



**POLICE ADVISORY AND ACCOUNTABILITY COMMITTEE**  
**WEDNESDAY, FEBRUARY 21, 2024 AT 6:00 PM**

**In-Person:**

San Rafael City Council Chambers  
1400 Fifth Ave, San Rafael, California

**Virtual:**

Watch Online: <http://tinyurl.com/PAAC-2024-02-21>

Listen by Phone: (669) 444-9171

Meeting ID: 898-5264-7245#

**AGENDA**

How to participate in the meeting:

- You are welcome to provide comments in-person at the meeting. Each speaker will have 2-minutes to provide public comment.
- Submit your comments by email to [PAAC@cityofsanrafael.org](mailto:PAAC@cityofsanrafael.org) by 4:00 p.m. the day of the meeting.

**CALL TO ORDER – 6:00PM**

**MINUTES**

1. Approve regular meeting minutes from the meeting of January 17, 2024.

**SPECIAL PRESENTATIONS**

2. Special Introductions:
  - a. Police Department Orientation, Structure, Policy & Command Staff Introduction

**OTHER AGENDA ITEMS**

If necessary to ensure completion of the following items, the Chairperson may establish time limits for the presentations by individual speakers.

3. Other Agenda Items:
  - a. San Rafael Police Department Recruitment and Selection  
*Recommendation: Receive the report.*

**STAFF LIAISON REPORT**

4. Other brief program updates or reports on any meetings, conferences, and/or seminars attended by staff.

## **COMMITTEE REPORTS**

5. Other brief reports on any meetings, conferences, and/or seminars attended by the Committee members.

## **OPEN TIME FOR PUBLIC EXPRESSION**

The public is welcome to address the Police Advisory and Accountability Committee at this time on matters not on the agenda that are within its jurisdiction. Comments may be no longer than 2 minutes and should be respectful to the community.

## **ADJOURNMENT**

*Any records relating to an agenda item, received by a majority or more of the Board less than 72 hours before the meeting, shall be available for inspection online and in the city hall large conference room, third floor, 1400 5th Avenue, San Rafael, California placed with other agenda-related materials on the table in front of the location prior to the meeting. Sign Language interpreters may be requested by calling (415) 485-3066 (voice), emailing [city.clerk@cityofsanrafael.org](mailto:city.clerk@cityofsanrafael.org) or using the California Telecommunications Relay Service by dialing "711", at least 72 hours in advance of the meeting. Copies of documents are available in accessible formats upon request. To request Spanish language interpretation, please submit an online form at <https://www.cityofsanrafael.org/request-for-interpretation/>.*



**SAN RAFAEL**  
THE CITY WITH A MISSION

**POLICE ADVISORY AND ACCOUNTABILITY COMMITTEE (PAAC)  
WEDNESDAY, JANUARY 17, 2024 AT 6:00 PM**

**In-Person:**  
San Rafael Public Safety Center  
1375 Fifth Ave, San Rafael, California

**Virtual:**  
**Watch Online:**  
<http://tinyurl.com/PAAC-2024-01-17>  
**Listen by Phone:** (669) 444-9171  
**Meeting ID:** 898-5264-7245#

**MINUTES**

**CALL TO ORDER**

Chairperson Paula Kamena called the meeting to order at 6:15 PM.

**ROLL CALL**

**Present:**

Member Daniel Alm  
Member Marilyn Alvarez  
Member Daryoush Davidi  
Member Paula Kamena  
Member Mydung Nguyen  
Member Darlin Ruiz  
Member Fatai Tokolahi  
Alternate Member Salamah Locks  
Alternate Member Karla Valdez

**Absent:** None

**Also Present:** Cristine Alilovich, City Manager  
Angela Robinson Piñon, Assistant City Manager  
David Spiller, Chief of Police, San Rafael Police Department  
Scott Eberle, Lieutenant, San Rafael Police Department

Lieutenant Scott Eberle informed the community that the in-person meeting would also be recorded and streamed live to YouTube and through Zoom. He noted the two-minute timer for public comment and closed captioning on Zoom.

## 1. MINUTES

Member Davidi moved, and Member Alm seconded to approve the minutes from the December 20<sup>th</sup> meeting as presented.

