review Committee Meeting
- Quarterly Fire Exam Review Committee Meeting
- Quarterly Career Service Authority Board Meeting
- Quarterly Civil Service Commission Board Meeting
- Quarterly Rules Review and Recommendations Meeting
- Semi-annual Employee Group Meeting
- Annual Collective Bargaining Recommendations Meeting

Recruitment outreach activity should not be scheduled in conflict with any required meeting. Advance notice to the Recruitment Supervisor of any meeting absence is required.

It is understood that the actual hiring components for Denver Police and Fire are developed and implemented at the discretion of the Civil Service Commission (CSC) and the CSC may accept/reject any job application made to the department based on adopted hiring standards and rules. The Denver Sheriff Department hiring under the Career Service Authority (CSA) personnel system has established rules and procedures related to the hiring of Deputy Sheriff personnel.

Since the actual hiring standards and selection policy are at the discretion of the CSC, or the CSA, both independent personnel agencies, it is essential to review the published rules of the CSC and CSA from a recruitment perspective and provide feedback through established CSC or CSA meetings. Through the quarterly rules review meetings attended by all recruitment staff, specific recommendations may be developed and presented to either the CSC or the CSA through appropriate channels for further review.

V. Program Documentation

Recruiters are required to maintain a monthly Activity Log (Appendix C). The log is to be updated periodically and made available at all times to Recruitment Supervisor and Command Staff as needed. Each recruiter will report and submit a hard copy of their monthly activity during the Recruitment Staff Meeting. An electronic copy of each month's activity will be forwarded to both Recruitment Supervisor and Command Staff representative. All documentation is official and will become historical record.

A comprehensive annual report will be published by the Recruitment Supervisor to provide public accountability for the recruitment program. The annual report will be

posted to the www.denvergov.jobs website no later than February 1 of the following year. The annual report will contain staffing, community outreach, advertising, marketing, budget, applicant flow, and other recruitment related information for the prior calendar year.

VI. Database Administration

Each recruiter will be proficient in maintaining an applicant database year-round. Database entry will be accessible to all potential applicants through the www.denvergov.jobs website to enter contact information via an on-line Interest Form (Appendix D). Applicant contact information will be entered by the applicant or by the department recruiter if internet access is not available. In cases where internet access is not available, the department recruiter will collect in writing the potential applicant contact information and manually enter the data through the www.denvergov.jobs website for follow-up.

Recruiters are responsible for ensuring that before, during, and after, any open application period affirmative efforts are made to attract women and ethnic minorities to their respective departments. The database is essential to ensure a proactive year-round recruitment program. As application periods open, the database will serve as a “pool” of potential applicants for the department. The on-line Interest Form will also connect potential applicants to employee groups for additional recruitment/mentoring activity. Recruiters will receive monthly updates in Excel format to build their applicant database.

The database will allow recruiters to capture applicant information year-round regardless of hiring cycles. The database will also be transferable in cases of recruitment personnel changes due to promotions or reassignment of recruitment staff.

VII. Equal Employment Opportunity

It is the policy of the City and County of Denver to assure equal employment opportunity to its employees and applicants for employment on the basis of merit without regard to race, color, religion, national origin, political affiliation, or age or any other basis protected by Federal, State or Local law, ordinance or regulation.

The City and County of Denver will follow this policy in recruitment, hiring, testing, certification, promotion, layoffs, returns from layoffs, demotions, terminations, training, performance evaluations, leave, and use of City facilities. It is not the intent of this policy to permit or require the lowering of bona fide job requirements or qualification standards to give preference to any employee or applicant for employment.

However, the City will take positive affirmative measures in accordance with Federal, State and Local law, ordinance, or regulation to recruit minorities, females, and persons with disabilities to all levels of City government. Any employee of the City and County of Denver that fails to comply with this policy is subject to appropriate corrective action.

VIII. Recruitment Strategy

The core strategy for the Department of Safety Recruitment Section will consist of the following elements:

- Community outreach
- Career exploration outreach
- Targeted marketing and advertising
- Apprentice programs
- Reserve Program
- Training
- Communication
- Applicant Preparation
- Metrics

The detailed core strategy is expanded upon and posted publicly on the Manager of Safety website and the recruitment website. Within the core strategy there are opportunities for department specific activity to meet changing department needs and objectives.

From time to time, various task forces will be assembled to modify, review, or adjust current recruitment practices to enhance efforts currently in progress. As recommendations are accepted that impact the recruitment function new programming will be incorporated as resources permit. For any physical fitness event, open house, or other venue where the general public or job applicants may touch or practice any physical activity hosted by any recruiter a Liability Waiver (Appendix E) will be completed. The recruiter will ensure all waivers are complete and accurate and maintained for historical record.

IX. Job Description

To ensure consistency, professionalism and high standards on a city-wide basis; and that minimum competency levels are established for anyone involved in recruitment practices it is essential to have defined job descriptions for this assignment. The job description for the Recruiter assignment will be that established by the Career Service Authority for a Staff Human Resources Professional (Appendix F) with additional detailed addendum, Safety Recruiter Job Description (Appendix G).

X. Training

Along with any department specific required training of sworn employees, recruiters will be required to attend annual training on the following topics:

Diversity and Inclusion
Recruitment and Hiring
Equal Employment Opportunity
Ethics

Recruiters will have opportunities throughout the year to attend training sessions. Evidence of completion of required training classes will be presented to the Recruitment Supervisor for entry into the SSR. The Recruitment Supervisor will provide additional one on one training throughout the year to ensure best practices are implemented within the Department of Safety recruitment program. As resources permit, additional recruitment related training may be completed.

XI. Open and Closed Application Period Activity

During all open application periods for police officer, firefighter, or deputy sheriff positions; recruiters will actively engage in proactive recruitment activities to solicit the best available candidates to apply for employment. As application periods open, interest forms received will be reviewed and contact will be made to those that have expressed interest prior to any open application period.

During closed application periods for police officer, firefighter, or deputy sheriff positions; recruiters will examine the applicant pool in process and assist active applicants as needed through the selection process. This may come in the form of preparation for physical ability testing, providing one-on-one assistance for the various hiring stages, question and answer sessions, open house forums and other recruitment related activity to assist applicants or the respective department with the hiring process. In addition, continued community outreach will be on-going to build for future hiring cycles.

