



**IntegrAssure**

OFFICE OF THE INDEPENDENT CONSENT DECREE MONITOR FOR THE CITY OF AURORA

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2024  
HIRING COMPARISON  
REPORT

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December 6, 2024

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## I. INTRODUCTION

The Consent Decree (“CD”) entered into by the City of Aurora (the “City”) and the Attorney General of the State of Colorado (“AG”) mandates numerous reforms in the City’s public safety systems. The recruiting and hiring of entry-level police officers and firefighters is addressed in Sections VII A to C of the CD, which seeks to transform APD’s and AFR’s recruiting and hiring processes to create a more diverse and qualified workforce. In furtherance of this goal, the CD includes a requirement to hire an outside expert with expertise in best practices for recruiting and hiring a qualified and diverse public safety workforce.

To fulfill the mandate of hiring an expert to assist in the process of compliance with the CD in this area, on March 15, 2022, pursuant to the technical assistance provisions of the CD, the City of Aurora Civil Service Commission (“CSC”) approved the hiring of Cassandra “Cassi” Chandler of the Monitor’s team as a subject matter expert given her extensive experience in recruiting and hiring a qualified and diverse public safety workforce. On November 14, 2022, the Monitor published its first report on the City’s hiring processes, entitled “[Report on the Hiring Process of Aurora Police and Aurora Fire Rescue: The Past and a Proposed Future](#)” (the “November 2022 Hiring Report”). That report contained four foundational findings and recommendations relating to:

1. Job postings – accuracy, consistency and sufficient detail.
2. Applicant engagement – mentorship by APD and AFR.
3. Hiring process role clarity – systematic coordination and collaboration.
4. Data collection and analysis – enabling insights into the effectiveness of APD’s and AFR’s recruiting and hiring processes, and any adverse impact<sup>1</sup> on minority applicants.

This report is the Monitor’s second hiring report, the “2024 Hiring Comparison Report”, which focuses on outcomes from the recruiting and hiring processes<sup>2</sup> implemented for the hiring of entry-level police officers and firefighters for the Aurora Police Department (“APD”) and Aurora Fire-Rescue (“AFR”) as undertaken by the City’s Human Resources (“HR”) Department, by the Aurora Civil Service Commission (“CSC”), and by APD and AFR.<sup>3</sup> It does not attempt to review each of the Monitor’s prior recommendations and assess whether or not such recommendations were adopted. Instead, this report focuses on APD’s and AFR’s current hiring processes and

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<sup>1</sup> Adverse impact is a technical term that refers to seemingly neutral hiring practices that may disadvantage certain groups of people. This form of discrimination can occur when a policy, even though it may be fair in form, is discriminatory in practice. See Section IV.B of this report for further details.

<sup>2</sup> A recruiting process focuses on attracting potential applicants, while a hiring process involves evaluating and selecting the best candidates from the pool of applicants.

<sup>3</sup> These and other acronyms, abbreviations and terminology used in this report are explained in the last appendix to this report, Appendix I.

outcomes, with comparisons to prior processes and outcomes as relevant, and it identifies many of the developments that led to the current processes. It also provides recommendations to further improve the fairness, integrity, effectiveness and transparency of APD's and AFR's hiring processes in alignment with the requirements of the CD to improve the diversity and quality of APD's and AFR's workforces. The Monitor's November 2022 report included multiple recommendations for each stage of the hiring process and recommended changes to the CSC's Rules & Regulations as relevant to codify the process-oriented recommendations. Both sets of recommendations are included in Appendix A1 and A2 to this report for reference purposes.

The aim of a reformed process pursuant to the CD and the recommendations presented in the Monitor's prior and current hiring reports is to enable APD and AFR to create a more diverse and qualified workforce, and to continuously improve so that APD and AFR are better police and fire departments that are ultimately more reflective of the population their workforces serve. Law enforcement leaders from the International Association of Chiefs of Police have long recognized the value of, and geared their efforts toward "having a department that reflects the community it serves", as this "helps to build community trust and confidence, offers operational advances, improves understanding and responsiveness, and reduces perceptions of bias."<sup>4</sup>

#### SCOPE OF REVIEW

Shortly after APD's hiring process for its September 2023 academy concluded, the Aurora City Manager asked the Monitor to evaluate the impact of the developments in APD's recruitment and hiring efforts by comparing APD's hiring processes and outcomes for its June and September 2023 new recruit academies, as the September hiring process was believed to reflect the implementation of many recommendations in the Monitor's November 2022 Hiring Report.

In March 2024, the Monitor provided a preliminary hiring report to the parties, the "Report on the Hiring Process of Aurora Police June-September 2023". This report mainly described the recruiting and hiring process changes implemented for APD's June and September 2023 hiring processes, and included data regarding the number of applicants eliminated at various stages of the hiring process. APD subsequently asked the Monitor to expand the scope to include the hiring process and outcomes for APD's January 2024 new recruit academy as that hiring process was expected to reflect further progress in implementing the Monitor's November 2022 recommendations.

In the months beyond, despite the Monitor's repeated requests from HR for APD's January 2024 new recruit hiring class data, the Monitor was unable to obtain such data due to resourcing issues and system limitations with HR's implementation of Workday's cloud-based Applicant Tracking

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<sup>4</sup> Cited in the International Association of Chiefs of Police [Law Enforcement Recruitment Toolkit](#).

System (“ATS”). In light of these delays, since the June 2024 hiring process had concluded by the time HR was able to provide hiring class data, the scope of the Monitor’s hiring report was further expanded to include data from APD’s June 2024 hiring class, as well as data from AFR’s 2024 hiring classes. Since 2023 was a transitional year for all, and in light of the extent of work involved in performing comparisons for each hiring process and year, the Monitor only assessed 2023 hiring process data for APD, not for AFR. For both APD and AFR, the Monitor used 2022 hiring class data as a baseline for comparison purposes as presented in Appendix H and I to the Monitor’s November 2022 Hiring Report.

These are the new recruit academy start dates included in the scope of this report:

*Table 1 - Scope of this Report*

	Hiring Processes for 2023			Hiring Processes for 2024	
APD Academies:	Jan-23	Jun-23	Sep-23	Jan-24	Jun-24
AFR Academies:	2023 not in scope			Feb-24	Aug-24

Throughout this report, it should be noted that HR (and previously the CSC) was responsible for data collection and reporting relating to APD’s and AFR’s hiring processes. All references to APD hiring class data therefore relate to hiring class data collected and reported by HR and/or the CSC on behalf of APD; similarly, all references to AFR hiring class data relate to hiring class data collected and reported by HR and/or the CSC on behalf of AFR.

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**SCOPE EXCLUSIONS**

This report does not include a review of the hiring processes and outcomes from APD’s and AFR’s 2025 new recruit hiring classes, other than to identify process improvements identified by HR, APD or AFR during the period between the Monitor’s issuance of this report in draft and final form. Hiring processes and outcomes beyond the scope of this report (i.e., for 2025 and beyond) will be assessed as relevant during the Monitor’s regularly scheduled Consent Decree (“CD”) progress reports, on at least an annual basis.

This report also does not include a review of APD’s or AFR’s lateral hiring processes and related data, as the Monitor received limited data for lateral applicants, and the scope of CD is primarily focused on entry-level hiring. Nonetheless, the Monitor notes that the hiring of lateral applicants is managed by the Chiefs, not by HR (nor the CSC), and that the CSC has encouraged APD/AFR to actively recruit lateral applicants as an important component of APD’s and AFR’s strategy to create a more diverse and qualified workforce.<sup>5</sup> (See Recommendation #E14)

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<sup>5</sup> Subject to City Charter rules which limit the number of lateral recruits to 50% of the number of entry-level recruits.

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**RECEIPT OF DATA**

The Monitor received data and/or reporting for each of the above 2023 and 2024 new recruit hiring processes as follows:

- On June 28, 2024, HR provided data and reporting on the outcomes of the hiring processes for APD’s September 2023, January 2024 and June 2024 new recruit academies. As more fully described in Section V below, the Monitor notes that this data and outcomes reporting was unreliable and incomplete<sup>6</sup> in part because of system limitations, but also because HR did not have suitable resources to manage the collection and reporting of such data.
- On July 12, 2024, the CSC provided data and reporting on the outcomes of the hiring processes for APD’s June 2023 academy, including the CSC’s “applicants by step” report, and APD’s “prospective employee list” for the same academy. This data initially excluded race and ethnicity information. Shortly thereafter, the CSC provided further reporting on all three of APD’s 2023 hiring processes, for APD’s January, June and September 2023 academies. This data was more reliable and complete than the data provided by HR for APD’s 2023 new recruit hiring processes; the Monitor had no choice but to work with the data provided by HR for APD’s 2024 hiring process.
- On August 22, 2024, AFR provided data from HR’s Information Systems (“HRIS”) team relating to the hiring processes for AFR’s February and August 2024 academies. This data was provided in separate excel spreadsheets showing applicants who were eliminated, and applicants who were hired. This data was initially incomplete as it only included candidates hired for AFR’s August 2024 academy; it excluded candidates hired for AFR’s February 2024 academy.

In light of the unreliable and/or incomplete reporting from HR and HRIS regarding the 2023-2024 hiring processes for APD and AFR, the Monitor requested and obtained supplemental data and explanations from the CSC (as referenced above), and from HR, APD and AFR. For each hiring process, the Monitor then spent an inordinate amount of time cleansing the data by removing duplicates, incorporating data for applicants and new recruits into one file for each hiring process, and correcting other errors and inconsistencies where possible to make the data more reliable for analysis purposes. While doing this data cleansing work, the Monitor requested and received lists of academy recruits that turned out to be inconsistent with the data for applicants hired as contained in the data provided previously. This led to further data cleansing to identify applicants

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<sup>6</sup> The types of issues identified included missing applicants, duplicate applications, inconsistent racial demographics, inconsistent/incomplete data relating to the stage of elimination from the hiring process for certain applicants, and inconsistent data regarding applicants who were hired for each academy. See Section V for further details.

who withdrew or declined the final offer prior to the start date of several academies, as this information was not reflected in the data initially provided to the Monitor.

#### CONSIDERATION OF BEST PRACTICES FOR REPORTING

The Monitor confirmed best practices for reporting on people who self-identify as Hispanic/Latino and one or more other races, as it was apparent that such information was inconsistently reported in the data provided by HR, the CSC and AFR. Further, the Monitor confirmed best practices for performing adverse impact analyses, as the approach taken by HR did not align with best practices. See Section IV of this report for further details.

#### OUTCOMES ANALYSES & REPORTING THEREON

The Monitor then performed the following hiring process outcomes analyses for APD and AFR that are presented in Section VI and Section VII of this report, respectively. These analyses are the basis for the majority of the findings and recommendations contained in this report:

- Comparison of workforce demographics before/after APD's 2023 and 2024 hiring processes, and before/after AFR's 2024 hiring processes.
- Comparison of overall outcomes and adverse impacts from APD's hiring processes for 2022 to 2024; and comparison of overall outcomes and adverse impacts from AFR's hiring processes for 2022 and 2024.
- Analysis of hiring process outcomes and adverse impacts by stage of elimination for APD's 2023 and 2024 hiring processes and for AFR's 2024 hiring processes.
- Outcomes and adverse impact analyses for APD's job function testing ("JFT") and physical fitness testing ("PFT") (referred to together as "JFT/PFT") for January to April 2024.

#### OUTLINE OF REMAINING SECTIONS OF THIS REPORT

The executive summary below summarizes the Monitor's findings and recommendations relating to the hiring processes included in the scope of this report, including a summary of HR's data collection and reporting issues relating to APD's and AFR's hiring processes, the outcomes from APD's and AFR's recent hiring processes, as well as recommendations to address the issues identified herein.

The sections that follow thereafter describe:

- Key recruitment and hiring process changes in 2023-24 to implement the Monitor's November 2022 recommendations and/or to comply with the recruitment and hiring mandates of the CD, including key changes to the CSC's role and its Rules & Regulations.

- Best practices for racial demographics reporting, and adverse impact reporting as relevant to this report.
- Findings relating to HR’s hiring process data collection and analysis.
- Findings arising from the Monitor’s analysis of APD’s and AFR’s hiring process outcomes.
- Recommendations for HR, APD and AFR to improve APD’s and AFR’s hiring processes.
- Recommendations to improve HR’s data collection and analysis related thereto.
- Recommendations for further changes to the CSC’s Rules & Regulations in order to codify the Monitor’s recommendations to improve the hiring processes for APD and AFR.

This report includes hyperlinked cross-references to sections and recommendations as relevant throughout this report.

## II. EXECUTIVE SUMMARY

This report, the Monitor’s “2024 Hiring Comparison Report”, which was requested by the Aurora City Manager, compares and evaluates the hiring processes and outcomes from the City’s recruitment and hiring efforts for APD and AFR since the Monitor’s November 2022 Hiring Report, and provides recommendations to further improve the diversity of their respective workforces to better reflect the diversity of the community they serve.

In summary, subsequent to the issuance of the Monitor’s November 2022 Hiring Report, the City, CSC, HR, APD and AFR implemented many of the recommendations in that report, including moving the administration of APD’s and AFR’s hiring processes from the CSC to HR. The following are the key outcomes:

- For APD’s September 2023 to June 2024 hiring processes: APD hired a higher proportion of its applicants and had larger class sizes compared to its class sizes from 2022 to mid-2023; the racial diversity of APD’s applicants increased; and the racial diversity of APD’s new hires increased. During this same period, the proportion of female applicants and new hires remained consistent. This led to an increase in the racial diversity of APD’s workforce by August 2024, while APD’s gender diversity decreased slightly due to separations from the department by that date.
- For AFR’s February and August 2024 hiring processes: AFR hired a higher proportion of its applicants than in 2022; the racial diversity of AFR’s applicants was consistent with 2022, however the proportion of BIPOC<sup>7</sup> applicants hired decreased. During this same period, the proportion of female applicants was higher than in 2022, and the proportion of female applicants hired increased. This led to a decrease in the racial diversity of AFR’s workforce by August 2024, while AFR’s gender diversity increased.