AYES:	MEMBERS:	Alm, Davidi, Kamena, Nguyen, Ruiz, Alvarez and Tokolahi
NOES:	MEMBERS:	None
ABSENT:	MEMBERS:	None

The motion carried 7-0-0.

## OTHER AGENDA ITEMS

### 2. Other Agenda Items:

#### a. **Feedback on Draft Bylaws**

*Recommendation: Provide feedback on the draft bylaws*

Chairperson Paula Kamena introduced the item.

City Attorney Rob Epstein gave a presentation and overview on the Brown Act.

City Manager Cristine Alilovich welcomed the committee and showed her appreciation to the Committee and acknowledged and clarified the Resolution the City Council approved in June of 2023 in regard to the Police Advisory and Accountability Committee.

Assistant City Manager Angela Robinson Piñon presented the staff report.

Staff responded to the Committee's questions.

Chairperson Kamena invited public comment.

**Speakers:** Steven Bingham, Heidi, Name Withheld, Jason Sarris

The Committee provided comments and discussed options for consideration.

#### b. **Development of the 2024 Work Plan**

*Recommendation: Provide feedback on the the Work Plan*

Chairperson Kamena introduced the item.

Lieutenant Scott Eberle presented the first four-month work plan for 2024.

Staff responded to questions from the Committee.

Chairperson Kamena invited public comment.

**Speakers:** Steven Bingham, Heidi

The Committee to provide comments on the Work Plan.

## **STAFF LIAISON REPORT**

3. Staff Liaison Report: - None.

## **COMMISSIONER REPORTS**

4. Committee Member Reports: - None.

## **OPEN TIME FOR PUBLIC EXPRESSION**

Chairperson Kamena invited members of the public to give comments regarding items not listed on the agenda.

- Steve Bingham- made a comment to move the location to a different location and wanted another Chair to represent the committee.
- Heidi – Made a comment to move the location to a different location and emphasized we have good translations services. She suggested that the committee be presented a timeline on “how we got here” in relation to the “Lopez case” up until the present.
- Jason Sarris- Made a comment about hearing the publics voice and the committee can use it to “advise.” He would like to see the committee review police conduct and hold them accountable to the community. He also commented on finding another venue for the meetings.

## **ADJOURNMENT**

Chairperson Kamena adjourned the meeting at 9:19 PM.

-----  
SCOTT EBERLE, Staff Liaison

APPROVED THIS 21nd DAY OF February 2024



**February 21, 2024  
Item 3A**

**TITLE: SAN RAFAEL POLICE DEPARTMENT RECRUITMENT AND SELECTION**

**RECOMMENDATION:** Accept the report.

**BACKGROUND:**

This report aims to provide an overview of the challenges faced by the San Rafael Police Department in recruitment and selection. This document will lay the groundwork for future discussions on possible updates to recruitment and selection procedures for the Department.

**DISCUSSION:**

*Introduction*

Law enforcement agencies across the United States face unprecedented staffing shortages and challenges in recruiting and retaining qualified employees. Many factors have contributed to these challenges nationwide, including, but not limited to:

- Eligibility and Hiring Practices
- Training
- Benefits and Incentives
- Work-Life Balance and Officer Wellness
- Diversity, Equity, and Inclusion
- Culture
- Law Enforcement Image

Several of these factors were documented in the U.S. Department of Justice report titled [Recruitment and Retention for the Modern Law Enforcement Agency](#). This report considers the current state of law enforcement recruitment and retention. It explores ways to modernize these processes to meet the needs of communities and the police departments that serve them.

*Department Staffing Overview*

As of February 1, 2024, 58 of 68 budgeted sworn positions are filled within the San Rafael Police Department. **Figure 1** below shows vacancies by job classification (“position”).

**Figure 1: Sworn Staffing Breakdown by Position as of February 1, 2024**

<b>Position</b>	<b>Vacant</b>	<b>Filled</b>	<b>Budgeted</b>
Police Chief	0	1	1
Police Captain	0	2	2
Police Lieutenant	0	4	4
Police Sergeant	0	9	9
Police Corporal	5	4	9
Police Officer	5	38	43
<b>Total</b>	<b>10</b>	<b>58</b>	<b>68</b>

Staff has also calculated the number of hired and separate positions from 2018-2023 and noted that 2023 saw the greatest net loss in sworn staff. Over the course of six years, the City has lost ten more law enforcement officers than it has hired. Please see **Figure 2** for more information.