During both open and closed application periods, recruiters will be knowledgeable of all selection steps as identified in **Table 1** for police applicants, **Table 2** for fire applicants, or **Table 3** for deputy sheriff applicants. Knowledge of the examination processes, applicant time lines for processing, etc. is essential for both candidate and recruiter for any successful recruitment periods.

XII. Metrics

The metrics used to monitor the recruitment program will include the following:

Applicant Flow (Appendix H): to determine the percentage of applicants by ethnicity and gender to each department in comparison to percentage hired.

EEO (Appendix I): to determine current workforce demographics by ethnicity/gender of each department.

Academy Survey (Appendix J): to obtain feedback on recruitment/hiring process of all new hires by department.

Annual Hiring (Appendix K): to determine relationship in comparison to workforce availability and applicant flow.

Webtrend Reports (Appendix L): to monitor recruitment related Internet activity.

Denver Public Schools - High School Graduation Rates (Appendix M): as a gauge to the local recruitment/applicant pool.

The Recruitment Supervisor will review data periodically to ensure department goals are being met. Department goals based on skill sets needed and demographics of incoming hires will be reviewed. Where deficiencies exist, additional research will be made to determine reasons why and action plan to correct will be implemented.

XIII. Acknowledgement of Department of Safety General Recruitment Standards and Procedures 2010

Reviewed periodically by the Manager of Safety, Chief of Police, Chief of Department Fire, Director of Corrections and Undersheriff, Department EEO Coordinator, and Recruitment Supervisor. Next review date June 2012.

Alvin J. LaCabe, Jr., Manager of Safety Date

Gerald Whitman, Chief of Police Date

James Sestrich, Chief of Department - Fire Date

Gary Wilson, Interim Director of Corrections and Undersheriff Date

Emily Lauck, Department of Safety EEO Coordinator Date

Donald F. Ronyak, Jr., Department of Safety Recruitment Supervisor Date



Appendix A

**Department of Safety
Supervisor's Situation Record**

Page _____

Recruiter Name _____ Date _____ Assignment _____

C = Commendation B = Below Standard Performance
OC = Oral Counseling E = Exceptional Performance

Completed by _____

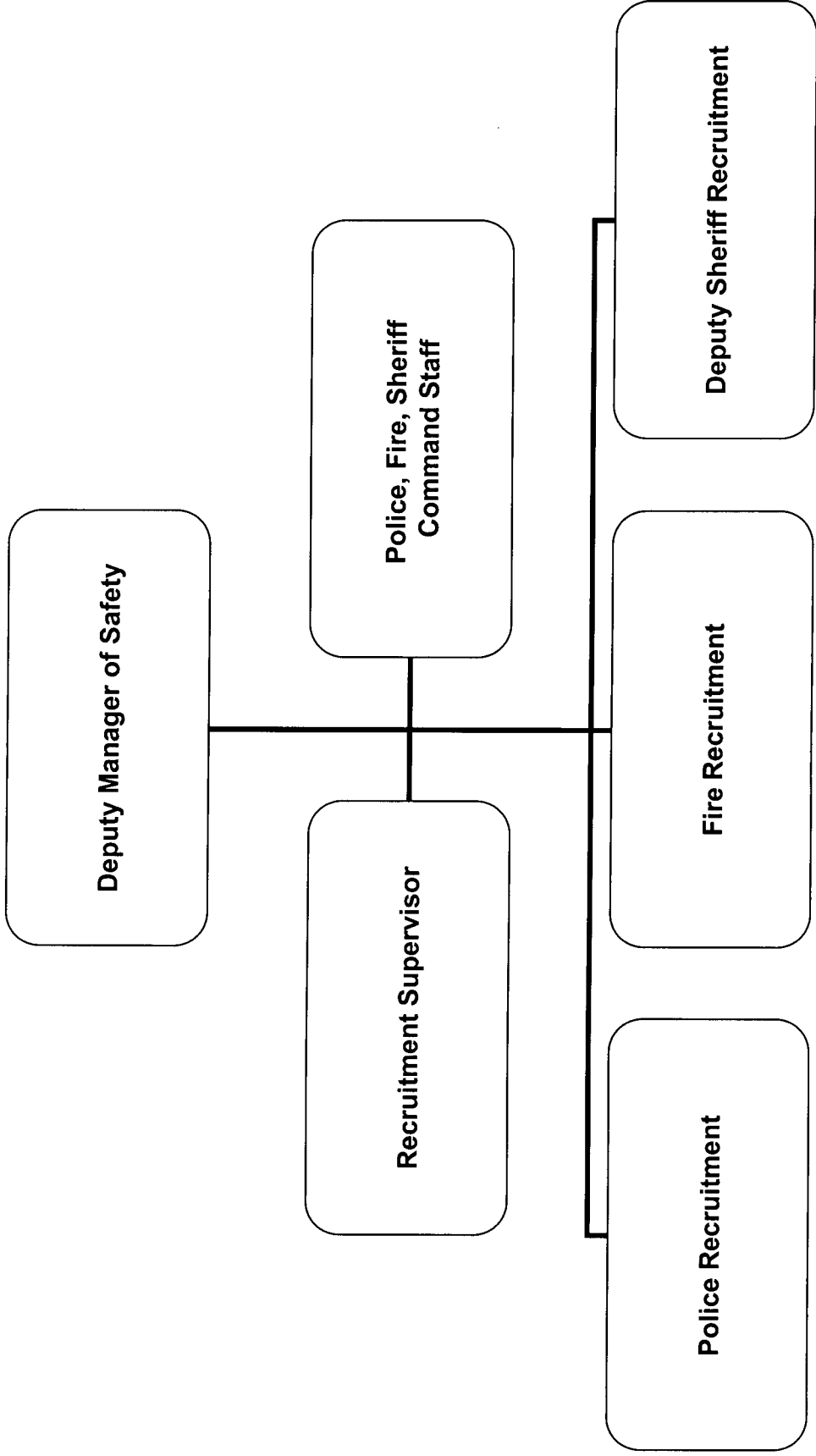
The purpose of this form is to record incidents of exceptional performance, below standard performance, oral counseling sessions, or commendations. This record will be used for all recruiters and will provide a reference for completing the recruiter's annual evaluation report.

