A. Purpose

To recruit, select and maintain the highest caliber of employees available for the Public Safety Department.

To establish guidelines for the efficient, effective, and uniform process of selecting employees for law enforcement positions.

To establish the procedures used by the department to select the best qualified applicants for advancement opportunities when such opportunities exist.

B. Policy

The Medical University of South Carolina and the Public Safety Department shall be Equal Opportunity Employers and shall establish and follow policies and procedures to ensure this result.

The department will actively participate in the implementation of its recruitment program. The Director, or a designee, shall notify the University Department of Human Resources Management, immediately upon determining that a vacancy needs to be filled. The Director, Patrol Commander, and the department's Administrative Manager will work with the Department of Human Resources Management to take those steps necessary to attract qualified applicants. (CALEA 31.1.1)

The Department of Public Safety provides an employment process that is structured to ensure that prospective employees possess requisite knowledge, skills and abilities, and acceptable performance characteristics. At all times, the staffing process will meet
professional and legal standards for being job related, useful and fair. The aim of the selection process is to produce effective and respected law enforcement operations through the hiring of qualified individuals.

It is the policy of the department that all advancement opportunities be decided by procedures which are job-related, fair, and non-discriminatory.

C. Recruitment

1. All individuals assigned to Recruitment Activities will be knowledgeable of personnel matters, especially Equal Employment Opportunity/Affirmative Action as it affects the management and operations of the department. Among the knowledge and skills to be maintained are: (CALEA 31.1.2)

   a. the department's recruitment needs and commitments;
   b. career opportunities, salaries, benefits and training;
   c. federal and state compliance guidelines;
   d. the Medical University community and its needs including demographic data, community organizations, educational institutions, etc.;
   e. cultural awareness of different ethnic groups in the community;
   f. techniques of record keeping systems for candidate tracking;
   g. the selection process, including procedures involving background investigations, oral and physical examinations;
   h. recruitment programs of other jurisdictions;
   i. performance characteristics that disqualify candidates; and
   j. physical requirements.

2. Affirmative Action Plan

   a. The Medical University and the department are committed to a policy of affirmative action to remove all vestiges of segregation and discrimination remaining as a result of any formerly dual system. This policy will remain in effect until fair representation is reached.

   b. As part of this commitment the Department, in conjunction with the
University’s Department of Human Resources Management, actively recruits to develop a diverse pool of qualified applicants for positions at all levels within the organization. The Medical University has established the goal that the ethnic and gender composition in the sworn law enforcement ranks will be in approximate proportion to the makeup of the available work force in the community.  *(CALEA 31.2.1.a)*

c. The Director, Patrol Commander and the Administrative Manager assume responsibility for implementation and compliance with the Medical University's affirmative action program for the department. Performance reviews of administrators and hiring Supervisors must include consideration of their progress toward meeting equal opportunity/affirmative action goals.  *(CALEA 31.2.1.c)*

d. The department will arrange for job vacancy announcements to be distributed to organizations, institutions and other recruiting resources from those segments of the population that represent affirmative action needs.  *(CALEA 31.2.1.b)*

e. The department will conduct an annual analysis on the recruitment plan. The plan will include any progress toward the stated objectives *(CALEA 31.2.2.a)* and revisions to the plan as needed.  *(CALEA 31.2.2.b)*.

3. Equal Employment Opportunity (EEO) Plan

a. The Medical University and the department are committed to a policy of equal employment opportunity and it is their policy to recruit, hire, train, promote and otherwise make personnel decisions without discrimination because of race, color, religion, sex, national origin, age, disability, or veteran status (except where sex or age is a bonafide occupational qualification).

b. Individuals with EEO concerns are encouraged to provide notice of their complaint to the Director. Complaints which cannot be resolved satisfactorily within the department will be referred to the attention of the University’s Equal Employment Opportunity Officer. Complaints will be investigated, and a determination made, as soon as practicable after their receipt.