**Figure 2: Sworn Staffing Five-year Historical Data**

Year	Hired	Separated	Net
2018	4	9	- 5
2019	7	10	- 3
2020	10	4	+6
2021	3	5	-2
2022	8	6	+2
2023	9	17	-8
<b>6 Year Total</b>	<b>41</b>	<b>51</b>	<b>-10</b>

**Figure 3** below summarizes the number of sworn officers for each law enforcement agency in Marin County as of February 1, 2024. The Marin County Sherriff’s Office (MCSO) has 197 full-time equivalent (FTE) sworn positions and is the largest agency in the County. While Belvedere has the fewest sworn positions (7 positions). With 68 sworn positions, the City of San Rafael has second highest number of budgeted positions in the County. Central Marin has the largest percentage of vacancies in the County (19% of FTE) and Tiburon has no vacant positions. As of February 1, 2024, San Rafael had 25 officers (36.7% of FTEs) not currently working at solo officer status. A “solo officer” is an individual officer on patrol. **Figure 3** notes the number of field training officers (FTOs). FTOs are responsible for the training and evaluation of new police officers.

*This section has been left blank intentionally.*

**Figure 3:** Marin County Law Enforcement Staffing as of February 1, 2024

Agency	Number of sworn officers budgeted	Number of openings	Number off work or on light duty due to injury	Number at Academy	Number on FTO	Total number not currently working at solo officer status
Marin County Sherriff's Office (MCSO)	197	5 (2.5% of FTE)	13	8	11	37 (18.8% of FTE)
San Rafael	68	10 (14.7% of FTE)	5	5	5	25 (36.7% of FTE)
Novato	60	2 (3.3% of FTE)	3	2	1	8 (13.3% of FTE)
Central Marin	42	8 (19.0% of FTE)	0	1	0	9 (21.4% of FTE)
Mill Valley	22	2 (9.1% of FTE)	2	1	1	6 (27.3% of FTE)
Sausalito	18 (+2 frozen)	3 (16.6% of FTE)	0	1	1	8 (27.7% of FTE)
Tiburon	14	0 (0.0% of FTE)	0	1	0	1 (7.1% of FTE)
Fairfax	11 (+1 frozen)	2 (18.2% of FTE)	0	0	0	2 (18.2% of FTE)
Ross	8	1 (12.5% of FTE)	1	0	0	2 (25.0% of FTE)
Belvedere	7	1 (14.3% of FTE)	1	0	0	2 (28.6% of FTE)

As of February 1, 2024, 80% of sworn staff were male and 20% female. Since 2014, the percentage of female sworn officers has increased 5%.

**Figure 3:** Comparison of Sworn Staffing Breakdown by Gender (February 1, 2024 and 2014)

Gender	% of Sworn 2014	# of Sworn 2/1/24	% of Sworn 2/1/24	Difference (2024 vs 2014)
Male	85%	46	80%	-5%
Female	15%	12	20%	+5%

**Figure 4** breaks down the number of officers by race. Officers identifying as either Caucasian or Hispanic account for approximately 95% of all police officers within the department.



**Figure 4:** Sworn Staffing Breakdown by Race as of February 1, 2024 (February 1, 2024 and 2014)

Race	% of Sworn 2014	# of Sworn 2/1/24	% of Sworn 2/1/24	Difference (2024 vs 2014)	City Population <sup>1</sup>
African American	1.7%	1	1.7%	0%	1.6%
Asian	6.3%	2	3.4%	-2.9%	6.3%
Caucasian	85.7%	40	68.9%	-16.8%	55.8%
Hispanic	7.9%	15	25.4%	17.5%	32.5%

<sup>1</sup> Data provided by the United States Census Bureau, <https://www.census.gov/quickfacts/fact/table/sanrafaelcitycalifornia#>

### Internal Factors Affecting Recruitment & Retention

#### *Anticipated Retirements*

**Figure 5** shows that of the remaining Classic California Public Employee Retirement System (CalPERS) employees (3% at 55 retirement formula), three are currently eligible for retirement this year with an additional nine employees eligible for retirement in the next three to five years. This equates to roughly 20% of the current workforce that could potentially retire from the organization by the year 2029.