For context, HR took over the administration and management of APD’s and AFR’s hiring processes approximately 18 months ago. Chart 2 below presents a timeline of significant hiring process developments and milestones for APD and AFR from March 2023 to August 2024, as relevant to the scope of this report, as well as significant developments relating to the administration and oversight of APD’s and AFR’s hiring processes:

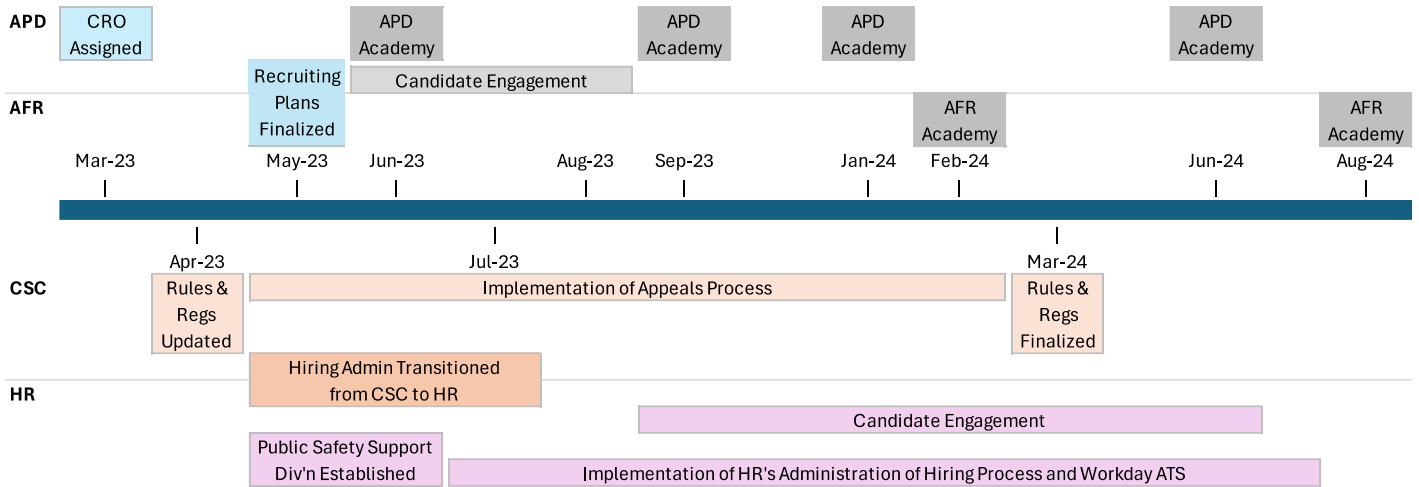
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<sup>7</sup> Technically, this term means “Black, Indigenous, and people of color”. For this report, this term refers to all people who self-identified as American Indian, Alaskan Native, Asian, Black or African American, Hispanic/Latino, Native Hawaiian or Pacific Islander, or Multiracial.



Chart 2 - Timeline of Significant Hiring Process Developments & Milestones from 2023-2024

**POLICE & FIREFIGHTING RECRUITING & HIRING DEVELOPMENTS AND MILESTONES**



**HIRING ADMINISTRATION & OVERSIGHT DEVELOPMENTS AND MILESTONES**

Since the transition of hiring administration from the CSC to HR, data and resourcing issues relating to the collection and reporting of hiring data by HR hampered APD’s and AFR’s ability to fully address certain of the Monitor’s prior recommendations. While some of these issues are transition issues, which were not unexpected, this report describes APD’s and AFR’s hiring processes and issues identified since this transition began, it provides a comprehensive end-to-end assessment of their hiring process outcomes and adverse impacts,<sup>8</sup> and it provides a series of recommendations in order to assist HR, APD/AFR and the CSC by providing a roadmap of areas for further improvement.

While there are many findings in the body of this report, the following are the most significant:

*HIRING PROCESS DATA COLLECTION & REPORTING ISSUES*

- HR was responsible for hiring process data collection and reporting for APD’s and AFR’s 2024 hiring processes, starting in the fall of 2023. There were system limitations and resourcing issues that caused such data to be unreliable and incomplete. As a result, APD and AFR were unable to track candidate progression, and engage in meaningful candidate mentorship as recommended in the Monitor’s November 2022 Hiring Report.

<sup>8</sup> An adverse impact analysis is a statistical examination used to determine whether a particular hiring or testing process disproportionately excludes members of a protected group. While the presence of adverse impact does not necessarily indicate conscious or unconscious bias, it serves as a flag to prompt a deeper evaluation of the underlying test or de-selection criteria.

- More specifically, HR's hiring data excluded certain applicants, included duplicate applicants, and inconsistently reported certain applicants' racial demographics. Further, reporting on certain applicants' stage of elimination from the hiring process was incomplete. While these data and reporting issues did not affect APD's/AFR's ability to hire sufficient candidates for each of their respective academies, it hampered their ability to assess the outcomes of their hiring processes and make data-driven decisions to improve their ability to hire a more diverse and qualified workforce.
- The Monitor did its best to correct the data issues identified in order to provide meaningful outcomes analyses and recommendations herein.

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#### *APD'S HIRING PROCESS OUTCOMES FOR 2023 & 2024*

- APD's August 15, 2024 workforce was more racially diverse than at the end of 2022 and 2023 due, at least in part, to the hiring of a more racially diverse class of entry-level recruits for APD's 2023 and 2024 academies.
- APD's 2023 and 2024 entry-level recruits were more gender diverse than APD's workforce; however, APD's August 15, 2024 workforce was less gender diverse than at the end of 2022 and 2023 because of female departures from APD in that timeframe.
- The racial diversity of APD's applicants increased from 2023 to 2024 as a direct result of APD's efforts to recruit a more racially diverse applicant pool. The proportion of female applicants was relatively consistent from 2023 to 2024; efforts to increase the gender diversity of applicants are therefore warranted.
- APD hired a higher proportion of its applicants and had higher class sizes for its September 2023, January 2024 and June 2024 academies compared to its class sizes for academies from 2022 to mid-2023.
- APD continued to experience high levels of attrition from its 2023 and 2024 hiring processes, with the highest levels of attrition occurring before APD's entrance exam; this warrants increased efforts designed to retain as large a pool as possible of interested, diverse and qualified applicants. This was one of the key recommendations in the Monitor's November 2022 Hiring Report.
- APD's 2023 and 2024 hiring processes had a disproportionately higher failure rate for BIPOC applicants than for white applicants relating to minimum qualifications and APD's entrance exam; while these failure rates are not necessarily indicative of bias, they warrant further review to assess and consider improving the underlying components of these steps in the hiring process, including the communications issued to applicants related thereto.
- APD's 2024 physical fitness test failure rate for female applicants was disproportionately higher than for male applicants; again, while this failure rate is not necessarily indicative of

bias, it warrants further review to assess the underlying components, including the communications issued to applicants related thereto.

- Although the sample sizes were relatively small, there was also a disproportionately higher failure rate on APD’s physical fitness test for BIPOC females than white females and for certain groups of BIPOC applicants; in light of the small sample sizes, this warrants monitoring for future trends.

#### *AFR’S HIRING PROCESS OUTCOMES FOR 2024*

- AFR’s August 31, 2024 workforce was less racially diverse than at the end of 2023 due to the hiring of a less racially diverse class of entry-level recruits for AFR’s 2024 academies.
- AFR’s August 31, 2024 workforce was more gender diverse than at the end of 2023 due to the hiring of more female entry-level recruits in AFR’s 2024 academies.
- The racial and gender diversity of AFR’s applicants was relatively consistent for 2024 compared to 2022.
- AFR hired a higher proportion of applicants for its 2024 academies than for its 2022 academies. AFR’s highest levels of attrition occurred before AFR’s entrance exam.
- The failure rate for certain BIPOC applicants was disproportionately higher than for white applicants relating to minimum qualifications and AFR’s entrance exam.

#### *RECOMMENDATIONS FOR IMPROVEMENT*

There are a total of 59 recommendations directed toward improving: HR’s administration of APD’s and AFR’s hiring processes; APD’s and AFR’s recruiting and hiring processes; and HR’s data collection and analysis related thereto. Together, these recommendations are intended to improve the fairness, integrity and transparency of APD’s and AFR’s recruiting and hiring processes in order to improve the diversity of APD’s and AFR’s sworn workforce as required by the Consent Decree to better reflect the diversity of the community they serve.

This report also contains 20 recommendations for further changes to the CSC’s Rules & Regulations in order to codify the Monitor’s recommendations to improve the hiring processes for APD and AFR.

The most significant recommendations are as follows:

- A. HR should implement regular “hiring operations meetings” with APD and AFR as its clients in order to clarify roles and responsibilities, improve relationships, foster collaboration and ensure APD’s and AFR’s needs are being met. In October 2024, HR commenced such meetings with APD. (See Recommendation #A1)

- B. APD’s and AFR’s recruiting websites should describe their respective goals and values relating to fairness, diversity, equity and inclusion. (See Recommendation #B2)
- C. Improved communications should be sent to applicants at various stages of the hiring process to inform them of the status of their application and provide links and other information to help applicants with next steps; improved communications should also be sent to applicants who are eliminated from the hiring process. (See Recommendation #B4 and #C12)
- D. HR should provide APD and AFR with reliable real-time reporting or data to enable APD and AFR to increase their applicant mentorship communications at strategic points in the hiring process. In the fall of 2024, HR commenced providing real-time data to facilitate this. By the fall, HR estimated that approximately 90% of the planned Workday enhancements were complete. (See Recommendation #B6 and #C2)
- E. Background investigators should provide Memos of Concern to APD/AFR Chiefs as issues are identified that could cause an applicant to be disqualified, and the Chiefs should provide guidance on the type of issues to be reported in Memos of Concern and Background Summaries. (See Recommendation #C4 and #C9)
- F. APD should consider revising its physical fitness test scoring methodology for the Beep Test. (See Recommendation #C5)
- G. HR and APD/AFR should assess whether their current job suitability assessment testing is appropriate, particularly for those who speak English as a second language and who have already demonstrated their English language proficiency in the entrance exam, and whether a singular test offered in multiple languages would be fairer for such applicants. (See Recommendation #C8)
- H. HR should improve the quality of its data collection and should provide APD, AFR and the CSC with the type of analyses required to enable data-informed decision-making. (See Recommendation #D1 to #D26)
- I. The CSC should exercise more oversight over hiring process decisions and the CSC’s Rules & Regulations should be modified to codify changes to such hiring processes. (See Recommendation #E1 to #E20)

### III. RECRUITING & HIRING PROCESS CHANGES 2023-2024

Following the publication of the Monitor’s November 2022 Hiring Report, there were significant discussions with the City, HR, APD, AFR and the CSC on how to modify APD’s and AFR’s recruiting and hiring processes, which resulted in a number of process improvements, many of which were recommended in the Monitor’s November 2022 Hiring Report.

*Key Recruiting Process Improvements:* APD and AFR updated and finalized their recruitment plans, meeting the mandated CD deadline of May 15, 2023.<sup>9</sup> Both recruitment plans prioritized recruiting qualified and diverse workforces. These final recruiting plans also incorporated recommendations from the Monitor’s November 2022 Hiring Report that sought to address concerns from applicants about a lack of engagement and follow-up during the hiring process. To address this, both agencies’ recruiting plans describe an engagement/mentoring process to encourage applicants to continue with the hiring process. In addition, job postings included a link to the CSC’s Rules & Regulations with the relevant section and rule for minimum qualifications.

*Key Hiring Process Improvements:* New hiring processes were developed that allowed APD and AFR to have a more active role in their respective entry-level hiring process, as required by the CD, including determining the qualifications required and final review and approval of all candidates to receive offers of employment. Less than 18 months ago, HR also assumed many of the roles previously managed by the CSC, including facilitating, coordinating and managing each stage of the hiring process, administering related data collection, and overseeing the background investigation process. HR hired a Public Safety Support Manager starting in May 2023 to lead HR’s efforts in this regard. And the CSC assumed the role of independent arbiter of hiring process appeals and complaints.<sup>10</sup>

After significant discussions following the Monitor’s first report recommendations, and with a goal toward achieving the greatest efficiency and minimizing undue delays in issuing offers to successful candidates, the following post-report changes were also incorporated into APD’s and AFR’s new hiring processes:

- The preliminary file review process was meant to shift to APD, as per the CSC’s Rules & Regulations, however HR was not following this process, nor providing visibility to the information needed for the file reviews until the fall of 2024 (the Monitor had earlier recommended that CSC be part of the panel that conducts the preliminary file review process). Now that APD has access to applicants’ personal history statements and supporting

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<sup>9</sup> Since then, APD has updated and published their 2024 Recruiting Plan, a copy of which is included as Appendix C to this report. Appendix D contains AFR’s most recent Recruiting Plan for 2023.

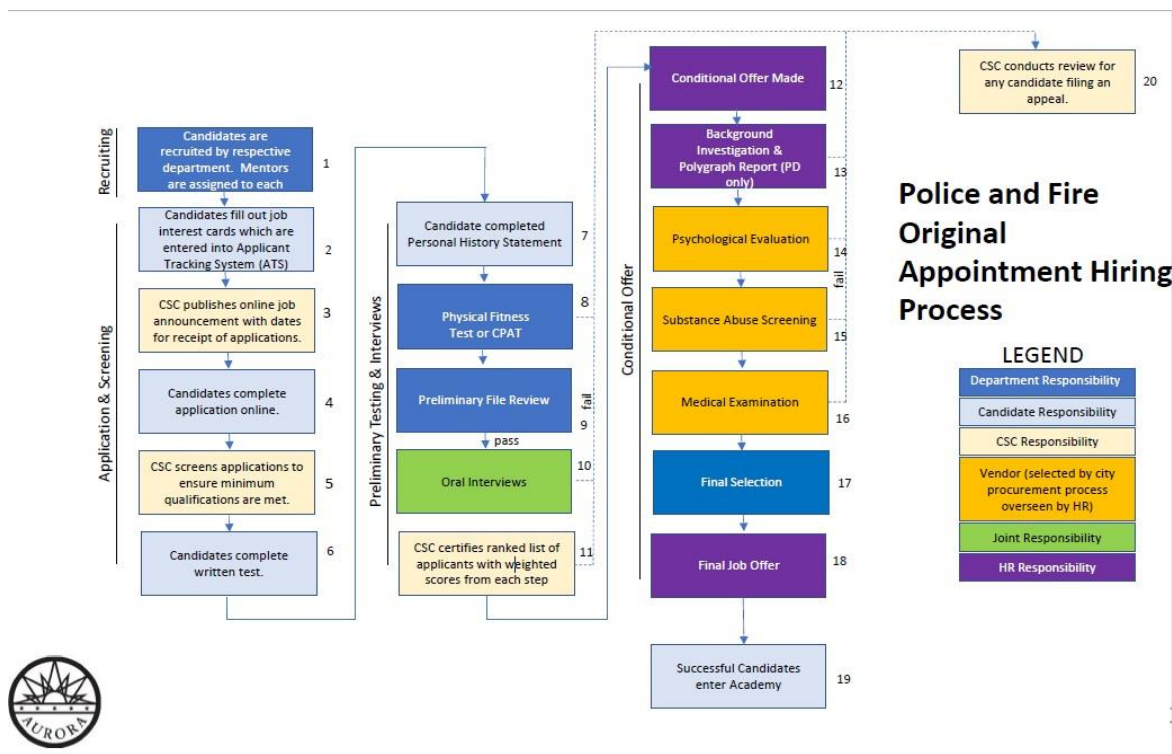
<sup>10</sup> Prior to the change, CSC was handling both the process and the appeals.

documentation, APD is reviewing such files using the “whole person approach” for content concerns and to remove applicants from the hiring process who have recently failed and would not be considered again. (See Recommendation #C4)

- The order of the hiring process further changed, with oral interviews being conducted prior to background investigations and job suitability assessments (“JSA”) in order to reduce the costs and number of applicants tested by vendors in the background investigation and JSA process (the Monitor had earlier recommended that oral interviews occur after the background investigation and JSA process).
- CSC Commissioners were given the option to join interview panels and partake in the interview process as panelists (the Monitor had earlier recommended that CSC Commissioners serve as permanent members of the interview panel).