Date	Type of Entry	Incident/Situation	Supervisor	Recruiter Initials

Appendix B

Department of Safety

Recruitment Section Organizational Chart



Appendix C - Monthly Activity Log (Safety Recruitment)

Recruiter Name _____

Department _____

Command Staff _____

Month/Year _____

Activity Key:

- CE - Career Exploration Event
- CPATM - CPAT Mentoring
- EG - Employee Group Contact
- CEC - Career Education Center
- OH - Open House
- CV - College Visit
- AT - Applicant Time
- RM - Required Meeting
- M - Military
- CB - Community Based
- OF - Office Time (phone/email)
- R - Research
- TO - Time Off (vacation/sick)
- Other - Need to Define

<u>Day</u>	<u>Activity</u>	<u>Comments: specify location/additional detail</u>
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Checklist

- Interest forms forwarded
- Meetings attended
- Academy surveys completed
- Training attended
- Database updated
- Log completed

Recruitment Supervisor § _____ Date _____

Command Staff Signatur _____ Date _____

Equal Employment Opportunity Coordin _____ Date _____

Appendix D

Interest Form

Denver Firefighter Interest Form

Thank you for your interest in the Denver Fire Department. This is a voluntary interest form for the position of firefighter. This is not an application for employment. The information you provide will assist in the recruitment process.

Enter Today's Date:	<input type="text"/>
First Name:	<input type="text"/>
Last Name:	<input type="text"/>
Email Address:	<input type="text"/>
Mailing Address (Street, City, State, Zip):	<input type="text"/>
(Area Code) Phone Number:	<input type="text"/>
I would like an employee group to contact me:	<input type="text" value="FIRE (FF Inc. Racial Equality)"/> <input type="text" value="CO Black Firefighters"/> <input type="text" value="Women Firefighters"/> <input type="text" value="None at this time"/>
How did you learn about this job?:	<input type="text" value="Family/Friend"/> <input type="text" value="Website"/> <input type="text" value="Military Transition/Resources"/> <input type="text" value="Firefighter Referral"/>

Submit Information

Thank you for your interest.

Denver Police Officer Interest Form

Thank you for your interest in the Denver Police Department. The voluntary information that you provide will assist in the recruitment process. This is not an application for employment.

* Enter Today's Date	<input type="text"/>
* First Name	<input type="text"/>
* Last Name	<input type="text"/>
* Street Address, City, State, Zip Code	<input type="text"/>
* Email Address	<input type="text"/>
* (Area Code) Phone Number	<input type="text"/>
* I consider myself:	<input type="text"/> Entry-Level Lateral (3 + years patrol) Not sure
* I would like a member of an employee group to contact me:	<input type="text"/> None ▲ Gay and Lesbian Police Advisory Black Police Officer Association Latino Police Officer Association ▼
* How did you learn about this job?	<input type="text"/> Family/Friend ▲ Website Military Transition/Resources Police Officer Referral ▼

Submit Information

Thanks for your interest in the Denver Police Department. Your contact information will be forwarded to the police recruitment section.

Deputy Sheriff Interest Form

Thank you for your interest in the Denver Sheriff Department. Completing this voluntary form will assist in the recruitment process. This is not an application for employment.

Enter Today's Date	<input type="text"/>								
First Name	<input type="text"/>								
Last Name	<input type="text"/>								
Email Address	<input type="text"/>								
(Area Code) Phone Number	<input type="text"/>								
I would like an employee group to contact me:	<table border="1"><tr><td>Latin American Law Enf. Assoc.</td><td>▲</td></tr><tr><td>Black Sheriff Protective Assoc.</td><td>▬</td></tr><tr><td>FOP Lodge #27</td><td>▬</td></tr><tr><td>DS Union</td><td>▼</td></tr></table>	Latin American Law Enf. Assoc.	▲	Black Sheriff Protective Assoc.	▬	FOP Lodge #27	▬	DS Union	▼
Latin American Law Enf. Assoc.	▲								
Black Sheriff Protective Assoc.	▬								
FOP Lodge #27	▬								
DS Union	▼								
Contact me to schedule a jail tour:	<table border="1"><tr><td>Yes</td><td>▬</td></tr><tr><td>Not at this time</td><td>▬</td></tr></table>	Yes	▬	Not at this time	▬				
Yes	▬								
Not at this time	▬								
How did you learn about this job?	<table border="1"><tr><td>Friend/Family</td><td>▲</td></tr><tr><td>Website</td><td>▬</td></tr><tr><td>Military Transition/Resources</td><td>▬</td></tr><tr><td>Deputy Sheriff Referral</td><td>▼</td></tr></table>	Friend/Family	▲	Website	▬	Military Transition/Resources	▬	Deputy Sheriff Referral	▼
Friend/Family	▲								
Website	▬								
Military Transition/Resources	▬								
Deputy Sheriff Referral	▼								

Submit Information

By submitting this form your contact information will be forwarded to the Deputy Sheriff Recruitment Section.



John W. Hickenlooper
Mayor

CITY AND COUNTY OF DENVER

DEPARTMENT OF SAFETY
Fire * Police * Sheriff * Cadet

Public Safety
Recruitment Office
201 W Colfax, Dept. 803
Denver, CO 80202
Phone: (720) 913-3390
Fax: (720) 913-3393

Appendix E

04-14-10

Release and Assumption of Risk

I _____, hereby discharge the Denver Department of Safety, Denver Police/Fire/Sheriff Department, the City & County of Denver and its agents and employees from any liability for any injury I may suffer in the process of assessing my physical activity. I understand that a job in law enforcement is physically demanding. I understand that I am not an employee of the City & County of Denver within the meaning of the Colorado Workers Compensation Act at the time I sample the physical ability events. I understand that I risk injuring myself or aggravating pre-existing conditions in the process of undergoing physical ability events. Understanding the risks involved, I waive any claim I may have against the Denver Department of Safety, Denver Police/Fire/Sheriff Department, the City & County of Denver and its agents and employees for any injury or aggravation of a pre-existing condition that I may suffer as a result of my voluntary participation in these physical ability events.

Yes, I am at least 18 years of age

Photo ID check

Print Name

Signature



CITY AND COUNTY OF DENVER

DEPARTMENT OF FIRE

Office of the Fire Chief
Denver Fire Department
745 West Colfax Avenue
Denver, CO 80204
Phone: (720) 913-3424
Fax: (720) 913-3597

Waiver and Release

This Agreement shall constitute a full waiver and release of liability by or on behalf of _____ (“Candidate”), who is interested in a career in fire services and seeks to attend informational and mentoring programs (“Programs”) to further their knowledge of this career field and enhance their employment prospects. Candidate acknowledges that participation in the Programs may occur in Denver Fire Department or other City and County of Denver facilities and that these places may be potentially hazardous. Candidate acknowledges that participation in the Programs will involve physical activity including, but not limited to, jumping, running, climbing, carrying, and lifting, and that there is risk of injury and damage to the Candidate. The Candidate acknowledges that the Programs may consist of physical fitness or agility exercises or testing. Candidate affirms that he or she is physically and mentally fit and able to participate in the Programs, and understands that he or she should consult with his or her personal medical provider prior to participating in the Programs to determine if any conditions exist that could prevent him or her from safely participating in the Programs.