**Figure 5:** Sworn Staffing Breakdown by Age as of February 1, 2024

Age	# of Sworn	% of Sworn
55 in 1-2 Years	3	5.2%
55 in 3-5 years	9	12%
Total (over 50)	12	20.7%

#### *Testing and Hiring Process*

Research has shown that lengthy testing and hiring processes have deterred potential candidates from applying or caused them to accept positions with other agencies whose hiring processes are more expeditious. The Department conducts numerous exams on a monthly basis. Candidates must pass the written exam through the Post Entry Level Law Enforcement Test Battery (PELLET-B), the physical agility course, and a panel interview before moving into the background phase. The regular testing has allowed the Department to maintain a semi-constant flow of applicants in the hiring process.

### External Factors Affecting Recruitment & Retention

#### *Salary and Compensation*

Low salaries are one of the most oft-cited reasons for not entering careers in law enforcement. Competition between law enforcement agencies in hiring qualified candidates becomes even more challenging when there is a significant and less-than-favorable discrepancy in salary.

As competition between police agencies intensifies, many organizations are now offering hiring incentives and bonuses to not only attract new applicants but also to entice current police officers to leave their respective agencies for higher pay and better benefits. Common incentives include signing bonuses, relocation reimbursements, salary increases for further education, shift differential pay, housing assistance, tuition reimbursement, and multilingual pay.

### *Pension Reform*

The impact of public sector pension reform nationwide on employee recruitment and retention has also been identified as a challenge. In many states, employees hired after a certain date would receive less benefits and/or need to work longer to achieve benefits comparable to older employees.

In California, the California Public Employees' Pension Reform Act (PEPRA), which took effect in January 2013, changed the way CalPERS retirement and health benefits are applied and places compensation limits on members. An article in Police Chief Magazine<sup>1</sup> titled "[Police Officer Recruitment – A Decade Later](https://www.policechiefmagazine.org/police-officer-recruitment/)" provided an example of how these changes affect employee retirements.

*Prior to California's 2013 PEPRA legislation, a sworn California law enforcement officer hired at age 21 could retire at age 50 with 29 years of service and an 87 percent benefit with cost of living adjustments (COLAs). However, an individual of the same age and qualifications hired after 2013 would receive a benefit of 58 percent with COLAs. The difference in the pension benefit might prove detrimental to law enforcement recruitment.*

### *Attitudes, Perceptions, and Portrayals Toward Police*

Controversial incidents involving law enforcement across the United States have led to scrutiny, distrust, demand for accountability, and movements to reform modern-day policing. Negative attitudes, perceptions, and portrayals toward law enforcement have made it difficult for police agencies to attract new applicants and retain current police officers. Increased scrutiny has led to lower morale, an increase in early retirements and resignations, and a steep decline in the number of applicants pursuing a career in law enforcement.

### *Current Procedures*

Attachment 1 is the Department's current Recruitment and Selection Policy. It provides a framework for department recruitment efforts and is informed by state and federal laws such as the California Fair Employment and Housing Act and POST, the State of California Commission on Peace Officer Standards Training. POST was established by the California Legislature in 1959 to set minimum selection and training standards for California law enforcement. All departments must adhere to their training and certification requirements.

Attachment 2 outlines the recruitment and selection tasks and timelines for prospective applicants to the San Rafael Police Department. The process has two primary phases "Recruitment" and "Hiring". The probation period at San Rafael Police Department is 18 months from date of academy graduation for all police officers.

---

<sup>1</sup> <https://www.policechiefmagazine.org/police-officer-recruitment/>

**FISCAL IMPACT:**

There is no fiscal impact associated with this report.

Submitted by:

TBD

TBD

**ATTACHMENTS:**

1. SRPD Recruitment and Selection Policy
2. SRPD Selection Process

---

## Recruitment and Selection

### 1000.1 PURPOSE AND SCOPE

This policy provides a framework for employee recruiting efforts and identifying job-related standards for the selection process. This policy supplements the rules that govern employment practices for the San Rafael Police Department and that are promulgated and maintained by the Personnel Department.