APD’s and AFR’s entry-level hiring process starting in 2023 is illustrated in the following Chart 3 which is included in the CSC’s Rules & Regulations that were initially finalized on April 28, 2023, then updated effective March 12, 2024 (see Appendix B):

*Chart 3 - APD & AFR Entry Level Hiring Process Effective March 12, 2024*



In connection with these changes, the CSC requested that HR take over the administration of the hiring process for APD’s September 2023 class, which was already underway, and the hiring process for AFR’s February 2024 class with applications starting in August 2023. The hiring process for APD’s June 2023 academy was therefore the last hiring process that the CSC fully facilitated.

While the above flowchart illustrates how the process was meant to work effective March 12, 2024, certain responsibilities are not being followed as illustrated due to developments in the hiring process since HR took over the administration thereof.

(See Recommendation #A2 and #A3)

Additional details regarding specific changes to roles and responsibilities of each agency in APD's and AFR's recruiting and hiring processes, and the developments from 2023-2024 are described below.

#### A. ROLE OF THE CSC

Effective July 1, 2023, the majority of the CSC's hiring-related administrative responsibilities were transitioned to the City's HR department. With these changes, the CSC's role became focused on *oversight* of the fairness, integrity and transparency of the recruiting and hiring processes for APD and AFR.

The CSC's Rules & Regulations effective March 12, 2024, codify the steps in APD's and AFR's recruiting and hiring processes, as well as the roles and responsibilities for each agency involved, namely the CSC, HR, and APD/AFR. The CSC's roles and responsibilities as defined therein primarily relate to establishing minimum qualifications and automatic disqualifiers, as well as participating in key decisions in the hiring process, including:

- Publishing online job announcements with deadlines for receipt of applications.
- Overseeing the automated screening of applications for minimum qualifications.
- Collaborating with APD/AFR and HR on a periodic basis to choose the written entrance examination, testing vendor, minimum passing score and examination deadlines.
- Optionally participating in department-led interview panels led by HR.
- Certifying a ranked list of applicants based on each applicant's combined entrance exam and interview scores\* and any preference points assigned by the CSC.<sup>11</sup>
- Reviewing entry-level disqualification appeals.

The Monitor notes that certain administrative tasks related to the roles referenced with an asterisk (“\*”) above have been assumed by HR. (See Recommendation #A2, #A3 and #E6)

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<sup>11</sup> Preference points, as determined by the CSC, are applied for veterans, language proficiency, graduates of the Aurora Police or Fire Explorer Program and Colorado Peace Officer Standards and Training (“POST”) certification within the last 3 years.



## B. ROLE OF HR'S PUBLIC SAFETY SUPPORT DIVISION

The transition from CSC to HR by mid-2023 presented significant challenges, especially since APD's June and September 2023 hiring processes were already underway, and AFR's February 2024 hiring process began in August 2023. While managing ongoing hiring processes, numerous process changes were being implemented as described in further detail below.

From an infrastructure perspective, HR built a new Public Safety Division which was initially under-resourced; formed partnerships across several key agencies, including the CSC, APD, AFR, Aurora 911 and Detentions; and implemented a new Applicant Tracking System ("ATS") in Workday for the hiring processes for APD's and AFR's 2024 academies in January and February 2024, respectively.

While the CSC has documented the rules and regulations for the hiring process, as relevant to the CSC's oversight thereof, as the administrator of the hiring process, HR is responsible for documenting the specific steps involved therein, in a manual or procedural document. The most recent version of this document is dated September 10, 2020. (See Recommendation #A4)

## C. RECRUITING PROCESS CHANGES 2023 TO 2024

An effective recruiting process typically consists of several key components that work together to attract and retain a wide and diverse pool of potential applicants through the hiring process, including recruiting plans, resources, websites, seminars, events, advertising, referrals and mentoring. This section describes developments relating to many of these components, based on the Monitor's awareness and review thereof. The Monitor's analysis of data relating to APD's and AFR's recruiting processes are described in Sections VI and VII of this report, respectively. Recommendations relating to the recruitment process and related data are described in Section VIII.B of this report.

In March 2023, an APD Sergeant with no ancillary duties was assigned to the role of Chief Recruiting and Hiring Officer ("CRO") to lead APD's recruiting team, which comprised three full time recruiters and a group of auxiliary recruiters who volunteer to help at events and recruiting seminars.

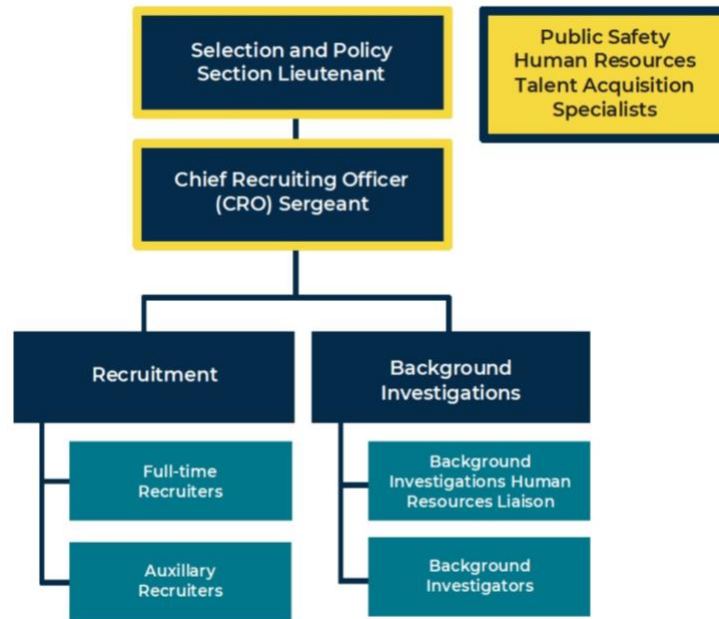
Prior to the CRO's assignment, recruitment was overseen by a Lieutenant who also had responsibility over APD's Professional Standards Section, Force Investigation Unit, and Background Investigation Unit, with the Lieutenant's attention divided among these disparate functions. The assignment of the dedicated Sergeant to oversee the recruitment process, coupled with the expansion of the recruitment team from two members to three full-time members in



February 2023, significantly enhanced APD’s recruitment infrastructure.<sup>12</sup> Included in this expanded team was a recruiter primarily dedicated to recruitment from the military, a historically reliable pipeline of police candidates.

By May 2023, APD’s recruitment and hiring unit was organized as shown in Chart 4 below, with support from HR’s Public Safety Talent Acquisition Specialists:<sup>13</sup>

*Chart 4 - APD Recruitment & Hiring Organizational Chart*




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RECRUITING PROCESSES BY MID-MAY 2023

By mid-May 2023:

- APD had an approved recruitment strategy that was jointly developed by APD’s recruitment Sergeant and the Monitor’s recruitment subject matter expert. APD’s current Recruiting Plan included as Appendix C to this report includes APD’s vision, core values and the following statement about the drivers of APD’s recruiting efforts: “We believe in and embody diversity,

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<sup>12</sup> Further details regarding the responsibilities of the CRO and the recruitment team are described in relation to Goal 2 within APD’s Recruiting Plan included as Appendix C to this report.

<sup>13</sup> This chart appears on page 18 of APD’s January 2024 Recruiting Plan – see Appendix C to this report. It should be noted that APD background investigators investigate lateral candidates, while recruit candidates are handled by background investigators who are overseen by Public Safety HR.

equity, inclusion, respect, innovation, and quality.”<sup>14</sup> APD’s Recruiting Plan also includes eight goals with specific strategies to achieve each goal. (See Recommendation #B2 and #B3)

- Similarly, AFR had a Recruiting Plan, the current version of which is included as Appendix D to this report and is also available [online](#) through AFR’s Career Opportunities webpage. It includes AFR’s vision, goals and strategies relating to recruiting, but it does not include statements about AFR’s drivers or beliefs relating to diversity, equity and inclusion. AFR’s Recruiting Plan also includes AFR’s Department Recruiter job description, applicant stats to 2023, examples of AFR’s digital advertising and performance, and internal memoranda dated November 28, 2022 and March 7, 2023 regarding AFR’s June 2023 academy class.  
(See Recommendation #B3)
- APD was attending/conducting at least two recruitment events and seminars per month to attract potential candidates for APD’s future academies, typically on Wednesdays and Saturdays. In the months that followed, these recruiting seminars were further refined and improved, with additional information to help potential candidates understand APD’s recruiting goals and hiring processes in order to demystify the process and improve candidate performance, particularly on APD’s physical fitness test (“PFT”).
- APD’s recruiting unit asked attendees at APD’s recruiting seminars to provide their contact information on a sign-up sheet, which APD’s recruiting unit used to track potential applicant interest and initial communications regarding the National Testing Network (“NTN”) FrontLine entrance exam. APD’s recruiting units relied on the number of names collected on such sign-up sheets as a way to gauge success.
- APD recruiters had regular contact to serve as a supportive resource for applicants throughout the hiring process, based on information provided by the CSC to APD regarding the status of APD’s applicants.<sup>15</sup> This was partially implemented for APD’s June 2023 hiring class, and fully implemented for APD’s September 2023 hiring class.<sup>16</sup> APD conducted this kind of outreach through a combination of emails, text messages, and direct contact between the candidate and their designated APD recruiter, who was assigned as soon as a candidate expressed interest in APD. APD candidates, including those who ultimately did not receive a final offer, offered positive assessments of the mentorship they received and the responsiveness of the

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<sup>14</sup> APD’s recruiting drivers, and the concepts of diversity, equity and inclusion, are not specifically described on APD’s recruiting website, nor in its job postings (see Appendix E for a recent APD entry-level recruit job posting).

<sup>15</sup> Although the recruiters at that time had access to key hiring data maintained by the CSC, they had technical challenges accessing such data directly from CSC’s systems, so they were unable to follow the progression of APD’s applicants on a real-time basis. Instead, CSC staff provided them with periodic summaries of the applicant information they were seeking.

<sup>16</sup> As described below, HR took over recruitment engagement for APD’s and AFR’s 2024 hiring classes.

APD recruitment mentors in this process. Attrition rates as described in Section VI and Table 15 of this report further confirms the success of this initiative.

(See Recommendation #B4)

- APD recruiters also began using the National Testing Network (NTN) system to identify and track interested candidates as they proceeded through the application process. Using this system, recruiters could compare applications and entrance exam completions to see which applicants had begun, but not yet completed, their required examinations and which applicants had completed their examinations but not yet applied to APD. Access to this information enabled APD recruiters to reach out to prospective applicants to provide encouragement to complete their application and additional information as required. Access to the NTN system also allowed APD to address erroneous information reflected in the system, including, for example, incorrect examination scores for 30 applicants to APD’s September 2023 academy, including 6 candidates who were eventually hired.

Between the June 2023 and September 2023 hiring periods, APD continued its recruitment events and seminars while making further changes to its recruitment process, all aimed at strengthening its ability to recruit top candidates into its workforce:

- APD further expanded the content covered in each of APD’s hiring seminars and increased the number and type of events attended for recruitment purposes, including local Pride events, Cinco de Mayo and other local events for the Hispanic/Latino community, and other local events for Aurora’s BIPOC communities, including Global Fest and Black Arts Fest. These developments reflected a high degree of thoughtfulness and focus on improving both the applicant experience and the likelihood of recruiting diverse and qualified candidates for APD’s next academies.
- While the scope of this report is focused on entry-level recruits, the Monitor notes that APD also began actively recruiting lateral candidates from across the country in this period, focusing on some of the largest municipal police departments, with pre-marketing outreach, informational flyers and recruiting trips to New York City, Chicago, and San Diego.<sup>17</sup> Since lateral recruits can assist APD in implementing its affirmative action program, these recruiting efforts are noteworthy. Overall, these trips successfully generated interest in APD as a destination for lateral officer hires and served as a proof of concept for future recruitment efforts. Specifically, the trips demonstrated the potency of a recruitment effort that combined multiple approaches, including generating interest through pre-marketing outreach, targeting

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<sup>17</sup> For example, APD representatives attended the National Asian Peace Officers’ Association Conference and Job Fair in San Diego in August 2023 while APD’s dedicated military recruiter conducted outreach at nearby naval bases.

law enforcement gatherings like national conferences, and finding locations with multiple recruitment targets, like local, state, and federal departments.

- Locally, APD continued to conduct two hiring seminars per month to inform candidates about APD and the hiring process and to offer them an opportunity to ask questions directly to APD representatives. Initial seminars were scheduled for two hours and included a welcoming statement from the Chief's Office, breakout groups to practice physical tests, and informational classroom discussions. APD emphasized to prospective applicants that APD was in search of ethical and honest candidates, and that the best strategy for successfully completing the recruitment process was to remain candid, open, and honest with APD throughout. Since then, APD expanded the length of its seminars to three hours in response to the high level of interest and engagement from interested candidates, and APD has continued holding these hiring seminars twice a month, with one session held on a weeknight and the other held on a Saturday morning to accommodate candidate availability.