Candidate agrees to use reasonable caution to maintain his or her own safety and the safety of others while participating in the Programs. Candidate will not create an unsafe situation, will not carelessly or recklessly misuse equipment or tools, and will follow the direction of Denver Fire Department and City and County of Denver personnel. Candidate affirms that he or she is solely responsible for any participant fees or costs affiliated with his or her participation in the Programs, and that he or she is not entitled to receive any wages or other compensation for their participation in the Programs. The Candidate understands that he or she is not an employee of the City and County of Denver and is not entitled to any workers' compensation benefits. Candidates who are existing employees of the City and County of Denver understand and acknowledge that participation in the Programs is an off-duty activity and they are not eligible for workers' compensation benefits if they are injured during the Programs. The Candidate warrants, represents, and certifies that he or she has in full force and effect medical insurance coverage or other means to cover medically-related costs and expenses incurred by the Candidate as part of the Programs.

Candidate acknowledges that his or her participation in the Programs is strictly voluntary. In consideration for the educational and training experiences and advantages potentially provided by the Programs, Candidate hereby waives any and all claims and assumes the risk of injury or damage to his or her person or property and hereby releases and discharges the City and County of Denver, the Denver Fire Department, and their officers, agents, employees, or representatives otherwise, jointly and severally, from any and all claims, liabilities, responsibility, or demands of any kind or nature, arising from any injuries or conditions which may be sustained by the Candidate as a result of participation in the Programs, whether or not caused by the negligence of the aforesaid Denver Fire Department, or any of its officers, agents, or employees, or representatives otherwise, whether or not they are acting in an official capacity or otherwise.

Candidate grants the Denver Fire Department and the Department of Safety permission to use photographs, video, or other material generated during the Programs as a part of legitimate promotional or recruitment efforts. Candidate intends that this Agreement shall also be binding upon their heirs, successors, and assigns.

Signature of Candidate

Date

Appendix E (continued)

CITY AND COUNTY OF DENVER



FIRE DEPARTMENT

Office of the Fire Chief
745 West Colfax Avenue
Denver, CO 80204
Phone: (720) 913-3424
Fax: (720) 913-3597

I hereby give _____ (“Participant”) permission to take part in educational activities at the Denver Fire Department Training Academy. Taking part in these activities is voluntary, and intended to introduce Participant to fire services skills, equipment, and personnel. The activities include, but may not be limited to physical actions such as: wearing fire gear, searching, raising and climbing ladders, maneuvering water-filled hoses, ladder bucket riding, knot tying, and walking on wet surfaces. I hereby acknowledge my awareness of and grant my permission for Participant to take part in these activities. I understand that reasonable precautions, including but not limited to adult supervision and the use of safety equipment, will be taken to help protect Participant against illness or injury.

I understand that there may be risks to Participant by taking part in these educational activities. In consideration of Participant being allowed to take part in these activities, I, as parent or guardian of the child named above, hereby release the City and County of Denver, its employees, officers, and elected officials, from any and all liability for any and all damages, losses, injuries, medical bills, and impairments to Participant or our personal property, that may arise out of, occur during, or result from Participant’s taking part in these activities.

The child named above is in good health so far as I, the undersigned parent or guardian, am aware, and he or she has my permission to engage in all prescribed activities, except as noted by me below. In the event I or my designated emergency contact (listed below) cannot be reached in an emergency, I hereby give my permission to the physician, selected by an adult leader in charge, to hospitalize, secure proper anesthesia, or to order injection or surgery for Participant.

I agree that photographs, pictures, slides, movies, video, or other media coverage of Participant may be taken in connection with Participant’s involvement in the activity without compensation from the City and County of Denver or its departments, employees, or elected officials. I further agree that the City and County of Denver, its employees and elected officials may use any photographs, pictures, slides, movies, videos, or other media coverage of Participant’s involvement for any legal purpose.

_____	_____
Name of Participant	Age
_____	_____
Signature of Parent or Guardian	Date
_____	_____
Emergency Contact	Contact Number

Medications Taken by Participant (Day of Activities): _____

Allergies and Other Health Information: _____

If you wish to have your child contacted with information about future recruitment opportunities, please provide contact information (email preferred): _____



Appendix F

Career Service Authority

Page 1 of 4

Staff Human Resources Professional

GENERAL STATEMENT OF CLASS DUTIES

Performs entry level professional human resources work while receiving training in the principles, practices, procedures, and laws of human resources methods and techniques, works under close supervision, and as the employee gains experience, assignments expand in complexity and scope.

DISTINGUISHING CHARACTERISTICS

This class performs entry level professional human resources work while receiving training in the principles, practices, procedures, and laws of human resources methods and techniques. This class is distinguished from an Associate Human Resources Professional that performs intermediate level professional human resources work in a major functional area(s) such as: classification, compensation, recruitment and selection, training, and/or employee relations or acts as a human resources generalist on moderately complex assignments and receives supervision on more complex assignments. The Staff Human Resources Professional is distinguished from the Senior Human Resources Professional that performs full performance level professional, technical, and administrative human resources work in a major functional area(s) such as: classification, compensation, recruitment and selection, training and organizational development, test development/validation, and/or employee relations or acts as a human resources generalist. Requires an advanced knowledge of public human resources concepts, methods, laws, practices, and procedures and a familiarity with organizational design, department/agency structure, and occupational characteristics.

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally numerous, well established and directly applicable to the work assignment. Work assignment and desired results are explained by general oral or written instructions.

Duties assigned are generally repetitive and restricted in scope but may be of substantial intricacy. Employee primarily applies standardized practices.

Decisions or recommendations on non-standardized situations are limited to relating organizational policies to specific cases. Problems that are not covered by guidelines or are without precedent are taken up with the supervisor.