### 1000.2 POLICY

In accordance with applicable federal, state, and local law, the San Rafael Police Department provides equal opportunities for applicants and employees regardless of actual or perceived race, ethnicity, national origin, religion, sex, sexual orientation, gender identity or expression, age, disability, pregnancy, genetic information, veteran status, marital status, and any other classification or status protected by law. The Department does not show partiality or grant any special status to any applicant, employee, or group of employees unless otherwise required by law.

The Department will recruit and hire only those individuals who demonstrate a commitment to service and who possess the traits and characteristics that reflect personal integrity and high ethical standards.

### 1000.3 RECRUITMENT

The Administrative Services Bureau Commander shall employ a comprehensive recruitment and selection strategy to recruit and select employees from a qualified and diverse pool of candidates.

The strategy shall include:

- (a) Establishment of a written recruitment plan.
  1. The plan shall include an outline of steps for recruiting candidates who are representative of the community. This should include candidates who live in or are from the community, if appropriate and consistent with applicable laws and memorandums of understanding or collective bargaining agreements.
- (b) Identification of racially and culturally diverse target markets.
- (c) Use of marketing strategies to target diverse applicant pools.
- (d) Expanded use of technology and maintenance of a strong internet presence. This may include an interactive department website and the use of department-managed social networking sites, if resources permit.
- (e) Expanded outreach through partnerships with media, community groups, citizen academies, local colleges, universities, and the military.
- (f) Employee referral and recruitment incentive programs.
- (g) Consideration of shared or collaborative regional testing processes.

# San Rafael Police Department

San Rafael PD Policy Manual

## *Recruitment and Selection*

---

The Administrative Services Bureau Commander shall avoid advertising, recruiting, and screening practices that tend to stereotype, focus on homogeneous applicant pools, or screen applicants in a discriminatory manner.

The Department should strive to facilitate and expedite the screening and testing process, and should periodically inform each candidate of their status in the recruiting process.

### **1000.4 SELECTION PROCESS**

The Department shall actively strive to identify a diverse group of candidates who have in some manner distinguished themselves as being outstanding prospects. Minimally, the Department shall employ a comprehensive screening, background investigation, and selection process that assesses cognitive and physical abilities and includes review and verification of the following:

- (a) A comprehensive application for employment (including previous employment, references, current and prior addresses, education, military record)
  - 1. The personnel records of any applicant with prior peace officer experience in this state shall be requested from the appropriate law enforcement agency and reviewed prior to extending an offer of employment (Penal Code § 832.12).
  - 2. This includes review of prior law enforcement employment information maintained by POST (Penal Code § 13510.9).
- (b) Driving record
- (c) Personal and professional reference checks
- (d) Employment eligibility, including U.S. Citizenship and Immigration Services (USCIS) Employment Eligibility Verification Form I-9 and acceptable identity and employment authorization documents consistent with Labor Code § 1019.1. This required documentation should not be requested until a candidate is hired. This does not prohibit obtaining documents required for other purposes.
- (e) Information obtained from public internet sites
  - 1. This review should include the identification of any activity that promotes or supports unlawful violence or unlawful bias against persons based on protected characteristics (e.g., race, ethnicity, national origin, religion, gender, gender identity, sexual orientation, disability).
- (f) Financial history consistent with the Fair Credit Reporting Act (FCRA) (15 USC § 1681 et seq.)
- (g) Local, state, and federal criminal history record checks
- (h) Lie detector test (when legally permissible) (Labor Code § 432.2)
- (i) Medical and psychological examination (may only be given after a conditional offer of employment)
  - 1. The Medical Suitability Declaration (POST form 2-363) provided by the evaluating physician shall be maintained in the candidate's background investigation file (11 CCR 1954).

# San Rafael Police Department

## San Rafael PD Policy Manual

### *Recruitment and Selection*

---

2. The Psychological Suitability Declaration (POST form 2-364) provided by the evaluator shall be maintained in the candidate's background investigation file (11 CCR 1955).
  - (j) Review board or selection committee assessment
  - (k) Relevant national and state decertification records, if available
  - (l) Any relevant information in the National Law Enforcement Accountability Database

#### 1000.4.1 VETERAN'S PREFERENCE

Qualifying veterans of the United States Armed Forces who receive a passing score on an entrance examination shall be ranked in the top rank of any resulting eligibility list. The veteran's preference shall also apply to a widow or widower of a veteran or a spouse of a 100 percent disabled veteran (Government Code § 18973.1).