(See Recommendation #B11)

- Over time, participation in APD's seminars by APD and City officials also grew. In addition to representatives from the APD Chief's Office and recruitment unit, the seminars also included participants from the Police Academy and HR, who respectively spoke in detail about APD's training and hiring processes. APD also included a clinician in its seminars who led group discussions regarding APD's Job Suitability Assessment ("JSA") psychological exam and advice for successfully completing it.

(See Recommendation #B11)

- Another positive development involved the collection of informal feedback after each recruiting seminar which indicated that APD's recruitment seminars contributed extensively, if not primarily, to APD's improved hiring process outcomes. (See Recommendation #B11)

- In addition, APD introduced a pre-hire program for successful candidates whose final offer included an opportunity to join APD prior to the academy start date at the same salary level as an entry level patrol officer. This program was described on APD's job postings since then, in the compensation section (see Appendix E). Several candidates took advantage of this opportunity.

(See Recommendation #B11)

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#### RECRUITING PROCESSES FOR 2024

Recruiting for APD's and AFR's January and February academies began in the summer of 2023, with a new recruiting and hiring process for APD's June 2024 academy:

- Informal feedback received by APD from candidates who declined offers of admission into the September 2023 academy indicated that the longer an applicant had to wait for developments in their application, the less likely they were to either complete the process or accept an offer.

As such, many successful applicants opted to accept other employment opportunities, including at other departments that made offers sooner. Since early applications are believed to be submitted by candidates with the greatest interest, high attrition rates with early applicants are unfortunate.

In order to address this informal feedback, for APD’s January 2024 and subsequent academies, APD and HR split APD’s application process into two or three separate testing groups, with shorter application and testing deadlines, thereby enabling an earlier pre-hire date. This resulted in a shorter hiring process for each applicant. This is shown in the Group C job posting for January 2025 included for illustrative purposes as Appendix E to this report, with an application deadline of October 21, 2024. Group B had an application deadline of August 30, 2024. The deadlines and interview dates are shown in Table 5 below for these two groups.<sup>18</sup> The Monitor notes that the deadline for the FrontLine Exam was the same as the application deadline for APD’s Hiring Group C due to compressed timeframes.

(See Recommendation #B4)

*Table 5 – Illustration of APD’s Hiring Groups*

	Jan 2025 Hiring Group B	Jan 2025 Hiring Group C
Application Deadline	August 30, 2024	October 21, 2024
FrontLine Exam Deadline	September 9, 2024	October 21, 2024
Physical Fitness Test	September 13-14, 2024	October 26, 2024
Virtual Oral Board Interviews	September 16-17, 2024	October 28-29, 2024

- Separate hiring groups have not yet been implemented for AFR.  
(See Recommendation #B14)
- In light of the volume of applicants to AFR’s February 2024 academy, the hiring process for AFR’s August 2024 academy was a continuation of AFR’s February 2024 academy hiring process, rather than refreshing the hiring process with new application deadlines and new applicants.  
(See Recommendation #B13)
- Starting with APD’s January 2024 hiring class and AFR’s February 2024 hiring class, HR took over responsibility for all communications with applicants, providing limited information to APD and AFR during the hiring process. This hampered APD’s and AFR’s ability to proactively engage with applicants during the process. Although APD’s mentorship efforts of applicants in 2023 was aligned with the Monitor’s November 2022 recommendations, and by all

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<sup>18</sup> The Monitor did not obtain data about Group A; information about hiring group B and C is provided for illustration purposes, to show how the groups are managed.

accounts it worked well for APD's September 2023 hiring process (see Section VI of this report), APD's level of engagement with and mentoring of applicants for APD's 2024 academies was therefore less than in 2023. This change arose for several reasons: HR's Public Safety and Talent Acquisition Teams took over the majority of these communications so the process could become more objective rather than running the risk of favoring any particular applicants or groups of applicants, and APD did not have access to Workday data nor receive the data required from HR to facilitate such engagement on a proactive basis.<sup>19</sup> Similarly, HR took over all communications with applicants to AFR's 2024 academies.

(See Recommendation #B4 and #E15)

- APD's recruitment efforts continued to include twice-monthly recruitment events and seminars, including attendance at local Pride events and local events for BIPOC communities in Aurora (i.e., Cinco de Mayo, Global Fest, Black Arts Fest, etc.)  
(See Recommendation #B11)
- APD's recruiting unit compared applicant information from HR to the list of interested attendees at their recruiting seminars, job fairs, community events and conferences, thereby enabling APD's recruiting unit to assess which recruiting activities were the most effective.  
(See Recommendation #B11)
- In January 2024, APD announced its commitment to joining the [30x30 Initiative](#) to increase the representation of women in APD's police recruit classes to at least 30% by the year 2030.  
(See Recommendation #B12)
- In an effort to attract more female applicants, APD featured females in their digital and print advertising and delivered their Future Women of APD recruiting seminar to 18 women in the hiring period for APD's January 2024 academy, to 33 women in the hiring period for APD's June 2024 academy, and 25 women on October 5, 2024 for APD's January 2025 academy. These all-day events included scenario-based training, tactical driving, a physical fitness test and an opportunity for a ride-along in the future. APD's recruiting team analyzed the success of the 33 women to determine how many applied (25 or 76%) and how many were hired (1 or 3%). APD will be following up with women who registered for the October 2024 seminar but were unable to attend in order to assess next steps with such women, and will be assessing the success of the 25 women who attended in order to make data-informed decisions regarding the success of this type of event. (See Recommendation #B11)

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<sup>19</sup> For APD's January 2025 hiring process, which is beyond the scope of this report, in late September 2024, HR started providing information to APD to enable APD's recruiters to resume direct applicant engagement.

- If an applicant expressed concern about the \$65 cost of APD’s entrance exam, APD offered to pay for the cost of such testing in an effort to remove any financial barriers for such applicants.<sup>20</sup> (See Recommendation #B4)
- APD partnered with the Community College of Aurora to develop a [Cadet Pilot Program](#) that was announced in August 2023 as an opportunity for students to earn an associate degree towards a career in law enforcement at no cost to the student if they commit to working for APD for 3 years after obtaining their associate degree. The first cohort of 8 students started the program in 2024 with 7 females.
- In addition, 9 of the 17 participants in APD’s [Explorers](#) educational program are female. This program is designed for youth with an interest in law enforcement aged 14-19. The most recent program started in the spring of 2024.

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## RECRUITING WEBSITES

Recruiting websites are a crucial tool for effective talent acquisition and building a diverse workforce. They serve as a gateway for potential candidates to learn about an organization, including its culture, values and work environment with respect to diversity, equity and inclusion; the organization’s hiring processes; its job opportunities; and how to apply for a role.

APD’s recruiting [website](#) includes two inspirational videos on APD’s mission and purpose from September 2022 featuring diverse members of APD’s workforce; and links to webpages relevant for [entry-level](#) and [lateral](#) recruits, as well as professional staff. For APD’s entry level recruits and lateral recruits, both of these webpages include text about serving a vibrant, diverse and growing community; information about APD’s benefits; the steps involved in APD’s hiring process; 5 minimum qualifications for joining APD plus additional minimum qualifications for lateral recruits; and links to APD’s current entry level and lateral officer job postings. While APD’s website looks polished and professional, the Monitor notes that the list of minimum qualifications is inconsistent with the CSC’s Rule & Regulations regarding minimum qualifications and automatic disqualifiers, and APD’s website and job postings do not make it easy to find the minimum qualifications and automatic disqualifiers in the CSC’s Rules & Regulations.<sup>21</sup> The Monitor also notes that APD’s website and job postings for entry level and lateral recruits do not convey information regarding APD’s goals and values expressed in APD’s Recruiting Plan relating to diversity, equity and inclusion, and the Monitor could not find APD’s Recruiting Plan on any of

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<sup>20</sup> For APD’s January 2025 academy hiring process, APD will provide the entrance exam at no cost to applicants. APD will monitor and assess the impact of this temporary change in order to evaluate whether it should be continued.

<sup>21</sup> The CSC’s Rules & Regulations (included as Appendix B) identify 5 minimum qualifications and 4 automatic grounds for disqualification, whereas APD’s website lists 4 of the minimum qualifications and 1 of the automatic disqualifiers.



APD’s recruiting webpages. APD’s website also doesn’t make it easy to find APD’s hiring process resources and guides that are intended to improve the applicant experience and levels of success.

(See Recommendation #B1, #B2 and #B3)

AFR’s [Career Opportunities](#) webpage as included on the City of Aurora website contains some of the same types of information as contained on APD’s webpages, including an inspirational video from October 2022 featuring diverse members of AFR’s workforce, and a link to current job postings. AFR’s webpage contains important content for potential recruits that is easy to find, including links to AFR’s [Fire Recruiting Plan](#), [hiring FAQs](#), job descriptions for [lateral](#) and [entry-level](#) firefighters (from 2023), and orientation information regarding [NTN’s FireTEAM](#) entry-level test and [Candidate Physical Abilities Test](#) (“CPAT”). The Monitor notes that the minimum qualifications included in the job descriptions are inconsistent with the CSC’s Rules & Regulations relating to minimum qualifications and automatic disqualifiers, and AFR’s job postings do not make it easy for applicants to find the CSC’s minimum qualifications and automatic disqualifiers, in the same manner as described above for APD, and that AFR’s webpages also do not convey information regarding AFR’s goals and values relating to diversity, equity and inclusion, other than in AFR’s recruiting plan.

(See Recommendation #B1, #B2 and #B3)

#### D. HIRING PROCESS CHANGES 2023 TO 2024

An effective hiring process typically consists of several key components to enable an organization to identify and hire diverse and qualified candidates efficiently and fairly, including application intake and screening, skills and judgement tests, interviews, background checks, reference checks, medical/drug testing, personality assessments, psychological tests; decision-making processes regarding which candidates to accept or eliminate; and relevant communications throughout the process to ensure a positive candidate experience. This section describes developments relating to many of these components, based on the Monitor’s awareness and review thereof. The Monitor’s analysis of data relating to APD’s and AFR’s hiring processes are described in Sections VI and VII of this report, respectively. Recommendations relating to these hiring processes and related data are described in Section VIII.C of this report.

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#### HIRING PROCESSES TO MID-MAY 2023

The following are key elements of APD’s and AFR’s hiring process to mid-May 2023, before responsibility for the administration of such hiring processes shifted from the CSC to HR:

- APD’s June 2023 entry-level hiring process was the last hiring process that the CSC fully facilitated. Applicants submitted their applications through the NeoGov website ([governmentjobs.com](http://governmentjobs.com)), which is a public sector cloud-based applicant tracking system



managed by the CSC. The minimum qualifications (“MQ”) for APD’s June 2023 hiring class were as follows:

- Be 21 years old by the projected end date of the academy for which they are applying.
  - Be a citizen of the United States of America or a person who is lawfully admitted for permanent residence in accordance with the Immigration and Nationality Act.
  - Have completed a minimum education of high school completion, or GED equivalency.
  - Have a valid driver's license.
  - Not have a conviction of, or deferred judgment for, a crime which is a felony under state or federal law; or military conviction by a court-martial that is comparable to a felony conviction.
  - Not have a conviction of any crime or ordinance violation, which would bar the applicant from possessing a firearm or ammunition under Federal or Colorado law.
  - Not have a conviction of, deferred judgement for, or combination of any misdemeanor causing disqualification under POST standard 24-31-305. (Rule 8 variance accepted)
  - Not have illegally distributed any controlled substances or drugs, including steroids, in the last (3) years. Frequency of any other behavior, the quantity of drugs involved, and type are to be considered at time of the background process.
- Each application submitted through NeoGov was automatically screened against CSC’s minimum qualifications, and anyone failing to meet any of the requirements was disqualified by the NeoGov platform.<sup>22</sup>
  - APD applicants who met the minimum qualifications were then required to take the National Testing Network’s (“NTN’s”) [FrontLine](#) and [Public Safety Self-Assessment](#) (“PSSA”) exams from the video-based entrance examination system developed by Ergometrics and Applied Personnel Research, Inc. AFR applicants who met the minimum qualifications were required to take NTN’s [FireTEAM](#) exam. NTN administers FrontLine and FireTEAM exams for law enforcement and firefighting departments across the US.<sup>23</sup>
    - The FrontLine exam for law enforcement takes approximately 2.25 hours to complete and tests applicants’ human relations skills and their abilities to read and write in English. The PSSA exam takes approximately 2.5 hours to complete and includes a personality test and a test of applicants’ judgements about situations relevant to policing.

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<sup>22</sup> Applicants were allowed to fix any mistakes made on their application. This allowed some applicants to be reinstated after initial disqualification based on mistaken answers to minimum qualifications.

<sup>23</sup> There are currently over [700 law enforcement positions](#) listed on NTN’s website that utilize NTN’s FrontLine entrance exam, and over [1,000 firefighter positions](#); applicants have the ability to select multiple police or fire departments to receive the results of their entrance exam.

- The FireTEAM exam for firefighters takes approximately 2 hours to complete and tests applicants' human relations skills, mechanical skills about basic mechanical objects and principles, and their reading and math skills.
- Applicants who achieved a minimum passing score on the NTN test (for APD and for AFR) set by the CSC were then placed on a Prospective Employment List ("PEL").<sup>24</sup> Applicants who met the minimum passing scores required for advancement were then ranked in scoring bands based on a combination of their weighted exam scores and any additional preference points the candidates earned for having additional competitive qualifications, such as veteran status, multiple language fluency, participation in the Aurora Police or Fire Explorer Program, and certification from the Colorado Peace Officer Standards and Training ("POST") board within the last 3 years.
- Candidates placed within the same scoring bands were considered identical in terms of their qualifications. Within each band, candidates were randomly assigned a priority number that determined their position on CSC's invitation list for advancement through the remainder of the hiring process. Candidates within higher scoring bands received first priority in the next testing steps than those in lower bands. Any candidate who was invited to advance was then required to submit a Personal History Statement and to submit to a round of suitability evaluations, which were conducted by an independent, third-party organization.
- These suitability evaluations consisted of two stages: a Job Suitability Assessment ("JSA") psychological test, which was conducted before a conditional offer of employment was extended to qualifying applicants by the CSC, and a medical/drug test that was administered after conditional offers were accepted. The JSA required applicants to take two exams that evaluated non-medical personality characteristics: Cattell's 16 Personality Factors Test ("16PF") and the California Psychological Inventory 434 Personality Test ("CPI-434"). These tests were administered in English, although the Monitor notes that the 16PF test is available in 20 languages, and the CPI-434 test is available in English and French.<sup>25</sup> The 16PF test takes approximately 30-50 minutes to complete and the CPI-434 test takes a total of approximately 45-60 minutes to complete, for a total of approximately 75-110 minutes to complete. Candidates were later interviewed by a clinician familiar with the candidate's JSA online test results. The clinician used a standardized protocol to elicit more information from candidates

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<sup>24</sup> For APD's June 2023 hiring process, the minimum passing scores for each section were as follows: Human Relations (63), Writing (70), Reading (70), and PSSA (52).