Level of Supervision Received and Quality Review:

Under general supervision, the employee receives assignments and is expected to carry them through to completion with substantial independence. Work is reviewed for adherence to instructions, accuracy, completeness, and conformance to standard practice or precedent. Recurring work clearly covered by guidelines may or may not be reviewed.

Interpersonal Communications and Purpose:

Contacts with the public or employees where explanatory or interpretive information is exchanged, gathered, and/or presented and some degree of discretion and judgment are required within the parameters of the job function.

Level of Supervision Exercised:

No supervisory duties.

ESSENTIAL DUTIES

Receives on-the-job training on acceptable human resources methods and techniques in order to perform a variety of human resources work in such functional areas as classification, compensation, recruitment, employee relations, staffing, and/or training.

Attends training sessions to learn concepts, principles, practices and applications of human resources work, studies applicable rules and regulations, and receives instruction in the interpretation and application of appropriate laws, rules, regulations, and procedures.

Assists to professional human resources staff including classifying new positions, conducting audits, participating in the preparation on workforce plans, coordinating the employee selection process, coordinating and conducting the recruitment process, instructing and evaluating training programs, and assisting with employee relations issues.

Compiles data, conducts research on a variety of human resources issues and/or practices, analyzes information, and prepared reports including recommendations and implementation strategies.

Performs increasingly more responsible work as the employee gains experience and independently performs assigned duties.

Demonstrates continuous effort to improve operations, decrease turnover times, streamline work processes, and work cooperatively and jointly to provide quality customer service.

Performs other related duties as assigned.

Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

MINIMUM QUALIFICATIONS

Competencies, Knowledges & Skills:

Personnel and Human Resources – Knowledge of hiring, classification, benefits, labor relations, negotiation, and federal, state and local employment regulations.

Reading – Understands and interprets written material including technical material, rules, regulations, instructions, reports, charts, graphs, or tables and applies what is learned from written material to specific situations.

- Writing** – Recognizes and uses correct English grammar, punctuation, and spelling, communicates information in a succinct and organized manner, and produces written information which may include technical material that is appropriate for the intended audience.
- Interpersonal Skills** – Shows understanding, courtesy, tact, empathy, and concern, develops and maintains relationships, may deal with people who are difficult, hostile, and/or distressed, relates well to people from varied backgrounds and situations, and is sensitive to individual differences.
- Oral Communication** – Expresses information to individuals or groups effectively taking into account the audience and nature of the information, makes clear and convincing oral presentations, listens to others, attends to nonverbal cues, and responds appropriately.
- Problem Solving** – Identifies problems, determines accuracy and relevance information, and uses sound judgment to generate and evaluate alternatives and to make recommendations.
- Planning and Evaluating** – Organizes work, sets priorities, monitors progress, and evaluates outcomes.
- Teamwork** – Encourages and facilitates cooperation, pride, trust, and group identity, fosters commitment and team spirit, and works with others to achieve goals.
- Diversity** – Is sensitive to cultural diversity, race, gender, and other individual differences in the workforce.
- Customer Service** – Works with customers to assess needs, provide assistance, resolves problems, and satisfy expectations, knows products and services, and is committed to providing quality products and services.
- Conflict Management** – Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.
- Integrity/Honesty** – Contributes to maintaining the integrity of the organization, displays high standards of ethical conduct, understands the impact of violating these standards on an organization, self, and others, and is trustworthy.
- Attention to Detail** – Is thorough when performing work and conscientious about attending to detail.
- Flexibility** – Is open to change and new information, adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles, and effectively deals with ambiguity.
- Information Management** – Identifies a need for and knows where or how to gather information and organizes and maintains information or information management systems.
- Technology Application** – Uses machines, tools, instruments, and/or equipment effectively and uses computer applications to analyze and communicate information in the appropriate format.
- Stress Tolerance** – Deals calmly and effectively with high stress situations.
- Learning** – Uses efficient learning techniques to acquire and apply new knowledge and skills and uses training, feedback, or other opportunities for self-learning and development.

Memory – Recalls information that has been presented previously.

Physical Demands:

Sitting: remaining in the normal seated position.
Talking: expressing or exchanging ideas by means of spoken words.
Hearing: perceiving the nature of sounds by the ear.
Near acuity: ability to see clearly at 20 inches or less.
Accommodation: ability to adjust vision to bring objects into focus.

Working Environment:

Pressure due to multiple calls and inquiries.
Subject to many interruptions.

Education Requirement:

Baccalaureate Degree in Business Administration, Public Administration, Human Resources Management, or a related field.

Experience Requirement:

None.

Education/Experience Equivalency:

A combination of appropriate education and experience may be substituted for the minimum education and experience requirements.

CLASS DETAIL

FLSA CODE: Non-Exempt

ESTABLISHED DATE: 02/16/2007

ESTABLISHED BY: Patricia Anderson

CLASS HISTORY This is a new class. This class replaces the Staff Personnel Analyst.

Appendix G

Safety Recruiter Job Description (Addendum)

General Statement of Duties: Perform recruitment and recruitment related duties to attract potential job applicants to the City and County of Denver as sworn Police Officers, Firefighters or Deputy Sheriffs.

Supervision: Under the Direction of the Manager of Safety Office and Department Command Staff.

Rank: Patrol Officer, Technician, Detective, or Deputy Sheriff.

Responsibilities:

- Promotes safety career opportunities by providing community outreach.
- Maintains recruitment database.
- Facilitates "Safety Recruitment 101" training to any recruitment volunteers.
- Conducts new employee opinion surveys to academy recruits.
- Generates recruitment contacts and establishes relationships with college, high school, community, and other groups to promote Denver safety career opportunities.
- Responds to job applicant questions regarding the recruitment/testing/selection process.
- Coordinates recruitment assistance at recruitment events and forums.
- Educates the general public of public safety as a career option.
- Promotes diversity within the Safety Department by participating in multi-cultural events and forums.
- Travel out-of-state as needed to promote Safety career opportunities on a national level.
- Maintains on-going training to develop personal skills (computer, communication, diversity, recruitment practices).
- Ensures complete and accurate job information on the recruitment web-site. Manages e-form system.
- Assists with the development of recruitment marketing materials.
- Performs public speaking duties to promote career opportunities.
- May at times supervise Public Safety Cadet Personnel at recruitment programs and events.
- Coordinates with other Department of Safety recruitment staff to ensure modern day best recruitment practices.