c. The Medical University's policy on EEO/Affirmative Action (HR # 4) will be reaffirmed by presidential memorandum to all employees at the beginning of each calendar year. Copies of EEO posters will be prominently displayed in strategic locations throughout campus. The Affirmative Action Plan is available for inspection in the University’s Equal
Employment Opportunity Director’s office and the MUSC Library.

d. The equal employment opportunity statement shall be included in all bulletins, catalogs, application forms and formal announcements for job vacancies. The Medical University of South Carolina has designated as the ADA and Section 504 coordinator the University’s Equal Employment Opportunity Director.

e. All University recruiting sources will be advised of the University's Equal Opportunity/Affirmative Action Policy and that all employment advertising and brochures include the notation, "An Equal Opportunity employer Supporting Workplace Diversity." (CALEA 31.2.3 and CALEA 31.3.1.c)

4. Job Announcements and Publicity

In order to attract a diverse pool of qualified applicants, the Employment Office uses a variety of recruitment sources to publicize employment opportunities. These sources may include but are not limited to:

a. The Human Resources Management website for Career Opportunities. This site is up dated as recruiting requests are received. In other words, this site includes the most updated information at any given time. (CALEA 31.3.1.a, 31.3.2)

b. Positions are posted on the MUSC Human Resources Web site daily. (CALEA 31.3.2)

c. Listing with the South Carolina Employment Security Commission’s Job Service. This particular site is referenced throughout other state agencies as a resource for employment opportunities. (CALEA 31.3.2)

d. Job/Career Fairs at colleges and universities throughout the State of South Carolina.

e. Classified advertisements in newspapers, professional journals, and other print media. (CALEA 31.3.1, b)

f. Contacts with institutions and departments having high enrollments of women, minorities, persons with disabilities, and/or veterans. All official application filing deadlines, if any, will be advertised on the vacancy announcements. (CALEA 31.3.1.d)

5. Recruitment
The Patrol Commander, Administrative Manager, or the Operations Support Commander will ensure that applicants are apprised of their status in the recruitment and selection process from beginning to end (CALEA 31.3.3). Applicants who are interviewed will be notified in writing if they are not selected for employment (CALEA 32.1.5)

6 Application Corrections

Applications which possess omissions or deficiencies that can be corrected prior to the Department testing or interview process being completed shall not be rejected solely for such omission or deficiency of items not required by the Medical University. (CALEA 31.3.4)

D. Promotion

1. General

a. The Director, in conjunction with the University’s Department of Human Resources Management, retains the right to administer the promotion and career development process, as well as the development of the factors used to determine the knowledge, skill, and abilities of the candidates. A four-year degree will be preferred for the position of Lieutenant. A four-year degree will be mandatory for the position of Captain and above. (CALEA 33.8.4.d) The Director selects the members of promotion boards and may request technical assistance, as needed, from the University’s Department of Human Resources. (CALEA 34.1.1)

b. The Patrol Commander has been delegated the authority and responsibility for administering this entire process and will maintain effective liaison with the Department of Human Resources Management which is available to provide expert advice if needed. (CALEA 34.1.2)

2. Process

a. The applicants’ Employee Performance Management System (EPMS) will be used to evaluate the promotional potential of the candidates by the promotion board and by the Director. (CALEA 34.1.3.a)

b. Written tests may be used by the department in the promotion process. (CALEA 34.1.3.b)

c. Assessment centers may be used by the department for promotion to Sergeant and above. Assessment centers are intended to disclose the applicant’s knowledge of job-related policies, procedures, rules,
regulations, and court decisions, as well as their ability to recall pertinent facts and communicate effectively. Questions for the Assessment Centers are prepared by the Patrol Commander and maintained in a secure file in his/her office. Questions are identical for each candidate for the same position and applicant responses and their evaluations are recorded on each board member’s Evaluation Sheet. Assessors for the rank of Sergeant will be selected from within the Department. Assessors for the rank of Lieutenant may consist of one Captain from within the Department and two Captains from another agency. Where possible, the outside assessor will be from an Accredited or similar Institution. (CALEA 34.1.3.c)

d. The promotion board conducts a strictly structured oral interview with each qualified applicant prior to making its recommendation to the Director (CALEA 34.1.3.d). The interviews are intended to disclose the applicants' knowledge of job-related policies, procedures, rules, regulations, and court decisions, as well as their ability to recall pertinent facts and communicate effectively. Questions for the interviews are prepared by the board members and maintained in a secure file in the Administrative Storage Room. (CALEA 34.1.3.h). Questions are identical for each candidate for the same position and applicant responses and their evaluations are recorded on each board member's Evaluation Sheet.