<sup>25</sup> The 16PF test can be administered in [20 different languages](#): Africaans, Chinese (Traditional), Czech, Danish, Dutch, English, Filipino, French, German, Greek, Italian, Japanese, Norwegian, Portuguese (Brazilian), Portuguese (European), Slovak, Spanish (European), Spanish (American), Swedish and Turkish, with profile and interpretive reporting in 19 languages (excluding Japanese).

regarding their suitability for employment as a police officer. Based on the outcomes of these tests and interviews, the interviewer assigned the applicant a final suitability rating. While these tests are generally considered to be psychometrically sound, critics of these tests argue they may be biased towards Western cultural values and norms, potentially limiting their applicability for people from diverse cultures.<sup>26</sup> (See Recommendation #C8 and #E9)

- Final suitability ratings were then forwarded to the CSC. Any applicant who received an unsuitable rating from the clinician was disqualified at this point by the CSC and did not advance further in the background process. As described in the Monitor’s summary regarding developments for 2024 below, HR reinstated JSA disqualifications.  
(See Recommendation #E9)
- Once these evaluations concluded, investigators conducted a background investigation for each suitable candidate, including verification and review of each candidate’s qualifying credentials, criminal records, employment history, financial history, driving history, and personal references. Originally, CSC selected the investigators who would conduct the background checks and supervised such background investigators. On March 24, 2023, HR assumed responsibility over the background investigation process which included overseeing the work of both CSC- and HR-appointed background investigators through the remainder of the June 2023 hiring process and beyond. The steps and standards involved in the background investigation process have not yet been updated since the January 3, 2017 “Background Investigations Step-by-Step Process” document previously used to assist new background investigators in the Background Investigation Unit. (See Recommendation #A5)
- Both prior to and concurrently with the background investigation process, APD candidates underwent a polygraph examination, the results of which were provided to the CSC along with the results of the JSA. CSC and representatives from APD<sup>27</sup> then evaluated each candidate on the combined results of the polygraph, the JSA examinations, and background investigation summary and voted to either disqualify the candidate or advance them to the next stage of the hiring process, which consisted of an oral board interview.

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<sup>26</sup> [American Psychological Association](#) Abstract “On the Multicultural Utility of the 16PF and the CPI-434 in the United States,” 2023.

Kristen Stack, Marcella H. Dunaway, and Stefan E. Schulenberg, “Chapter 17: On the Multicultural Utility of the 16PF and the CPI-434 in the United States” from the [Handbook of Multicultural Assessment](#), edited by Lisa A. Suzuki and Joseph G. Ponterotto, Wiley & Sons, 2007, pp. 375-401.

Psico-Smart, “[Are there Cultural Biases Inherent in Popular Personality Tests, and How do they Affect Results?](#)”, August 28, 2024.

<sup>27</sup> Although an APD representative assisted the CSC throughout this process, the representative did so on a purely advisory, non-voting basis, and had no say over whether candidates would be disqualified or advanced through the process.

- Interviews were then conducted by a panel consisting of the CSC commissioners, two APD representatives, and a citizen assessor selected pursuant to the CSC’s rules and regulations.<sup>28</sup> Panelists then voted on which candidates would receive conditional offers of employment. The same type of interview panel was used for AFR interviews, with two AFR representatives, rather than two APD representatives.
- Candidates who received conditional offers of employment were then required to undergo a Post-Offer Psychological Examination and Medical Examination. At this stage, applicants underwent a review of their medical histories and were questioned by a contracted physician about their mental health and any history of substance abuse. They also completed substance abuse screening and a JFT/PFT.<sup>29</sup>
- The results from the final assessments were then provided to the CSC, with the CSC presenting final offers of employment to the candidates who successfully passed all evaluations. Candidates who accepted these final offers of employment started their training at APD’s academy in June 2023.

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#### HIRING PROCESSES FOR APD’S SEPTEMBER 2023 ACADEMY

In conjunction with the implementation of the CSC’s new Rules & Regulations that were finalized on April 28, 2023 as described in Section III of this report, the CSC requested that HR and APD take over the hiring process for APD’s September 2023 class, and the three agencies then coordinated the transition of responsibilities while continuing to progress through the active hiring period. These were the key developments and challenges that arose during this transitional period:

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<sup>28</sup> The CSC rules and regulations governing the selection of citizen assessors can be found in Section III, rules 14 and 15 (which govern the selection of citizen assessors for the entry-level hiring process), and Section VIII, rule 46 (which governs the selection of citizen assessors for the promotional process). Citizen assessors were typically selected by the CSC through an open-solicitation process that targeted various Aurora community groups and required the submission of letters of interest and resumes from interested candidates. Prior supervisory experience was usually preferred along with prior experience with the conduct of employment interviews and applicant and employee evaluation. New citizen assessors received specialized training for their role and had an opportunity to shadow an existing assessor to help prepare them for their role. Once a new citizen assessor completed their training and shadowing opportunity and demonstrated their readiness for the position, including the ability to perform their duties appropriately, they were invited to participate in future hiring processes as a full member of the interview panel, with full scoring privileges. A pool of qualified citizen assessors rotated through the interview panels to ensure that multiple assessors could participate and to ensure that there was always an assessor available to participate on the various hiring and promotional panels for both APD and AFR.

<sup>29</sup> APD’s JFT/PFT is composed of a job function obstacles test, Illinois Agility Test, Beep Test, and sit-ups test, each of which were tested at APD’s academy by APD representatives.

- HR’s responsibilities were managed/overseen by HR’s new Public Safety Manager who was hired starting mid-May 2023. This Manager faced numerous immediate challenges: operationalizing a new hiring process while the hiring process was already underway; utilizing new systems; and, building a new HR division from scratch including hiring new personnel; all while fostering new relationships and partnerships across several key agencies, including the CSC, APD, AFR, Aurora 911 and Detention. These challenges were undertaken without the benefit of prior institutional knowledge, while simultaneously processing an unprecedented number of APD candidates. HR’s new Public Safety Manager also implemented changes to improve and streamline APD’s hiring processes.
- The CSC was responsible for administering the initial hiring process steps relating to minimum qualification screening and the FrontLine/FireTEAM entrance exams. HR administered all hiring process steps thereafter relating to personal history statements, the JFT/PFT, preliminary file reviews, interviews, conditional offers, background investigations, JSA psychological evaluations, medical/drug testing, and final job offers. APD conducted the JFT/PFT, while AFR required its applicants to obtain a valid [Candidate Physical Ability Test](#) (“CPAT”) certificate and provided applicants with links to external organizations’ websites to enable them to arrange such testing. The results of such JFT/PFT/CPAT testing were collected by HR.
- Because the transition from the CSC to HR occurred after the start of the hiring process for APD’s September 2023 academy, this hiring process was conducted utilizing the CSC’s NeoGov Applicant Tracking System (“ATS”), not HR’s Workday ATS. The CSC handled the initial data collection requirements into NeoGov for APD’s hiring process for all the steps noted in the previous point, which included application receipt, automated minimum qualification screening, identifying the inactivation reasons for any applicants who failed the minimum qualifications, identifying duplicate applications, recording APD’s FrontLine exam scores and dispositions for each applicant, and identifying applicants who formally withdrew from the process or didn’t take the FrontLine exam. HR handled or oversaw the data collection requirements for the hiring process steps thereafter, using the CSC’s NeoGov ATS, a system that HR was not familiar with, and with codes and acronyms that were inconsistent with codes used for prior hiring processes by the CSC.
- All applications submitted for the September 2023 academy were automatically screened through NeoGov to determine whether they met the application minimum qualifications set by the CSC. Applicants who met the minimum qualifications were then invited to take the FrontLine exam with their scores later entered into the NeoGov system by the CSC. Applicants

who met or exceeded the minimum passing score set by the CSC advanced in the process<sup>30</sup> and were asked to submit a Personal History Statement (“PHS”) via NeoGov. While the CSC sent out the PHS to candidates at the request of HR, CSC did not track or receive completed PHS, as this was done by HR.

- The files for applicants who submitted their PHS were then subjected to a preliminary file review by HR’s background investigators. This was an administrative step to confirm completeness, rather than a decision-making step at which applicants could be eliminated early in the process for issues that would cause them to fail during the “whole person” Chiefs Review at the end of the hiring process.
- Applicants who submitted their PHS then advanced to the next stage of the application process, consisting of APD’s JFT/PFT.
- HR then extended conditional offers to all candidates who passed the JFT/PFT, which were conditional on passing the remaining steps of the hiring process, as described below. Because a physical signature was needed from a candidate before their background investigation could start, offers were made in person on the day the candidate successfully completed the JFT/PFT, which was before the oral interview process and before the CSC had prepared a certified ranked eligibility list. This was done in recognition of the Public Safety Support Manager’s assessment that background investigations needed to be expedited in order to ensure that the hiring process concluded in time for recruits to start APD’s September 2023 academy. This change in practice saved significant processing time, however it eliminated the preliminary file review step that was meant to be conducted by APD as depicted in the flowchart contained within the CSC’s Rules & Regulations. It also circumvented the oral interview process and certified ranked eligibility list from the CSC. Soon after this issue was raised to HR in the fall of 2023, HR changed the timing of the conditional offer process to align with the CSC’s Rules & Regulations at that time. (See Recommendation #C4)
- Candidates who received conditional offers were then scheduled to participate in an oral interview panel. Interview panelists included two APD representatives (one sworn member and one non-sworn staff) and one member from HR who observed the interview but did not participate in scoring. CSC Commissioners were also eligible to participate in the interviews as scoring members, but none did so for APD’s September 2023 academy hiring process. The Public Safety Support Manager provided participating panelists from APD/AFR with an oral board scoring sheet containing standardized questions submitted by APD to be asked of all interviewed candidates. Interviews were scored on a scale of 1-5, with 5 being the highest

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<sup>30</sup> For the September 2023 hiring period, the passing score was the same as the passing score for the June 2023 hiring process.



possible score. Panelist scores and comments were then collected by HR, which compiled aggregated scores for each candidate. (See Recommendation #C4)

- Following the oral interviews, HR provided the resulting scores to the CSC and entered the results of the interview process in NeoGov. The CSC then used the weighted FrontLine exam score and the oral board score plus applicable preference points to determine the final scores and resulting candidate ranks.
- HR then scheduled candidates for the Job Suitability Assessment (“JSA”). Candidates who passed the JSA were then eligible for the background investigation stage which included criminal background checks by HR-appointed background investigators, as well as polygraph testing. Because of time constraints, many candidates were still going through JSA while background investigations were being initiated, so the background investigation stage and JSA testing became concurrent rather than sequential processes. HR had responsibility for recording the results of such testing in NeoGov.
- Once the JSA was complete, HR facilitated medical/drug testing for eligible candidates. This testing was conducted by an external service provider, and HR was responsible for capturing the results of such testing in NeoGov.
- For background investigations of applicants to APD’s September 2023 academy, which was managed by HR, the background investigators for the most part had access to the NeoGov platform, however those within HR who were facilitating the process had only limited access to such information. At the same time, the CSC lacked full insight into the hiring process once the transition occurred, especially regarding how many background investigations were initiated and how many conditional offers were made by HR.
- For applicants with conditional offers who passed each of the final hiring process steps, namely oral interviews, JSAs, background investigations, polygraphs, and medical/drug testing. HR then provided applicant files to APD for final review and selection. This step is known as the “Chiefs Review”, which involved review by a 3-person panel comprising the Deputy Chief, Division Chief of Professional Standards and Training Division, and the Chief of Staff. They assessed each candidate and documented their findings utilizing a form provided by HR to indicate why a candidate was disqualified. The form required the selection of one of the following reasons for disqualification: pattern/recent undetected criminal activity, criminal history record, integrity issues/untruthfulness, pattern/recent drug history, pattern/recent employment issues, and pattern/recent driving history issues and allowed free-form comments, if needed. If they were unanimous in their decision, then that decision was conveyed to HR. If they were not unanimous in their decision, the Chief of Police had an

interview with the candidate with at least one of the panel members: Deputy Chief, Division Chief, or Chief of Staff in the interview, who made the final decision together.

- For applicants who were selected for APD’s September 2023 academy, final offers were extended by APD, through HR, and fingerprints were obtained by APD prior to the start-date of the academy, as required in order to do a fingerprint-based criminal history record check. This is a requirement for Colorado Peace Officer Standards and Training (“POST”) certification, and is consistent with the fingerprint process used prior to 2023.

(See Recommendation #C11)

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#### APD’S & AFR’S 2024 HIRING PROCESSES

The hiring processes for APD’s January 2024 academy and AFR’s February 2024 academy began in the summer of 2023, after completion of APD’s and AFR’s prior 2023 hiring processes. These 2024 hiring processes continued to include minimum qualification criteria, automatic disqualifiers, and the same litany of tests<sup>31</sup> designed to rigorously assess whether each applicant was qualified to be offered a position at APD’s or AFR’s next academy. This robust set of tests for 2024 included the same tests as in recent years, with a few changes and other developments as noted below:

- APD’s January 2024 academy hiring process and AFR’s February 2024 academy hiring process were the first that HR facilitated entirely through Workday’s ATS. This was a new system that HR implemented to track applicants through each stage of APD’s/AFR’s hiring process, starting with APD’s January 2024 hiring class.
- Although HR was using Workday’s ATS to capture information about each applicant’s status in the hiring process, HR did not develop any ongoing or post-mortem reporting capabilities until the summer of 2024, and even then, such reporting was flawed as described in Section V of this report. This reportedly arose because of challenges during the implementation of Workday’s ATS, which did not go as smoothly as hoped.
- In April 2024, APD eliminated the Public Safety Self-Assessment (“PSSA”) test included in the National Testing Network’s Frontline exam for the hiring process for APD’s future academies.