Appendix H

Applicant Flow

**Police Applicants Applied to Test *
01/20/2010 to 04/20/2010**

	Male		Female		Total	
Af. Am.	34	5.76%	10	1.69%	44	7.46%
Hispanic	96	16.27%	42	7.12%	138	23.39%
White	328	55.59%	56	9.49%	384	65.08%
Asian	12	2.03%	3	0.51%	15	2.54%
Nat. Am.	7	1.19%	2	0.34%	9	1.53%
Total	477	80.85%	113	19.15%	590	100.00%

* Source: Denver CSC 4-20-10

Appendix I

EEO Report

Employment Report * (Sworn: Police, Fire, Deputy Sheriff)									
Department of Safety Uniformed Workforce Breakdown (Spring 09)									
		Denver	Percent	Denver	Percent	Denver	Percent	All	Percent
Race/Ethnicity		Police	of Total	Fire	of Total	Sheriff	of Total	Safety	of Total
Native American		14	.91%	13	1.40%	5	0.65%	32	.98%
Asian		28	1.82%	10	1.07%	18	2.29%	56	1.72%
Black		144	9.38%	57	6.15%	134	17.01%	335	10.30%
Hispanic		310	20.19%	179	19.33%	208	26.39%	697	21.44%
White		1012	65.92%	654	70.62%	424	53.65%	2090	64.30%
Undeclared/Other		27	1.75%	13	1.40%			40	
Male		1355	88.27%	885	95.57%	595	75.41%	2835	87.23%
Female		180	11.72%	40	4.31%	194	24.58%	414	12.73%
Undeclared		0		1	0.10%	0		1	0.03%
TOTALS		1535	100.00%	926	100.00%	789	100.00%	3250	100.00%

Appendix J – Academy Survey

CITY AND COUNTY OF DENVER



DEPARTMENT OF SAFETY
Fire * Police * Sheriff * Cadet

Public Safety
Recruitment Office
Phone: (720) 913-3390
Fax: (720) 913-3393

Recruitment Survey
2007-2

1. How did you learn about this career opportunity with Denver _____ Department?

- Recruiter _____
- Job Fair _____
- Internet _____
- Community Group _____
- Newspaper Ad _____
- College Campus _____
- Military Base _____
- Professional Journal _____
- TV _____
- Radio _____
- Career Exploration Event _____
- Career Education Center Program _____
- Other (please specify) _____

2. What attracted you to the Denver _____ Department? _____

3. Knowing what you know about the hiring process please refer a prospective quality applicant that the recruitment department may contact (name, phone #) _____

4. What radio stations do you listen to? _____

5. What publications do you read? _____

6. What web sites do you visit? _____

7. What city and state were you recruited from? _____

8. What additional recruitment resources should the recruitment department consider to find quality applicants? _____

9. Other comments that you have to improve the recruitment process: _____

THANK YOU!

Appendix K

Annual Hiring

Police Hired between 01/01/2008 and 12/30/2008 *

	Male		Female		Total	
Af. Am.	5	8.20%	2	3.28%	7	11.48%
Hispanic	9	14.75%	4	6.56%	13	21.31%
White	31	50.82%	8	13.11%	39	63.93%
Asian	2	3.28%	0	0.00%	2	3.28%
Total	47	77.05%	14	22.95%	61	100.00%

* Source: Denver CSC 4-20-10

Appendix L

Webtrends Analytics Reports (denvergov.jobs)

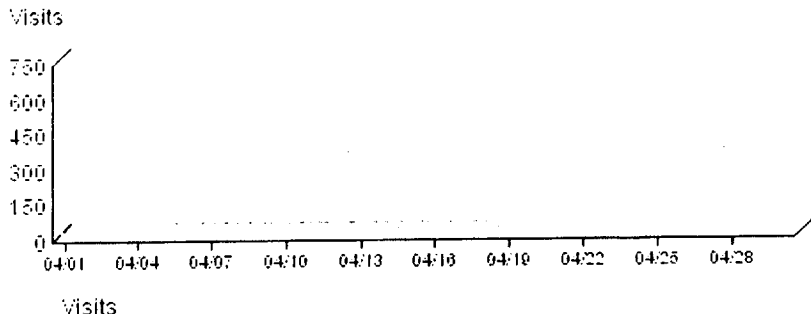
- + Bookmarks
- Overview
- Overview Dashboard
- Marketing Dashboard
- Visitors Dashboard
- Pages Dashboard
- Navigation Dashboard
- Technical Dashboard
- Activity Dashboard
- Browsers and Platforms Dashboard
- Marketing
- Marketing Dashboard
- Campaigns
- + Onsite Advertising
- Referrers
- Referrers Dashboard
- Referring Site
- Referring Domain
- Referring Page
- + Search Engines
- Visitors
- Visitors Dashboard
- Top Visitors
- New vs. Return Visits
- Visitors by Number of Visits
- Visitors Trend
- Visits Trend
- Organizations
- Authenticated Usernames
- + Domain
- + Geography
- Pages and Files
- Pages Dashboard
- Pages
- Content Groups

Overview Dashboard

This dashboard provides an overview of the data available in the report template. You can click a graph title to navigate to the corresponding report page.

Apr 1, 2010 (12:00 AM) - Apr 19, 2010 (11:04 PM)

Visits Trend



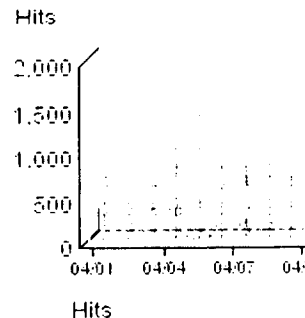
Visitor Summary

- Visitors
- Visitors Who Visited Once
- Visitors Who Visited More Than Once
- Average Visits per Visitor

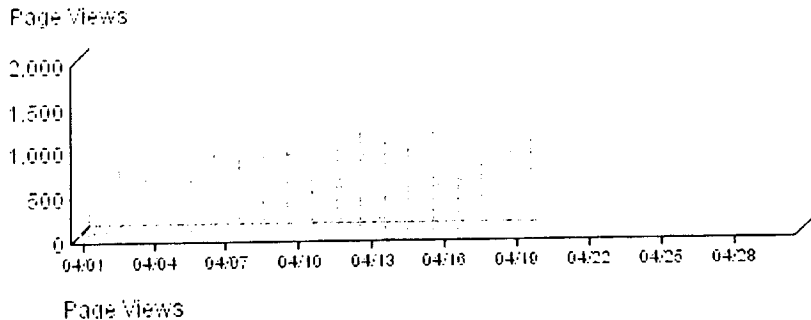
Visit Summary

Visits	9,327
Average per Day	490
Average Visit Duration	00:04:59
Median Visit Duration	00:01:04
International Visits	5.69%
Visits of Unknown Origin	0.03%
Visits from Your Country: United States (US)	94.27%