e. Employees will be permitted to review any written material used in the selection process pertaining to their own results; they shall not be permitted to examine the work product of other candidates exempted by Federal or State Laws. Employees wishing to review their written material must make a written request of the Director within five working days of the results being published. Reviews must take place during regular office hours and under the supervision of the Director. According to Medical University Policy HR 44, Subject: "Grievance", promotions may not be grieved unless the employee was excluded from consideration for promotion and the Director of the Medical University of South Carolina Office of Human Resources determines there is a material issue of fact or conclusion to be drawn from the allegation. Additional information concerning the grievance procedures is available in the Medical University Public Safety Department policy #12. (CALEA 34.1.3.e)

f. Because there is a separate and distinct selection process for each promotion opportunity, individuals who fail to meet eligibility requirements for one opportunity may apply for the next opportunity for which they meet the requirements. Candidates who are not promoted are eligible to participate in the next available promotion process. (CALEA 34.1.3.f)

g. Lateral entry for supervisory positions, below the position of Director, will
only be permitted after exhausting all internal resources and must meet training and experience requirements. (CALEA 34.1.3.g)

h. The promotional process used by the department as a whole, and its individual components, shall be job related and nondiscriminatory. (CALEA 34.1.4)

i. Whenever promotional/advancement opportunities exist, a written memorandum will be distributed to all personnel and posted on the bulletin board which contains the following:

1. A description of the position/advancement for which the opportunity exists;

2. A schedule of dates, times, and locations of all elements of the process;

3. A description of eligibility requirements; and

4. A description of the entire process and any special conditions (CALEA 34.1.5).

j. Numerical weights will not be used or assigned to eligibility requirements.

k. Eligibility lists will not be used in the promotion process.

l. Time in grade, minimum experience and education requirements shall be those outlined in the position description applied for which the applicant has applied.

m. Medical University and State policies require the promoted employee to serve a 6-month trial (probationary) period. This affords ample opportunity to ensure the newly promoted employee can assume the duties and responsibilities of the new position, intent consistent with selection procedures for entry-level officers. Employees on probation should be closely observed and evaluated frequently. Unsatisfactory performance should be identified and corrected early for additional training, counseling and/or other applicable personnel action to safeguard against the promotion of employees beyond their capabilities. (CALEA 34.1.7)

3. Promotion Procedures (Internal Applicant)

a. When a job opening occurs in this Department, a notice of the vacancy will be published. The notice will include the State title, pay band and minimum
requirements. Interested personnel should submit their letter of intent and application by the date specified. Refer to PSD-72.

1) The promotion process will take approximately four (04) weeks from the date that the position is posted to promotion.

NOTE - All requests for promotion will be considered by the Promotion Board and must be endorsed by the Supervisors and Patrol Commander.

b. Candidates deemed not to be eligible for promotion shall be informed in writing within 30 days of such a decision. If the candidate was not promoted on the basis of a single test, examination, interview or investigation, or State/University/Department requirement, the specific reason shall be included in the written notice provided the candidate.

c. Upon receipt of all promotion requests, the applicants will be scheduled to meet with the Department Promotion Board for interview. The Board consists of the Senior Officers as designated by the Director. The Promotion Board Evaluation is an accumulation of areas with points of rating assigned to each. See attached Promotion Board Evaluation Sheet.

d. During the interview, each applicant will be asked a series of questions by members of the Board. Each Board Member will assign a numerical score (1-20) for each question.

e. At the conclusions of the interviews, the Promotion Board will add all accumulated points for each applicant, and make recommendations. The following areas will be considered:

1) Recommendations by the Supervisors and Patrol Commander. For any non-recommendation, 15 points will be subtracted. All non-recommendations must be justified and approved by the Director.