#### **1000.5 BACKGROUND INVESTIGATION**

Every candidate shall undergo a thorough background investigation to verify his/her personal integrity and high ethical standards, and to identify any past behavior that may be indicative of the candidate's unsuitability to perform duties relevant to the operation of the San Rafael Police Department (11 CCR 1953).

The narrative report and any other relevant background information shall be shared with the psychological evaluator. Information shall also be shared with others involved in the hiring process if it is relevant to their respective evaluations (11 CCR 1953).

#### 1000.5.1 NOTICES

Background investigators shall ensure that investigations are conducted and notices provided in accordance with the requirements of the FCRA and the California Investigative Consumer Reporting Agencies Act (15 USC § 1681d; Civil Code § 1786.16).

#### 1000.5.2 STATE NOTICES

If information disclosed in a candidate's criminal offender record information (CORI) is the basis for an adverse employment decision, a copy of the CORI shall be provided to the applicant (Penal Code § 11105).

#### 1000.5.3 REVIEW OF SOCIAL MEDIA SITES

All peace officer candidates shall be subject to a social media search for statements, postings, and/or endorsements made by the candidate that are relevant to suitability for peace officer employment, including bias-relevant information consistent with the requirements of 11 CCR 1955(d)(3) and any public expression of hate made in an online forum, as defined in Penal Code § 13680(g) (11 CCR 1953(e)(12)).

Due to the potential for accessing unsubstantiated, private, or protected information, the Administrative Services Bureau Commander shall not require candidates to provide passwords, account information, or access to password-protected social media accounts (Labor Code § 980).

# San Rafael Police Department

## San Rafael PD Policy Manual

### *Recruitment and Selection*

---

The Administrative Services Bureau Commander should consider utilizing the services of an appropriately trained and experienced third party to conduct open source, internet-based searches, and/or review information from social media sites to ensure that:

- (a) The legal rights of candidates are protected.
- (b) Material and information to be considered are verified, accurate, and validated.
- (c) The Department fully complies with applicable privacy protections and local, state, and federal law.

Regardless of whether a third party is used, the Administrative Services Bureau Commander should ensure that potentially impermissible information is not available to any person involved in the candidate selection process.

#### 1000.5.4 DOCUMENTING AND REPORTING

The background investigator shall summarize the results of the background investigation in a narrative report that includes sufficient information to allow the reviewing authority to decide whether to extend a conditional offer of employment. The report shall include sections that summarize relevant Background Investigation Dimensions and include any findings of behaviors, traits, and/or attributes relevant to bias per the Bias Assessment Framework as described in the POST Background Investigation Manual. The report shall identify the data sources reviewed for the findings, regardless of weight given. The report shall include narrative information in the format described in 11 CCR 1953(g)(1). The report shall also include whether the candidate has engaged or is engaging in membership in a hate group, participation in hate group activity, or advocacy or public expressions of hate, pursuant to Penal Code § 13680 et seq. (11 CCR 1953).

The report shall not include any information that is prohibited from use, including that from social media sites, in making employment decisions. The report and all supporting documentation including relevant documentation of bias-related findings and documentation obtained through the social media search shall be included in the candidate's background investigation file (11 CCR 1953).

The background investigator shall document proof of verification of qualification for peace officer appointment on the Verification of Qualification for Peace Officer Appointment form and forward to the Administrative Services Bureau Commander for final review and submission to POST (11 CCR 1953).

The background investigation file shall be made available during POST compliance inspections (11 CCR 1953).

#### 1000.5.5 RECORDS RETENTION

The background report and all supporting documentation shall be maintained according to the established records retention schedule and at a minimum as follows (Government Code § 12946; 11 CCR 1953):

# San Rafael Police Department

San Rafael PD Policy Manual

## *Recruitment and Selection*

---

- (a) Reports and documentation for candidates hired by the Department shall be retained for the entire term of employment and a for a minimum of four years after separation from the Department.
- (b) Reports and documentation for candidates not hired by the Department for a minimum of four years.