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<sup>31</sup> Pre-employment screening tests/processes include: the submission of written forms, an online Frontline exam which assesses how applicants would respond to certain job-specific situations (in the Public Safety Self-Assessment (“PSSA”) portion of the exam), and assesses their reading and writing skills; physical fitness/job function testing of endurance and agility including sit-ups, the Illinois Agility Test and a Beep test; an interview; and a background investigation. The background investigation includes criminal record checks; prior employment validation; medical/drug testing; a polygraph. Applicants must also complete a JSA that includes the 16PF and CPI-434 online JSA tests and a virtual interview with a psychologist who is familiar with the applicant’s JSA tests; followed by a “whole person” Chiefs Review.



This change was approved by the CSC after APD described potential concerns related to this test at a monthly CSC meeting. APD noted its Recruiting Unit had received numerous verbal complaints from applicants about this test, including that the PSSA process was duplicative of the Job Suitability Assessment (“JSA”) which screens for similar indicators, but the PSSA is not as comprehensive as the JSA and does not include follow up interviews with a licensed psychologist. APD also noted potential concerns about bias as the PSSA is an online test that could adversely impact certain racial groups, especially for candidates with English as a second language, even though APD did not have hiring process data to assess whether this was a valid concern. The Monitor notes that APD’s recommendation was based on available data regarding the nature of the PSSA and JSA test, but was not based on an adverse impact analysis of hiring process data, as APD did not have access to nor receive any adverse impact analyses on NTN’s test and the PSSA test. Further, the CSC did not ask whether APD’s hiring process data or analyses thereof supported APD’s recommendation to remove this test.

(See Recommendation #C3 and #E19)

- For APD’s 2024 hiring processes, interview panelists continued to include two APD representatives (one sworn member and one non-sworn staff) and one member from HR who observed the interview but did not participate in scoring. In addition, one CSC Commissioner occasionally participated in APD’s interviews as an interview panelist.

(See Recommendation #E4)

- In September 2024, HR issued “out of process” conditional offers to applicants who were ranked by the CSC based on their FrontLine entrance exam and oral interview score but had not yet submitted a Personal History Statement (“PHS”) by the deadline for submission, and whose files were therefore not reviewed in a preliminary file review.<sup>32</sup> These “out of process” conditional offers thereby circumvented the process documented by the CSC in its Rules & Regulations that requires candidates to submit a PHS (and supporting documents) prior to completing the JFT/PFT, attending an oral interview and being ranked by the CSC to determine which applicants should receive a conditional offer. These “out of process” conditional offers were primarily issued to out-of-state applicants in order to give such applicants further time to submit their PHS; thereafter, APD was given an opportunity to review their PHS prior to commencement of the background investigation and JSA process.

(See Recommendation #A1, #C7, #E6, #E12, #E17 and #E20)

- As described earlier in this report, HR became responsible in March 2023 for overseeing and administering the background investigation process, which was performed by HR-selected

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<sup>32</sup> Subsequent to issuance of this report in draft form, HR advised that applicant files were always available to all departments if they chose to look at the files, and that applicant files are now more accessible.

background investigators, then summarized by the background investigator using a template developed by HR which is then reviewed in the “Chiefs Review” process. For APD’s and AFR’s 2024 hiring processes, if an applicant’s personal history statement or their background investigation revealed significant driving convictions within the past 3 years,<sup>33</sup> based on input from the City’s Risk Management department, HR made the decision that such applicants should be automatically disqualified, before the Chiefs Review, because such individuals would be unable to be insured. This automatic disqualifier does not appear in job postings, websites, nor in the CSC’s Rules & Regulations. (See Recommendation #B7 and #E1)

- For APD’s and AFR’s 2024 hiring processes, HR has also been automatically disqualifying applicants whose drug tests identified evidence of cannabis use in alignment with the City’s pre-employment drug testing policy. This policy is described on the City’s [website](#) which makes it clear that if an applicant tests positive for marijuana during a pre-employment drug test, they will not be hired, and will be ineligible to be employed within the City for one year. While this policy is identified in APD’s job postings,<sup>34</sup> it is not identified in a logical place alongside other automatic disqualifiers, and it is also not identified on APD’s nor AFR’s recruiting websites. Further, although the CSC’s Rules & Regulations indicate that drug testing would be performed for substance abuse, such rules and regulations do not mention that drug testing would also be performed for the *use* of a substance that is legal in the state of Colorado, namely marijuana. The Monitor notes, however, that the laws in Colorado allow employers to test for marijuana and make employment decisions based on drug test results. (See Recommendation #B8 and #E8)
- In addition to the above two automatic disqualifiers, HR also resumed the practice of disqualifying applicants who, in the opinion of a JSA licensed psychologist, were considered unsuitable for a role with APD/AFR. Based on the website for [Psychological Dimensions](#),<sup>35</sup> the opinions are based on a clinical review of the online JSA test results and a zoom call or in-person interview between the psychologist and the applicant. While the online JSA tests and interview are all conducted in English (same as for 2023 and prior hiring processes), English as a second language (“ESL”) issues are considered during the interview portion of the JSA. Further, the JSA tests continue to include the 16PF and CPI-434 tests, both of which are used to assess the candidates’ personality. (See Recommendation #C8 and #E9)

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<sup>33</sup> Serious driving convictions include homicide or assault with a vehicle, leaving the scene of an accident (hit and run), eluding a police officer, driving under the influence of alcohol (“DUI”), driving while under the influence of drugs (“DUID”), driving while ability impaired (“DWAI”), any vehicle-related felony, drag racing/exhibition of speed, or reckless driving.

<sup>34</sup> See Appendix E for a recent APD job posting.

<sup>35</sup> Psychological Dimensions is the third-party organization that has been administering APD’s/AFR’s JSA testing since 2023. The JSA was previously administered by Brower Psychological from 2018 to 2022.

- For the “Chiefs Review”, which is the final step in which APD/AFR select or reject the candidates who will receive a final offer, HR developed a new “Final Summary Review Form” (see Appendix G) that was implemented in mid-2023 and updated periodically since then, including in 2024. This form currently requires the Chiefs to identify whether the candidate was “Acceptable for Hire” or “Unacceptable for Hire”, with an instruction to choose all of the reasons why a candidate was unacceptable (rather than picking one reason, which was the instruction for the prior form). The list of possible reasons were: undetected criminal activity, criminal history record, integrity issues/untruthfulness, pattern/recent drug use (rather than pattern/recent drug history which was the wording on the prior form), employment issues, driving history issues, unresponsive/uncooperative (new for 2024 form), unsuitable JSA/PJSA/PCOMP (new for 2024), and a blank box for additional notes (new for 2024).

(See Recommendation #D10)
- In 2024, HR changed the final offer process to require fingerprints from candidates *prior* to issuing a final offer rather than after the final offer. As stated earlier, fingerprint-based criminal records checks are required for POST certification, which must be cleared through the Colorado Bureau of Investigation (“CBI”) and the Federal Bureau of Investigation (“FBI”). Such fingerprints must be submitted to CBI between 60 to 7 days prior to each applicant’s start date.<sup>36</sup> While HR’s change to the fingerprint gathering process aligns with the City’s Career Service Pre-Employment Background Investigation Policy which requires fingerprints for *career service candidates* prior to issuing final offers, this policy does not apply to civil service candidates from APD/AFR. This caused a delay in the issuance of final offers to otherwise approved candidates until 60 days prior to the academy start date in order to align with POST’s submission requirements.

(See Recommendation #C11)
- As part of HR’s role in handling all communications with applicants, including those who were rejected at various stages in the hiring process, HR issued standardized communications to applicants that encouraged them to re-apply for a future hiring process, without regard to the suitability of such applicants for a future role. For example, below is an extract from an email sent to an applicant who was rejected during the Chiefs Review for integrity reasons for APD’s previous academy in June 2024:<sup>37</sup>

“...The Aurora Police Department regrets to inform you that you were not selected. This concludes your consideration in the current Entry Level Patrol Officer testing cycle....We encourage you to apply again in the future as an entry-level applicant.”

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<sup>36</sup> Colorado POST [Rule 14](#) effective November 15, 2023, specifies its fingerprint submission requirements.

<sup>37</sup> The data summarized by HR from Workday shows that this applicant failed the background stage and was “not selected”.

In addition, no information relative to prior disqualification was provided by HR to APD. As a result, APD discovered 8 applicants who recently passed a JFT/PFT for APD’s January 2025 academy, 7 of whom were previously disqualified during the JSA or Chiefs Review for APD’s June 2024 academy (including the applicant who provided the above email to APD) and one was hired for APD’s January 2024 academy then later resigned in lieu of termination. Similar issues existed for prior hiring periods, with some candidates who were disqualified because of an unsuitable JSA test, re-testing within months of their prior JSA test. Such previously rejected applicants could have been eliminated from APD’s subsequent hiring process if HR provided a detailed explanation of an applicants’ prior rejection, and APD was able to act upon such information. Ideally this information would be automated, and HR would need to properly capture the reasons for elimination of applicants, and then transmit that information to the appropriate department for its consideration.

(See Recommendation #C4, #D8, #D9, #D10, #D26 and #E16)

- In April 2024, the CSC implemented changes aimed at creating a more robust, consistent and timely appeal process for entry-level applicants, as recommended in the Monitor’s November 2022 Hiring Report and as documented in the CSC’s Rules & Regulations effective April 2023. This process was working; however, the volume of appeals had increased significantly. It is unclear regarding whether the outcomes from the appeal process are being considered with respect to decisions relating to APD’s and AFR’s testing processes.

(See Recommendation #C13 and #E10)

## E. WHOLE PERSON APPROACH TO HIRING DECISIONS

The Monitor’s November 2022 Hiring Report included a recommendation that the City consider adopting a “whole person” review model, following the FBI’s improvement to the diversity of its applicant pool through changes to its written exam, drug use qualifiers and through the establishment of a holistic view of each applicant, rather than using the traditional method of eliminating applicants at various steps of the pre-screening process. This method is designed to consider an applicant’s full background before an employment eligibility decision is made. The whole person approach recognizes that no two candidates are the same, and that what may be an issue for one candidate may not, because of additional history or context, be an issue for another. It also emphasizes the need to evaluate a broad range of qualities, experiences and skills rather than evaluating candidates solely on standardized qualifications or criteria. Broader skills would include interpersonal skills, attitude, cultural fit, adaptability, values alignment, and potential for growth.

The whole person approach therefore requires a significant degree of judgment by those making hiring decisions, using a structured and unstructured approach to evaluate both objective and subjective information throughout the hiring process. Because subjective judgment can introduce

bias, it's important for decision-makers to be trained in recognizing and mitigating bias. The whole-person approach should still strive for fairness and inclusivity, ensuring that diverse candidates are evaluated on an even playing field.

Starting with APD's September 2023 hiring process, the City committed to embracing the "whole person" approach. This was partially implemented: a) through the CSC's elimination of many automatic disqualifiers; b) through standardized questions and training for interview panelists; and c) through the Chiefs Review, which essentially involved performing a "whole person" review of applicants remaining in the candidate pool, *after* elimination of most applicants through the traditional testing methods already described above.

Since then, for APD's and AFR's 2024 hiring processes, while the interviews and Chiefs Review have continued to utilize the practices that were implemented for the 2023 hiring processes, traditional testing methods have continued, and HR has been making decisions regarding the elimination of certain applicants based on the results of their drug test, JSA test, and driving history, as described above, thereby introducing additional automatic disqualifiers beyond the list of automatic disqualifiers in the CSC's Rules & Regulations. In addition, HR has taken over the preliminary file review step, and prevented APD from eliminating certain applicants early in the hiring process who had recently failed the Chiefs Review and would not be considered again, as well as applicants whose values don't align with APD's core values.<sup>38</sup> Simply put, HR has been eliminating applicants who were not automatically disqualified under CSC rules, but were treated as such by HR, and HR has prevented the early elimination of applicants for reasons that APD believes would ultimately and inevitably lead to disqualification.

(See Recommendation #C10, #E1, #E8 and #E9)

Given the adoption of the whole person approach, issues that will cause outright disqualifications should be known to all potential applicants prior to undertaking the application process. During the hiring process, if red flags arise that would cause an applicant to be disqualified early in the process, those should also be considered using a whole person approach. Those who are not disqualified during the process should then be given fair consideration using the whole person approach.

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<sup>38</sup> For example, HR prevented APD from eliminating applicants who made racial slurs in public, which were not aligned with APD's core values relating to respect and professionalism.

## IV. BEST PRACTICES FOR HIRING PROCESS OUTCOMES REPORTING

The reporting of hiring process outcomes and potential adverse impacts in the hiring process is the key to identification of aspects of testing that may be affecting segments of the testing population disproportionately, thus requiring additional review. Preliminarily, in order to be able to properly conduct adverse impact analyses by race and ethnicity, there is, however, a need to determine how to classify, analyze and report on data for applicants who self-report as Hispanic/Latino and as one or more racial backgrounds, and adverse impact analyses must use reliable data regarding applicants and the stage of elimination in the hiring process.

The Monitor noted several issues in HR's and the CSC's data reporting relating to race and ethnicity, and the adverse impact analyses provided by HR were flawed in several respects. In addition, although the CSC's Rules & Regulations require HR to provide disparate impact reporting to the CSC (which is akin to adverse impact reporting, as described below), such reporting has not been provided. The sections that follow describe the approach taken by the Monitor for this report and explain the nuances involved in such reporting. The section below also explains how adverse impact reporting, an important hiring process assessment tool, can be used as a first step in using a data-driven approach to determine whether there are any indicators of bias, including both conscious and unconscious bias, that are suppressing the number of applicants hired from a protected class of applicants.

### A. RACIAL DEMOGRAPHICS REPORTING FOR HISPANIC/LATINO APPLICANTS

APD's and AFR's hiring application processes, as administered by HR (and previously by the CSC) use two questions about race and ethnicity, which align with standards introduced in [1997 by the Census Bureau](#) for maintaining, collecting and presenting federal data on race and ethnicity:

- The first question asks applicants to self-identify their race as American Indian/Alaska Native, Asian, Black/African American, Native Hawaiian or Other Pacific Islander, or White<sup>39</sup>. 2023 applicants to the NeoGov system were also able to choose "Not Listed" or not answer the question. (See Recommendation #D1 and #D2)
- The second question asks applicants to self-identify their ethnicity as Hispanic/Latino, or Not Hispanic/Latino. (See Recommendation #D1)

When reporting demographics on an aggregate basis for all races/ethnicities and performing analyses of hiring outcomes by race/ethnicity, if an applicant identifies as both Hispanic/Latino

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<sup>39</sup> The option to select more than one race was first introduced in the 2000 census, which led to the use of the term "Two or More Races" for people who selected more than one race.



and one or more races, they could be counted in both categories, potentially skewing the data and affecting the reliability of any comparisons or analyses of such data. For example, an applicant could self-identify as being both Hispanic and Black, making it hard to classify them for reporting and analysis purposes that involve aggregate data for all races and ethnicities. In this example, the question is whether an applicant should be classified as Hispanic, Black, or Hispanic Black or Multiracial.