2) Job Knowledge and Performance

3) Meet Appearance Guidelines

4) Ability to Communicate

5) Demonstrated support for Departmental Goals

6) Attendance
7) Performance Characters

8) Disciplinary Actions

**The Director will make the final decision based on the above.**

4. Additional Important Facts You Need to Know About Promotions

a. In consideration of all promotions, decisions will be made based on the best interest of the Department.

b. Longevity alone will not assure promotion, excellence in performance will influence promotion decisions.

c. Although higher education is extremely important, a degree will not assure promotion. Promotions are based on training and demonstrated job performance, and potential to contribute to the department.

d. Questions asked by the board and assessment centers will be progressively more difficult, consistent with the position being filled. Some management questions may be included for supervisory applicants.

e. To prepare for the board, the following study references are recommended:

1) Public Safety Manual of Policies and Procedures
2) Human Resources Management Policy Manual
3) Guide to South Carolina Criminal Law and Procedures, with emphasis on the 16-3 through 16-23 series.
4) Public Safety Operational Plans.
5) Post Orders
6) Any Public Library for management principals

5. Promotion Requirements

a. A copy of the state job descriptions for each police related position in the department is available upon request from the Administrative Manager. The description reflects the job title, required knowledge, skills and ability, and the training and experience required.

**NOTE** - All personnel being promoted to Public Safety Officer must be able to read and comprehend at or above the 9th Grade Level, and meet State Constable Commissioning requirements. The SC Criminal Justice Academy material is based upon a 9th Grade Reading Comprehension Level. Commissioning requirements are:
1) 21 years of age
2) Valid SC Driver's License
3) Valid Voter's Registration Card
4) NO DUI's within 5 years
5) No disqualifying criminal record
6) Credit Check (Initial Hire or Promotion to Public Safety Officer Only)
7) Application for Employment (per position)
8) Persons in default on a student loan cannot be commissioned

b. Anyone interested in being promoted should thoroughly review the state job descriptions to insure they meet the minimum requirements. If the requirements are not met, the Training Officer should be consulted for advice, assistance, and career counseling in improving personal education or skill level.

E. Selection (CALEA 32.1.1)

1. Administration of Selection Process.
   a. The Patrol Commander shall have the authority to and responsibility for administering the department's role in the selection process.
   b. Though the Director shall have exclusive control over the selection of personnel, advice may be sought from command personnel.
   c. The components of the department's selection process shall be only those that have been documented as having validity, utility, and a minimum adverse impact.
   d. The Department's interview and selection processes will be based on criteria pertinent to the position. (CALEA 32.1.2)

2. To determine adverse impact within the selection process, the selection rates for each race, sex, and ethnic group shall be compared with the group having the highest selection rate. If adverse impact is detected within the department's selection process, it shall be minimized.

3. Records used to monitor the selection process for adverse impact shall be maintained on file by the Department of Human Resources Management.

4. All elements of the department's selection process administered or provided by a private sector organization or lender shall meet the requirements of validity, utility, and minimum adverse impact.
5. All elements of the selection process shall be administered, scored, evaluated and interpreted in a uniform manner. Whenever possible, personnel representative of the race, sex and ethnic groups of the department's service area shall be included in administering scoring, evaluating and interpreting the selection process. (CALEA 32.1.3)

6. Material used in the selection process shall be stored in a secure area when not being used. Disposal of selection material shall be made in such a way as to prevent disclosure or compromise of the process. (CALEA 32.1.7)

7. The Department of Human Resources Management, in conjunction with the Director or a designee, shall annually evaluate the selection process.