### 1000.5.6 BACKGROUND INVESTIGATION UPDATE

A background investigation update may, at the discretion of the Chief of Police, be conducted in lieu of a complete new background investigation on a peace officer candidate who is reappointed within 180 days of voluntary separation from the San Rafael Police Department, or who is an interim police chief meeting the requirements contained in 11 CCR 1953(f).

### 1000.5.7 INVESTIGATOR TRAINING

Background investigators shall complete POST-certified background investigation training prior to conducting investigations (11 CCR 1953; 11 CCR 1959).

### 1000.5.8 CONFIDENTIAL POST RECORDS

Records released to the Department from POST that were previously withheld from the candidate by POST shall be kept confidential as provided in Penal Code § 13510.9.

## **1000.6 DISQUALIFICATION GUIDELINES**

As a general rule, performance indicators and candidate information and records shall be evaluated by considering the candidate as a whole, and taking into consideration the following:

- Age at the time the behavior occurred
- Passage of time
- Patterns of past behavior
- Severity of behavior
- Probable consequences if past behavior is repeated or made public
- Likelihood of recurrence
- Relevance of past behavior to public safety employment
- Aggravating and mitigating factors
- Other relevant considerations

A candidate's qualifications will be assessed on a case-by-case basis, using a totality-of-the-circumstances framework.

## **1000.7 EMPLOYMENT STANDARDS**

All candidates shall meet the minimum standards required by state law (Government Code § 1029; Government Code § 1031; Penal Code § 13510.1; 11 CCR 1950 et seq.). Candidates will be evaluated based on merit, ability, competence, and experience, in accordance with the high



# San Rafael Police Department

San Rafael PD Policy Manual

## *Recruitment and Selection*

---

standards of integrity and ethics valued by the Department and the community. The California Commission on Peace Officer Standards and Training (POST) developed a Job Dimensions list, which is used as a professional standard in background investigations.

Validated, job-related, and nondiscriminatory employment standards shall be established for each job classification and shall minimally identify the training, abilities, knowledge, and skills required to perform the position's essential duties in a satisfactory manner. Each standard should include performance indicators for candidate evaluation. The Personnel Department should maintain validated standards for all positions.

### 1000.7.1 STANDARDS FOR OFFICERS

Candidates shall meet the minimum standards established by POST or required by state law (Government Code § 1029; Government Code § 1031; 11 CCR 1950 et seq.):

- (a) Free of any felony convictions
- (b) Be legally authorized to work in the United States under federal law
- (c) At least 21 years of age except as provided by Government Code § 1031.4
- (d) Fingerprinted for local, state, and national fingerprint check
- (e) Good moral character as determined by a thorough background investigation (11 CCR 1953)
- (f) High school graduate, passed the GED or other high school equivalency test, or obtained a two-year, four-year, or advanced degree from an accredited or approved institution
- (g) Free from any physical, emotional, or mental condition, including bias against race or ethnicity, gender, nationality, religion, disability, or sexual orientation which might adversely affect the exercise of police powers (11 CCR 1954; 11 CCR 1955)
- (h) Free of hate group memberships, participation in hate group activities, or advocacy of public expressions of hate within the previous seven years, and since 18 years of age, as determined by a background investigation (Penal Code § 13681)
- (i) Candidates must also satisfy the POST selection requirements, including (11 CCR 1950 et seq.):
  - 1. Reading and writing ability assessment (11 CCR 1951)
  - 2. Oral interview to determine suitability for law enforcement service (11 CCR 1952)
- (j) POST certification that has not been revoked, denied, or voluntarily surrendered pursuant to Penal Code § 13510.8(f)
- (k) Not identified in the National Decertification Index of the International Association of Directors of Law Enforcement Standards and Training or similar federal government database that reflects revoked certification for misconduct or reflects misconduct that would result in a revoked certification in California.

# San Rafael Police Department

San Rafael PD Policy Manual

## *Recruitment and Selection*

---

In addition to the above minimum POST required standards, candidates may be subjected to additional standards established by the Department (Penal Code § 13510(d)).