Hits Trend



Page Views Trend



Hit Summary

- Successful Hits for Entire Site
- Average Hits per Day
- Home Page Hits

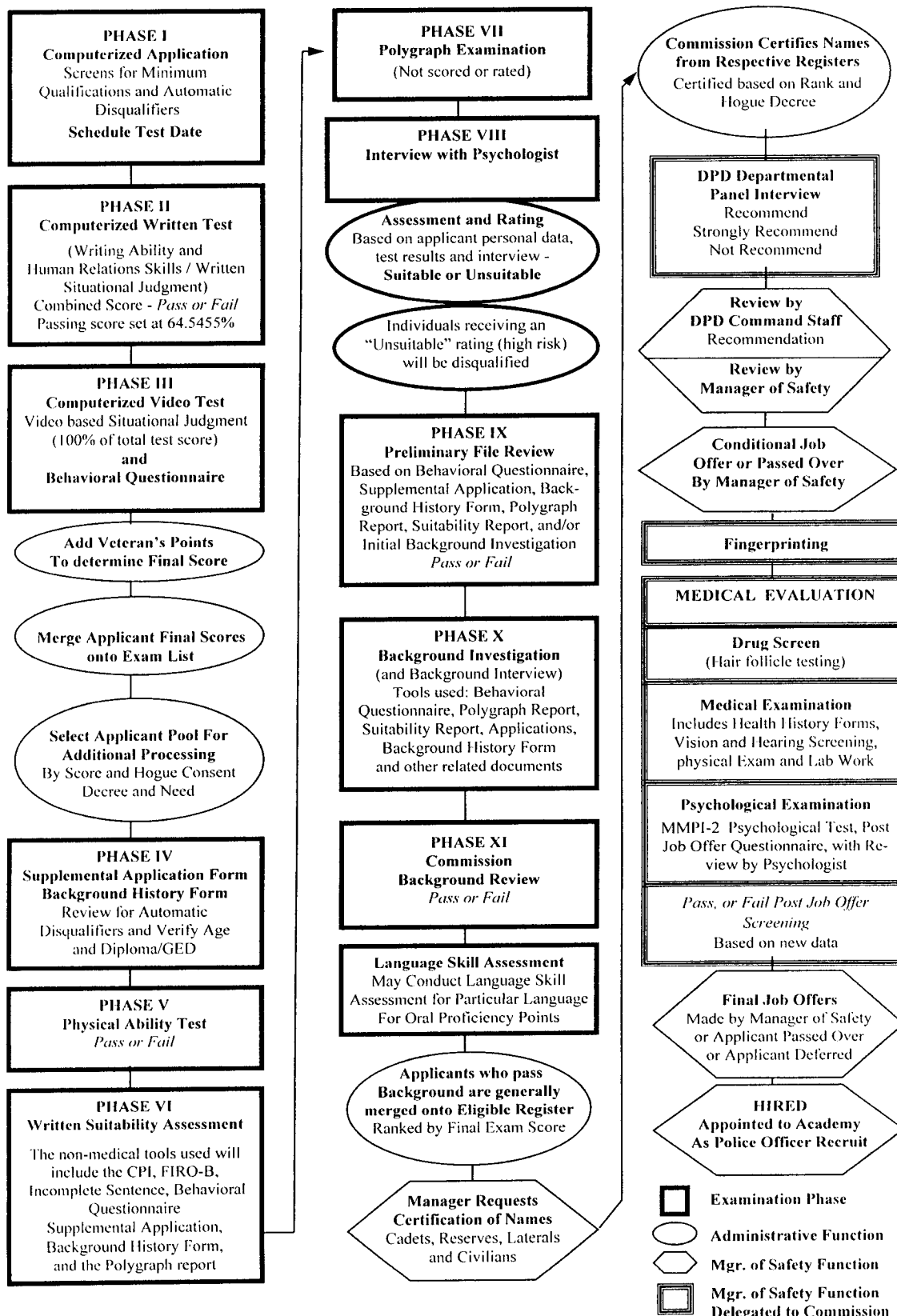
Appendix M

Denver Public Schools Graduation Rates

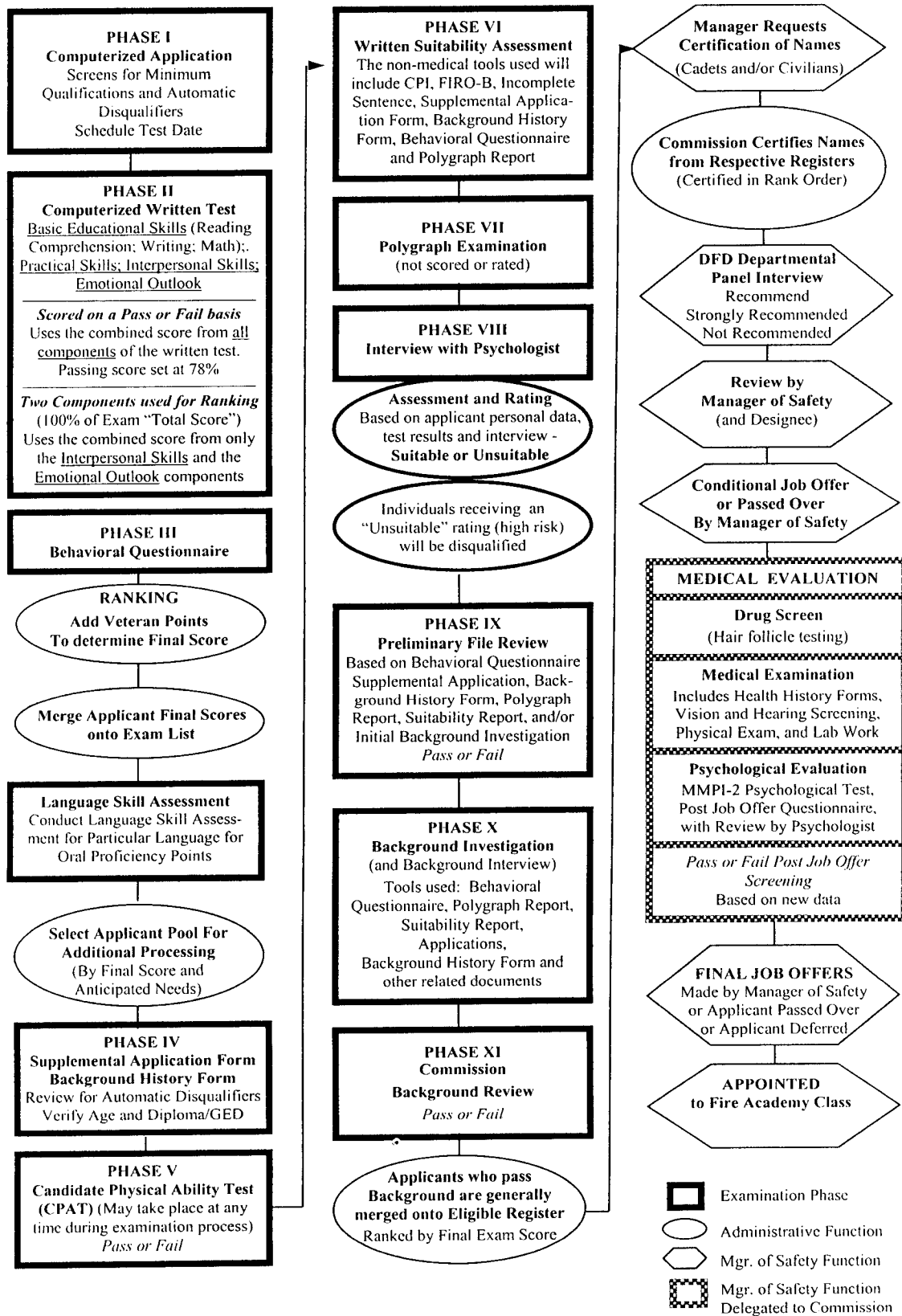
- 2008-2009 Graduation Rate 52.7%

Source: DPS Website <http://communications.dpsk12.org/newsroom/facts-and-figures/about-denver-public-schools/>