   a. Lateral entry shall be available to any civilian position and any sworn position above the rank of sergeant. The eligibility qualifications and selection criteria for those positions for which lateral entry is permitted shall be those stated in the applicable position description and job announcement. No part shall be exempted.
   b. At the time of their formal application, applicants shall be informed in writing of all elements of the selection process (CALEA 32.1.4.a), as well as written notice of the expected duration of the process (CALEA 32.1.4.b). Candidates shall be informed that the department does not allow re-application, re-testing or re-evaluation for those disqualified at any phase of the selection process (CALEA 32.1.4.c).
   c. Interviewed candidates deemed not to be eligible for employment shall be informed in writing within 30 days of such a decision. If the candidate was not employed on the basis of a single test, examination, interview or investigation, the specific reason shall be included in the written notice provided the candidate. (CALEA 32.1.5)
   d. The disposition of records of candidates not appointed to probationary status shall be kept in accordance with the Department's records retention schedule. (CALEA 32.1.6)

9. Background Investigations/Credit Checks.
   a. A background investigation/credit check shall be conducted on each candidate prior to appointment to probationary status. Such investigation shall include:
1) a verification of the candidate's qualifying credentials; (CALEA 32.2.1.a)

2) criminal record review, if any; (CALEA 32.2.1.b)

3) verification and recommendation from at least three personal references; (CALEA 32.2.1.c)

4) a satisfactory credit check (no judgments) for all law enforcement positions; and

5) A verification of prior employment.

10. Personnel used to conduct background investigations shall be trained in collecting required information. (CALEA 32.2.2)

11. The record of each candidate's background investigation/credit checks shall be maintained on file for two years. (CALEA 32.2.3)

   a. The Public Safety Department does not require a polygraph examination as a condition the selection process. (CALEA 32.2.4, 32.2.5, 32.2.6)

   a. An oral interview of each candidate shall be conducted prior to employment. The oral interview shall use only valid, useful and nondiscriminatory procedures. A peer employee will be a member of all oral interviews for sworn positions.

   a. All physical and age qualifications for entry level positions shall meet the requirements of validity, utility, and minimum adverse impact.

   b. A post offer health screening of each candidate shall be conducted prior to the employee beginning work and shall include only valid, useful and nondiscriminatory procedures. (CALEA 32.2.7)

15. Emotional Stability/Psychological Fitness Examination.
   a. An emotional stability/psychological fitness examination is required of
each sworn position. This examination will be conducted at no cost to the candidate. (CALEA 32.2.8)

b. The emotional stability/psychological fitness examination will be administered and evaluated by a qualified professional prior to the initial appointment to probationary status. (CALEA 32.2.8)

c. A record of the results of the medical examination will be maintained in the individual’s personnel file if accepted. If rejected for employment, all records will be maintained in a separate file maintained in the Human Resources Management Records Section. (CALEA 32.2.9)


a. A “Covered” employee is a full-time or part-time employee occupying a part or all of an established full-time equivalent position and has satisfactorily completed the one-year probationary period; and successful completion of entry-level training. (CALEA 32.2.10)

b. Exceptions to the probationary period shall not be granted.

17. Selection Procedure (External Applicant)

a. When a job opening occurs in this Department, a notice of the vacancy will be published. The notice will include the State title, pay band and minimum requirements. Interested personnel should submit their application by the date specified.

1) The selection process will take approximately four (04) weeks from the date that the position is posted to selection.

b. Interviewed candidates deemed not to be eligible for appointment to probationary status shall be informed in writing within 30 days of such a decision. If the candidate was not appointed to probationary status on the basis of a single test, examination, interview or investigation, or State/University/Department requirement, the specific reason shall be included in the written notice provided the candidate.

c. Upon receipt of all applications, the applicants will be scheduled for an interview. The interview will be conducted by a Command Staff Officer as designated by the Director.

d. Upon conclusion of all interviews the selected applicant will be scheduled for the following:

POLICY AND PROCEDURE # 41 RECRUITMENT/PROMOTION/AND SELECTION
13
1) Criminal History Check;
2) Driver’s License Check;
3) TABE Test; (law enforcement)
4) Psychological Test; and (law enforcement)
5) Physical Examination;
6) SLED Background Check for Commissioning.

e. If the candidate is disqualified at any stage of the selection process, the Department does not allow re-application, re-testing, or re-evaluation.