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#### CLASSIFYING APPLICANTS WHO SELF-IDENTIFY AS HISPANIC/LATINO AND ANOTHER RACE

The following approach to reporting is described in section 2b of the 1997 [“Standards for Maintaining, Collecting and Presenting Federal Data on Race and Ethnicity”](#):

“...In cases where data on multiple responses are collapsed, the total number of respondents reporting "Hispanic or Latino and one or more races" and the total number of respondents reporting "more than one race" (regardless of ethnicity) shall be provided.”

Based on hiring process data for APD for 2023 and 2024:

- The CSC classified applicants who self-identified as Hispanic/Latino and one or more races as Two or More Races. This approach can obscure the specific racial and ethnic diversity of applicants, and is inconsistent with the standards for reporting from 1997.
- The City’s Equal Employment Office classified APD’s workforce data for Affirmative Action Reporting purposes for people who self-identified as Hispanic or Latino and one or more races as Hispanic/Latino. This approach provides fulsome data regarding people who self-identify as Hispanic/Latino, and is consistent with the 1997 reporting standards, but it suppresses information about the other race of such individuals.
- HR classified such applicants incorrectly and inconsistently. For APD’s Sept 2023 hiring process data, HR did not classify anyone as Two or More Races, and applicants who self-selected Hispanic/Latino and another race were only classified as Hispanic/Latino if their other race was Native Hawaiian/Other Pacific Islander or White.<sup>40</sup> For 2024 hiring data (including the hiring processes for January and June 2024), HR classified 116 applicants who self-identified as Hispanic/Latino and another race by that other race (which ignored their Hispanic/Latino status), and only classified the 180 applicants who self-identified as Hispanic/Latino and White as Hispanic/Latino. All approaches were inappropriate.

Since the City of Aurora’s Hispanic/Latino population represented almost [30%](#) of Aurora’s population at the end of 2023, it is important for analyses and reporting on race to be reliable

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<sup>40</sup> HR classified all applicants with more than one race based on the first race identified in the underlying data.



and consistent in order to enable valid comparisons to Census data, and for trend analysis and comparisons across different hiring periods and years. It is also critical that reporting on race be reliable for any reporting on racial demographics. For Census reporting purposes, people who identify as Hispanic/Latino are classified as such, regardless of race; however, Census reporting of individuals who identify as Hispanic/Latino and another race are counted in both categories (Hispanic and the other race), which means that the total percentage of all races is higher than 100% because the reporting categories are not mutually exclusive.

The issue of how to classify race/ethnicity for census and other reporting purposes has been the subject of much debate since 1997. Effective March 28, 2024, a new set of “Standards for Maintaining, Collecting and Presenting Federal Data on Race and Ethnicity” was promulgated by the Office of Management and Budget, [Statistical Policy Directive Number 15](#) (“SPD15”). These standards offer three different approaches, the specific details of which are too granular for the purposes of this report. They are referred to as:

*Approach 1:* This approach results in a total of more 100%, which is the approach used for recent Census reporting

*Approach 2:* All possible combinations are reported as separate categories, with a total of 100%

*Approach 3:* This approach totals 100% but it requires additional reporting on race/ethnicity, such as Approach 1 or Approach 2, as it obscures specific racial and ethnic diversity

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#### MONITOR’S APPROACH TO CLASSIFYING AGGREGATE RACE/ETHNICITY DATA

In order to be consistent with APD’s Affirmative Action Reporting, and to provide fulsome data regarding APD’s and AFR’s Hispanic/Latino applicants to enable reasonable comparisons to Census data, the Monitor classified applicants who self-identified as Hispanic/Latino and another race as Hispanic/Latino, regardless of race for all of the Monitor’s analyses herein.<sup>41</sup> As a result, comparisons of 2023 and 2024 hiring data to hiring data for 2022 involving Hispanic/Latino applicants with Two or More Races (“Multiracial”) may not be directly comparable.<sup>42</sup>

(See Recommendation #D3)

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<sup>41</sup> This approach provides fulsome data regarding people who self-identify as Hispanic/Latino, and is consistent with the 1997 reporting standards, but it suppresses information about the other race of such individuals.

<sup>42</sup> 2022 hiring data for APD and AFR is based on information presented in Appendices G and H, respectively, to the Monitor’s November 2022 Hiring Report. For ease of reference, see Appendix H to this report.

## B. HIRING PROCESS ADVERSE IMPACT ANALYSES

The concepts of “disparate or adverse impact” are important to APD’s and AFR’s hiring practices. These terms relate to determining whether HR practices that appear neutral are disproportionately affecting one or more protected groups (e.g., based on race or gender) and are therefore affecting APD’s and AFR’s ability to hire a more diverse and qualified workforce. Analyses of disparate/adverse impact support evidence-based decision-making and continuous improvement in HR practices, including relating to hiring and promotion.

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### BACKGROUND & TERMINOLOGY

The concepts of disparate or adverse impact emerged in the US with the Civil Rights Act of 1964 which prohibits discrimination based on race, color, religion, sex, or national origin. Title VII on Equal Employment Opportunity prohibits such discrimination in hiring. The Equal Employment Opportunity Commission (“EEOC”) was established to enforce these laws and later developed guidelines to help employers understand how to comply, including the Uniform Guidelines on Employee Selection Procedures in 1978. These guidelines address adverse impact and outline how employers should assess and adjust their hiring practices to ensure fairness.

The term “disparate impact” is used in the reporting requirements section of the CSC’s Rules & Regulations which requires HR to provide reports on disparate impact on protected classes, if any, from assessments of minimum qualifications and disqualifications at each testing step. HR did not provide such reporting to the CSC prior to issuance of this report.

The Monitor notes that the term “disparate impact” is often considered to be synonymous to the term “adverse impact”. Disparate impact is a legal theory of liability that is applied in a broad range of racial discrimination cases, including relating to employment, compensation, housing, education and funding. The term “adverse impact”, however, relates to one element of the disparate impact doctrine, that is more commonly used in the context of HR decisions relating to the effect of an employment practice on a protected class. HR also used the term “adverse impact” in analyses provided to the Monitor in June 2024 relating to APD’s 2024 hiring process. For this reason, the Monitor uses the term “adverse impact” rather than “disparate impact” throughout this report. (See Recommendation #E11)

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### IMPLICATIONS TO APD’S & AFR’S HIRING PROCESSES

In the context of a hiring process, “adverse impact analyses” assess whether there are significantly different rates of selection or de-selection that disproportionately affects certain groups of applicants. In other words, such analyses help in identifying whether any of APD’s or AFR’s hiring procedures have unintentionally disadvantaged certain groups. This can occur even

when the hiring practices appear neutral, signalling a need for further investigation to determine if any of the hiring practices were unduly biased against a particular group. Examples of the types of hiring practices that might have an adverse impact in practice include educational requirements that go beyond a particular job's requirements that could disadvantage applicants who have not had the same educational opportunities as their white counterparts; physical fitness tests based on performance standards that go beyond the skills needed for the role; and psychological pre-employment job suitability screening that is only offered in English to applicants whose English skills are sufficient to perform their work but their first language is not English.

An adverse impact analysis of an entity's hiring process assesses whether the selection processes are fair and unbiased, and whether there is evidence to *suggest* that minority applicants in a hiring process were, in fact, inappropriately adversely impacted. This process helps organizations identify and address potential biases in their hiring practices, promoting equal opportunity for all candidates. An adverse impact in hiring process outcomes does not provide definitive proof of discrimination. Instead, it's an indicator that further investigation is needed into the process that led to such outcomes by looking at each step in the hiring process to determine whether minority applicants were, in fact, inappropriately adversely impacted as a result of any particular hiring step(s).

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#### HOW TO DETERMINE WHETHER THERE IS AN ADVERSE IMPACT

Adverse impacts are determined using a statistical formula that compares the selection rate (percentage) for a protected group compared to a non-protected group. If the selection rate for a protected group is less than 80% of the selection rate for a non-protected group, this results in an adverse impact. This 80% rule of thumb is from Section 4D of the [Uniform Guidelines on Employee Selection Procedures](#).<sup>43</sup> When considering the level of *de*-selection or elimination in a hiring process, the 80% rule is used on an inverse basis. If the *de*-selection rate for a protected group is greater than 25% higher<sup>44</sup> than the *de*-selection rate for a non-protected group, this results in an adverse impact. This 80% rule of thumb for selections (and the inverse 25% rule of thumb for *de*-selections) is not intended as a legal definition but is a practical means of identifying hiring practices that could be discriminatory or inappropriate. To illustrate, consider the following hypothetical example of adverse impact by race:

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<sup>43</sup> These guidelines were jointly issued in 1978 by the Equal Employment Opportunity Commission, the Civil Service Commission (now the Office of Personnel Management), the Department of Labor, and the Department of Justice, the full text of which is accessible on this [website](#) as well as on other government-produced websites that are not as accessible with links by section.

<sup>44</sup> Mathematically, this is determined as  $1 \div 0.8 = 1.25$ , which would be an increase of 25% above the *de*-selection rate for the non-protected group (white or male).

Table 6 - Example of Adverse Impact by Race

ADVERSE IMPACT BY RACE EXAMPLE	Applicants		ASSESSMENT STAGES							
			Failed Entrance Exam		Failed Interview		Failed JSA Psych Exam		Hired	
BIPOC	100	16.7%	40	40.0%	30	30.0%	25	25.0%	5	5.0%
White	500	83.3%	150	30.0%	115	23.0%	180	36.0%	55	11.0%
TOTAL	600	100.0%	190	31.7%	145	24.2%	205	34.2%	60	10.0%

In the hypothetical example above, BIPOC<sup>45</sup> applicants were adversely impacted overall and in two stages of elimination of the hiring process:

- BIPOC applicants were hired at a rate of 5% compared to white applicants who were hired at a rate of 11%. Red shading is used to denote adverse impact for BIPOC applicants because they were hired at a rate of 5% which is less than 80% of the hiring rate for white applicants (of 11% x 80% = 8.8%).
- BIPOC applicants were adversely impacted during the entrance exam and interview process, but not during the JSA psychological exam process.
- BIPOC applicants had a 40% failure rate on the entrance exam, which is more than 1.25 x the failure rate of 30% for white applicants (1.25 x 30% = 37.5%).
- BIPOC applicants had a failure rate of 30% in the interview process which is more than 1.25 x the failure rate of 23% for white applicants (1.25 x 23% = 28.75%).
- BIPOC applicants had a lower failure rate on the JSA exam than white applicants, so there was no adverse impact to BIPOC applicants at the JSA assessment stage in the hiring process.

Throughout the remainder of this report, the Monitor uses the same adverse impact methodology and red shading as illustrated in the example above.

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**NEXT STEPS WHEN AN ADVERSE IMPACT IS IDENTIFIED**

Adverse impact analyses are the first step in assessing whether there is any conscious or unconscious bias or discrimination in the hiring process.

If adverse impacts are identified in hiring process outcomes, the next step is to examine both the process and the component outcomes that led to the adverse impact. This often involves breaking down the adversely impacted process into its component parts and performing further adverse

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<sup>45</sup> The term BIPOC refers to people who self-identify as American Indian/Alaska Native, Asian, Black/African American, Hispanic/Latino, Native Hawaiian/Pacific Islander or Multiracial. See Appendix I for definitions of each of these races.

impact analyses to determine which component(s) led to the adverse impact so that data-driven decisions can be made to improve the hiring process.

Continuing the example above, since the entrance exam adversely impacted the BIPOC applicants, it would be important to perform another adverse impact analysis in order to assess each component of the entrance exam to determine which component led to the adverse impact. In this way, data-informed decisions can be made regarding next steps.

if an interview process results in adverse impacts on a group of BIPOC applicants, it would be important to assess each aspect of the interview process, including whether standards were set and followed, whether interview panelists were properly trained, and whether interview scores were relatively consistent across panelists. Further adverse impact analyses could be done for each interview panelist to assess whether a particular panelist's scoring adversely impacted certain groups of BIPOC applicants.

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#### DATA INTEGRITY & RELIABILITY

There are a few guidelines to follow when using adverse impact analyses to make reliable data-driven hiring process decisions:

- Applicant information must be complete, with all applicants included in the data as relevant to each hiring process, including all applicants and recruits who were successful in each hiring process and all applicants who were eliminated, with no duplicates.
- If applicants move from the hiring process of one academy class to another, a consistent “rule” must be applied regarding which academy class hiring process is relevant for reporting purposes, so they are not double counted by including them in more than one hiring process.
- Demographics and stage of elimination information must be accurate and complete for each applicant.
- The adverse impact analysis be applied to a large enough sample. The 80% rule of thumb is generally reliable for larger sample sizes. Although there's no strict rule on what is considered a large enough sample size, sample sizes with groups of less than 30 applicants can still be evaluated, but any conclusions may not be as reliable for decision-making purposes as with a larger sample.
- Since adverse impact analyses are more reliable for decision-making when larger sample sizes are used, adverse impact analyses should be performed for each hiring process in order to make preliminary assessments, and aggregate adverse impact analyses should be performed for more conclusive assessments. (See Recommendation #D20 and #D21)

- After each adverse impact analysis is performed, a team of stakeholders who are familiar with the implications of adverse impact analyses should convene to make data-informed decisions regarding next steps, including deciding whether further investigation is warranted or whether to take action to address the adverse impacts identified.

(See Recommendation #D23 and #E19)

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#### MONITOR'S ADVERSE IMPACT ANALYSES OF APD'S AND AFR'S HIRING PROCESSES

For purposes of this report, the Monitor conducted adverse impact analyses on an annualized aggregate basis in an effort to increase the sample sizes and therefore improve the reliability of the Monitor's adverse impact findings for decision-making purposes regarding next steps and areas of focus. The Monitor also performed adverse impact analyses by main stage of elimination in order to determine which stage(s) in the hiring process warrant further examination. In addition, since adverse impacts were identified in certain hiring process outcomes, based on available data, the Monitor has examined both the process and the component outcomes that led to such adverse impacts.

(See Recommendation #C16)

## V. HIRING DATA COLLECTION, ANALYSIS & REPORTING

In 2023, as part of the transition of the administration of APD's and AFR's hiring processes from CSC to HR, APD's and AFR's applicant tracking system was transitioned from NeoGov to Workday.