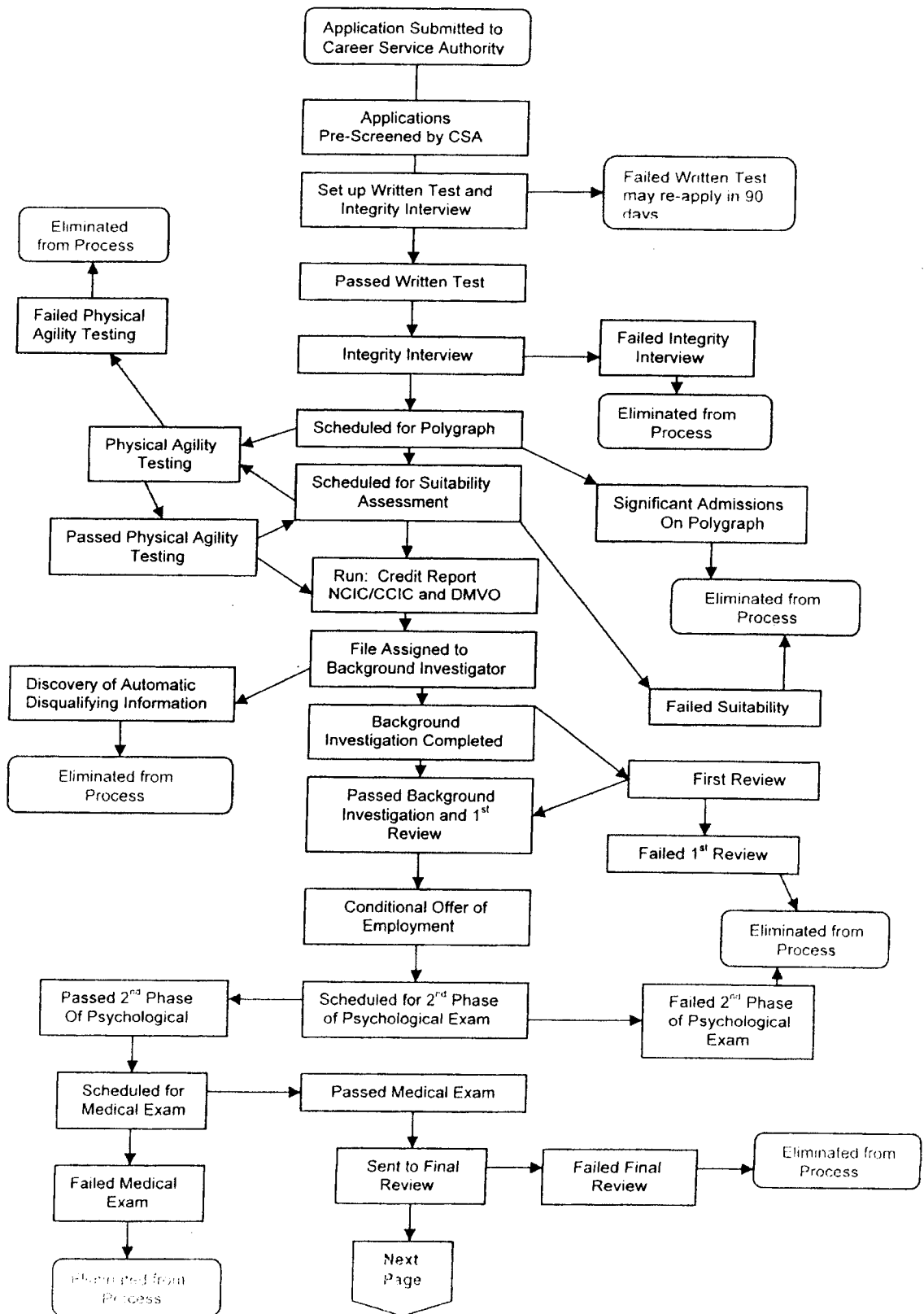
DENVER CIVIL SERVICE COMMISSION
2009 ENTRY-LEVEL POLICE OFFICER EXAMINATION PROCESS
 (Updated 04-16-09)



DENVER CIVIL SERVICE COMMISSION
2010 ENTRY-LEVEL FIREFIGHTER EXAMINATION PROCESS
 (Updated 12-18-09)



Application Process Denver Sheriff Department



**Application Process
Denver Sheriff Department
Page 2**