Attachments -

1. Promotion Board Evaluation Form
2. Promotion Board
CANDIDATE'S NAME

HIRE DATE

ACADEMY CERTIFICATION DATE

LAST PROMOTION DATE

EDUCATION LEVEL (HIGHEST DEGREE ONLY) (CALEA 33.8.4.b)

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LAST 3 EVALUATIONS

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DISCIPLINARY ACTIONS

-5 EA / DOCUMENTED ORAL REPRIMAND - PAST 12 MONTHS
-10 EA / WRITTEN REPRIMAND - PAST 12 MONTHS
-25 EA / SUSPENSION - PAST 24 MONTHS
-15 EA / SUPERVISOR'S NON-RECOMMENDATION

LAW ENFORCEMENT EXPERIENCE

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<td>5</td>
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| 0.25 | TOTAL SECTION POINTS |
| 0.25 | WRITTEN TEST RESULTS (2 POINTS PER CORRECT ANSWER) |
| 0.50 | JOB KNOWLEDGE QUESTIONS (MAX 20 POINTS PER QUESTION) |

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TOTAL POINTS

THE DIRECTOR RESERVES THE RIGHT TO REVIEW SCORES OF ALL CANDIDATES AND MAKE THE FINAL DECISION ON WHO IS PROMOTED.
PROMOTION BOARD

THE MAKE UP OF THE PROMOTION BOARDS FOR PUBLIC SAFETY HAVE FLUCTUATED OVER THE YEARS. WITH THE ASSISTANCE AND CONCURRENCE OF HUMAN RESOURCES, THE PROMOTION BOARD MAKEUP WILL BE AS FOLLOWS:

1) FOR THE POSITION OF FIELD TRAINING OFFICER, THE PROMOTION BOARD, AT A MINIMUM, MAY CONSIST OF 2 SERGEANTS, OR 1 CORPORAL AND 1 SERGEANT, AND 1 LIEUTENANT. THE RANKING OFFICER WILL SERVE AS THE CHAIR.

2) FOR THE POSITION OF CORPORAL THE PROMOTION BOARD, AT A MINIMUM, MAY CONSIST OF 2 SERGEANTS AND 1 LIEUTENANT, OR 2 LIEUTENANTS, AND 1 CAPTAIN OR PATROL COMMANDER, THE RANKING OFFICER WILL SERVE AS THE CHAIR.

3) FOR THE POSITION OF SERGEANT, THE BOARD, AT A MINIMUM, MAY CONSIST OF 2 LIEUTENANTS, AND 1 CAPTAIN OR PATROL COMMANDER. THE RANKING OFFICER WILL SERVE AS THE CHAIR.

4) FOR THE POSITION OF LIEUTENANT THE BOARD, AT A MINIMUM, MAY CONSIST OF 2 CAPTAINS, THE PATROL COMMANDER OR THE CHIEF. THE RANKING OFFICER WILL SERVE AS THE CHAIR.

5) FOR THE POSITION OF CAPTAIN OR PATROL COMMANDER THE BOARD, AT A MINIMUM, MAY CONSIST OF THE CHIEF, PATROL COMMANDER AND THE CHIEF OPERATIONS OFFICER OF THE DIVISION OF ADMINISTRATION AND FINANCE AND/OR THEIR DESIGNEES.

NOTE: ADMINISTRATIVE MANAGER OR ADMINISTRATIVE COORDINATOR II PERSONNEL MAY SERVE ON ANY PROMOTION BOARD WITH THE EXCEPTION OF #5.

QUESTIONS

1) THERE WILL BE THREE BOARD MEMBERS WHO WILL SUBMIT QUESTIONS. THE QUESTIONS WILL BE REVIEWED BY THE HIRING PROCESS COORDINATOR, PATROL COMMANDER, AND CHIEF WHO WILL SELECT THE QUESTIONS TO BE USED BY THE BOARD.

2) THE DEGREE OF DIFFICULTY IN QUESTIONS WILL INCREASE WITH EACH HIGHER RANK OF OFFICER.

3) EACH OFFICER APPEARING BEFORE THE BOARD FOR PROMOTION WILL APPEAR IN UNIFORM.

Attachment #2