### 1000.7.2 STANDARDS FOR DISPATCHER

Candidates shall satisfy the POST selection requirements, including (11 CCR 1956):

- (a) A verbal, reasoning, memory, and perceptual abilities assessment (11 CCR 1957)
- (b) An oral communication assessment (11 CCR 1958)
- (c) A medical evaluation (11 CCR 1960)

### 1000.8 PROBATIONARY PERIODS

The Administrative Services Bureau Commander should coordinate with the San Rafael Personnel Department to identify positions subject to probationary periods and procedures for:

- (a) Appraising performance during probation.
- (b) Assessing the level of performance required to complete probation.
- (c) Extending probation.
- (d) Documenting successful or unsuccessful completion of probation.

# SELECTION PROCESS FOR POLICE OFFICER

## 1. RECRUITING PHASE

Recruiting team will attend events and pass along names of interested applicants to the Professional Standards Unit.

We also have Recruit Training Officers at the Sant Rosa Police Academy who engage the self-sponsored recruits and help

### A. Concierge Treatment

- i. P.S.U. Staff will engage in meaningful conversations over the phone.
- ii. P.S.U. Staff will bring interested candidates to the police department for a face-to-face conversation.
- iii. Schedule tours of the department
- iv. Coordinate ride-alongs.

## 2. HIRING PHASE

This is the phase where we begin the testing processes to become a police officer. During this phase, we usually will have a liaison assigned to them from the P.S.U. Staff to give advice and help guide the process. Most of the below tests and procedures are governed by the Commission on Peace Officer Standards in Training. The full background guide can be found here: <https://post.ca.gov/background-investigation-manual-guidelines-for-the-investigator>

### A. Oral Boards

- a. The Oral Boards are a set of questions that are predetermined and given to each candidate attending the oral board.
- b. The Oral Board panel is made up of a diverse group from the police department and community. (Usually 3 people sit on an oral board)
- c. The Oral Board will individually give each applicant a score based on their answers. (All grading sheets with notes are filed with Human Resources)

d. A 70% score is needed to move onto the next round.

B. Personal History Statement

- a. Each candidate must fill out a Peace Officer Standards in Training (POST) personal history statement. The statement is approximately 35 pages long and covers everything from references, places lived, education, past history, and credit. A full version can be found here:  
[https://post.ca.gov/portals/0/post\\_docs/publications/2-251-phsPeaceOfficers.pdf](https://post.ca.gov/portals/0/post_docs/publications/2-251-phsPeaceOfficers.pdf)
- b. After the applicant turns in their PHS, they schedule a meeting with P.S.U. Staff to go over the document to check thoroughness.
- c. P.S.U. Staff will then write a summary to send to the Chief and Captain for review.

C. Chiefs Interview

- a. P.S.U. Staff will schedule an appointment where the candidate will meet the Chief for an interview.
- b. If the Chief approves of the candidate, he or she will then move into the background process.

D. Background Process

- a. The candidate is assigned an outside background investigator
- b. That background investigator will go over the PHS and start to check and verify everything is true and correct. The background investigator will also seek out other references not listed on the candidates PHS. One example is the neighborhood checks where all the candidates' neighbors are contacted for feedback.
- c. This process usually takes about one month.

E. Polygraph Examination

- a. The polygraph examination is set up to find deception. During this phase the examiner will go back over the PHS and a more detailed list of questions while the candidate is connected to the polygraph machine.

Once the above steps are completed a Conditional Job Offer can be extended and we can move into the next phases.

F. Psychological Evaluation

- a. The candidate is connected with a specialized Public Safety and Forensic Psychologist.
- b. That evaluation is confidential and we get results of pass or fail due to HIPPA laws.

G. Medical Examination

- a. The candidate has a medical exam with a license medical doctor. A copy of the medical form that must be filled out can be found here:

[https://post.ca.gov/portals/0/post\\_docs/publications/2-253MedicalExamReport.doc](https://post.ca.gov/portals/0/post_docs/publications/2-253MedicalExamReport.doc)

This concludes the Selection phase of the hiring process and the candidate is given a Job Offer and will move to the Basic Police Academy training phase if they have no prior law enforcement history or right into the Field Training phase if they are a lateral officer. The Police Academy is 5-6 months long and covers the foundation of policing. The Field Training phase is 4-5 months long and it is where the recruit learns on the job and is evaluated, mentored and coached by a Field Training Officer. When the officer reaches “solo” status they are evaluated on a monthly basis until the remaining of their probation terms. The probation period at San Rafael Police Department is 18 months from date of academy graduation for all police officers.