Data problems during this transition phase inhibited the ability of APD/AFR, HR and the CSC HR to accurately track a candidate's progress through the entire hiring process. Data limitations in the NeoGov system were previously discussed in the Monitor's November 2022 Hiring Report. These limitations were exacerbated with the transition from CSC to HR, without proper support being provided to HR to undertake and oversee the hiring process in one database. As a result, HR started overseeing the process without having Workday implemented and with limited access to NeoGov.

As a further complication, CSC and HR each collected data for APD's September 2023 hiring process but only did so for those parts of the process in which each agency was respectively involved. More specifically, CSC staff had responsibility for entering disposition reasons in NeoGov relating to applicants who failed the minimum qualification requirements, and relating to applicants who failed to schedule and/or take the FrontLine exam, for applicants who withdrew from the process before completing their FrontLine exam, and for applicants who failed the FrontLine exam. Beyond that, HR had responsibility for entering dispositions/inactivation reasons in NeoGov for all applicants after submission of their personal history statement, including the results of APD's JFT/PFT, preliminary file review, oral interviews, background investigations and polygraphs, JSA psychological evaluation, medical/drug testing, and the Chiefs Review. By splitting the responsibility for applicant tracking after the FrontLine exam, no single entity had the responsibility to track candidate progression throughout the entire hiring process for the September 2023 academy. This changed for APD's January 2024 academy hiring process, for which HR was fully responsible to track candidate progression.

Additionally, APD's and AFR's first access to much of its hiring process data for its September 2023 and 2024 hiring processes was not provided by HR to APD and AFR until July-August 2024. HR explained that the delay in providing such data arose because of systems issues, resourcing issues and data reliability issues relating to the implementation of an out-of-the-box applicant tracking system that didn't fully address APD's/AFR's needs.

These data issues reduced each agency's accountability over the hiring process and their ability to accurately assess their performance during the process. In addition, due to ongoing Workday systems issues in 2024, HR was unable to perform the adverse impact analyses recommended in the Monitor's November 2022 Hiring Report, and required in the CSC's Rules & Regulations, which meant APD and AFR could not make data-informed hiring process decisions as recommended in the Monitor's November 2022 Hiring Report.



While the CSC and HR prepared some analysis of the data for APD's hiring classes in 2023 and 2024, and periodically provided some data to APD regarding applicant status, it was clear that HR did not have appropriate resources to provide the type of reporting or analyses needed to support APD's and AFR's hiring processes. As of the date of this Report, it is unclear if this deficit has been adequately addressed. (See Recommendation #D24)

In spite of these data limitations, in order to provide the City, APD/AFR, HR and the CSC with analyses and reporting to enable data-driven decisions to further improve APD's and AFR's hiring processes, the Monitor embarked on the challenging task of conducting outcomes analyses and adverse impact analyses as described in Sections VI and VII of this report for APD's and AFR's hiring processes, respectively. In doing so, the Monitor studied the data for each of APD's and AFR's respective hiring processes and performed various tests and comparisons in order to assess and then address any data integrity issues, including related to missing applicants, duplicate applications, inconsistent racial demographics, inconsistent and incomplete data relating to the stage of elimination from the hiring process for certain candidates, and inconsistent data regarding applicants who were hired for each academy.

In order to address the data deficiencies identified, the Monitor relied on discussions and information provided separately by the CSC, HR, and APD/AFR to fill in key data gaps. The Monitor requested replacement data for 2023 and 2024 as the Monitor considered the data provided by HR to be unreliable, in particular for 2023. The Monitor received replacement data from the CSC for APD's 2023 hiring processes but learned that HR does not currently have the functionality to be able to easily re-produce the data required for APD's 2024 hiring processes. This meant the Monitor needed to work with and adjust APD's 2024 data as provided, in order to address the inconsistencies and data integrity issues therein. (See Recommendation #D19)

Even with the replacement data for APD's September 2023 hiring process, the Monitor needed to adjust the data for the hiring processes assessed in this report for the following issues:

- *Duplicate Applications:* HR used Workday's ATS to receive applications from applicants to APD's and AFR's 2024 academies. Workday's ATS did not prevent or otherwise flag duplicate applications for further review. Similarly, NeoGov's ATS did not prevent or otherwise flag duplicate applications to APD (and AFR) academies prior to 2024. As a result, each application was treated as if it came from a new applicant, with duplicated communications to schedule exams, attend APD's or AFR's physical fitness testing, attend oral interviews and address other steps in the process, even after the applicant had previously passed certain steps in the hiring process. This also meant that duplicate applications were included in the data for each hiring class that were not removed from APD's and AFR's hiring class data. As a result, the data provided by HR and CSC for APD's and AFR's 2024 and prior hiring processes, and HR's demographic reporting by elimination stage for APD, was based on applications rather than

applicants. To address this issue, the Monitor identified and removed data relating to duplicate applications from the Monitor’s analyses of APD’s and AFR’s hiring processes for their 2023 and 2024 academies. (See Recommendation #D6 and #D26)

- *Missing Applicants:* The Monitor found that APD’s and AFR’s data was incomplete as it was missing applicants who were hired for APD’s June 2024 hiring process, and it was missing applicants who were hired for AFR’s February 2024 hiring process. This arose because HR uses different job requisition numbers in Workday for applicants who were eliminated than for applicants who were hired, so extracts from Workday relating to any given hiring process do not automatically include the full set of data regarding all applicants for each academy, whether eliminated or hired. To address this issue, the Monitor subsequently obtained the missing data and incorporated it into the Monitor’s analyses.

(See Recommendation #D11 and #D26)

- *Race Categories:* The Monitor noted that CSC’s and HR’s categorization of people who self-identified as Hispanic/Latino and one or more other races was inconsistently applied for HR’s version of the data for APD’s September 2023 hiring class, and race categories were inconsistently applied for APD’s January and June 2024 hiring classes.<sup>46</sup> As a result, HR’s demographic summary by elimination stage for each hiring class was unreliable. To address this issue, the Monitor then reclassified such applicants as Hispanic/Latino, regardless of race, consistent with the approach described in Section IV of this report above. Consistent with current best practices as promulgated in SPD15, the Monitor also applied the term “Multiracial” for applicants who self-identified with multiple races, rather than referring to such applicants as having “Two or More Races”.<sup>47</sup> For AFR’s data, the Monitor identified the race categories directly, as race and ethnicity were included in the data, but aggregate race category information was not contained in the data provided. (See Recommendation #D4)

- *Stage of Elimination:* The Monitor found that stage of elimination classifications were manually made by HR for APD’s September 2023, January 2024 and June 2024 hiring processes that did not align with classifications made by the CSC for prior hiring processes, the classifications within each period were inconsistent, and acronyms used in the data were not explained. To address this issue, the Monitor obtained explanations for all acronyms used, and organized and reclassified data entered into NeoGov by HR for APD’s September 2023 hiring process data in order to facilitate comparisons of aggregate data for applicants. The

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<sup>46</sup> If an applicant self-identified as Hispanic/Latino and also self-identified as another race in response to the race/ethnicity question on their application, HR categorized some applicants as Hispanic/Latino, others as Two or More Races, and others based on the other race/ethnicity selected by the applicant.

<sup>47</sup> Since the CSC, HR and APD’s Equal Employment Opportunity Office all use the term “Two or More Races”, this report uses “Multiracial” or “Two or More Races” depending on the context.

Monitor also reclassified and organized certain data for APD's January and June 2024 hiring processes, and updated the reason for elimination for certain applicants for whom HR had manually entered the reason for their elimination using dropdown fields in excel in a way that was inconsistent with the underlying data. This is one area about which the Monitor has concerns relative to the reliability of APD's resulting adjusted data, which the Monitor further explains in Section VI below. For AFR, the stage of elimination classifications were generally presented rather than being broken down by specific stage of elimination, as discussed in Section VII below. (See Recommendation #D10, #D19)

- *Data Organization:* The Monitor found that data extracts from Workday were inconsistently organized, with different heading names for each hiring process data extract, and with inconsistent terminology relating to each stage of elimination. This made it challenging (but not impossible) to perform end-to-end comparisons of APD's and AFR's hiring processes. (See Recommendation #D19)
- *Applicants Hired:* "Academy Hires" lists for APD's September 2023, January 2024 and June 2024 academies, which were the basis for HR's metrics relating to applicants hired/selected did not match the applicants selected for their respective hiring classes in the underlying data, so HR's demographic summaries by elimination stage, which included a comparison of applications to applicants selected/hired did not reconcile and was therefore unreliable. To address this, the Monitor obtained explanations from HR and APD regarding each inconsistency in order to determine the actual number of applicants who started each academy, rather than just applicants who were selected for each academy. The Monitor similarly adjusted the data for AFR's 2024 hiring classes to exclude applicants who did not accept AFR's final offer to join AFR's 2024 academies.
- *Adverse Impact Analyses:* While the implementation of Workday enabled HR to address some of the data shortcomings described in the Monitor's November 2022 Hiring Report relating to the use of disconnected systems, HR was unable to provide timely, reliable and meaningful reporting on whether or not there were adverse impacts at any stage in the hiring process that needed to be investigated and potentially addressed. More specifically, HR provided an analysis of APD's hiring class data for its September 2023, January 2024 and June 2024 hiring classes to APD in early July 2024, but this analysis was flawed because of flaws in the underlying data as described above.

The Monitor therefore performed all of the analyses contained herein after addressing the issues with the underlying data as described above. Of course, this increased the complexity and challenge associated with preparing the analyses in the sections that follow. Nonetheless, such analyses contain useful insights regarding the outcomes of APD's and AFR's recruiting and hiring processes, as well as areas to focus on for further improvement, as described in the

recommendations near the end of this report. They also provide a roadmap regarding the types of analyses that can be prepared and the insights that can be gleaned from such analyses.

The Monitors notes that data collection and reporting relating to creating a more diverse workforce have focused on race and gender; data has not been captured for other types of diversity.  
(See Recommendation #D5)

## VI. ANALYSIS OF APD'S 2023 & 2024 HIRING CLASSES

Further to the summary of data issues described in Section V above, this section below starts with a review of the data issues specifically relevant to APD's 2023 and 2024 hiring classes, including information regarding the extent of adjustments made by the Monitor, then describes the Monitor's findings from its outcomes analyses and adverse impact analyses relating to APD's 2023 and 2024 hiring classes.

### A. HR DATA ISSUES SPECIFIC TO APD

In 2023, during the transition of the administration of APD's (and AFR's) hiring processes from the CSC to HR, APD was unable to regularly obtain timely and reliable data and reporting on the status of each applicant and on hiring process outcomes, both during and soon after each of APD's hiring processes concluded. This posed an ongoing challenge to APD's ability to track the applicants to its hiring processes and address the reasons, causes and mitigation thereof. More specifically, APD did not receive aggregate data or reporting regarding its September 2023, January 2024 and June 2024 hiring processes until early July 2024, after its June 2024 hiring process began. As a result, APD was unable to determine where applicants were eliminated in their September 2023 and 2024 hiring processes, make decisions regarding their hiring processes, or proactively engage with its applicants before they withdrew or dropped out of such hiring processes.

As regards the quality of APD's data, the Monitor noted the following issues with the completeness and integrity of APD's 2023 and 2024 hiring process data:

- *Unknown Status/Stage of Elimination:* The candidacy status/hiring status information in HR's version of APD's September 2023 hiring process data was manually depicted by HR staff as "unknown" for 562 (almost 80%) of the applicants for APD's September 2023 academy, because HR staff didn't understand or investigate the meaning of the data collected in NeoGov for this hiring class. For APD's September 2023 hiring class, for applicants with more than one race, HR interpreted the ethnicity acronyms in NeoGov based on the first acronym listed, rather than the full set of races/ethnicities selected by applicants to that academy. For instance, HR classified an applicant who was denoted in NeoGov with the following ethnicity: A/B/I/W as Asian rather than Two or More Races (or Multiracial), the latter of which should have been used. For both of these reasons (stage of elimination issues, and race classification errors), the Monitor therefore rejected HR's version of APD's September 2023 hiring process data, and instead relied on the CSC's version of such data.

(See Recommendation #D4, #D10 and #D11)

- *Race Categories for Applicants Who Self-Identified as Hispanic/Latino and Another Race:* Information regarding race categories was inconsistently reported in the data from the CSC

and HR as described in Section IV.A of this report above. In order to enable comparisons between the hiring classes for 2023 and 2024 by race, the Monitor reclassified the race categories for all applicants to APD's 2023 and 2024 academies who self-reported as Hispanic/Latino and one or more other races as Hispanic/Latino in order align with Federal reporting requirements effective March 2024 for such individuals and to be consistent with the manner used to classify such individuals for APD's Affirmative Action Reporting. This resulted in changes to the race category for 50 of 75 applicants to APD's 2023 academies, and 112 of 146 applicants to APD's 2024 academies who self-identified as Hispanic/Latino and more than one race. The Monitor also uses the term "Multiracial" to refer to applicants with two or more races. (See Recommendation #D4)

- *Duplicate Applications:* Numerous applicants submitted more than one application. Some duplicate applications were received on the same day as the original application, others were received within a few days to a month; duplicate applications were submitted via the CSC's NeoGov system, and the data provided by CSC included the date of each application; duplicates also existed in HR's Workday system in 2024 but the date of application was not reported by HR, so it was not possible to assess the timing for duplicate applications. Nonetheless, the Monitor removed a total of 59 duplicate applications from APD's hiring process data (1 for Jan-2023, 5 for Jun-2023, 10 for Sept-2023, 19 for Jan-2024, and 24 for Jun-2024), so APD's 2023 and 2024 hiring process data relates to the number of applicants rather than the number of applications for purposes of the Monitor's analyses herein. The Monitor notes that an increasing number of duplicate applications were submitted for each of APD's hiring processes from 2023 to 2024. For AFR's 2024 hiring processes, the Monitor did not identify any duplicate applications. (See Recommendation #D6, #D7, #D8 and #D26)
- *Missing Applicants:* Reporting from HR on APD's hiring processes for September 2023, January 2024 and June 2024 included the number and demographics of applicants, and the number and demographics of applicants eliminated from each stage of the hiring process. The net number of applicants less total eliminations did not match the total number of applicants hired. The biggest differences were for APD's January 2024 academy, with a discrepancy of 14 applicants, and for APD's September 2023 academy with a discrepancy of 6 applicants. The Monitor noted that hiring process data provided for APD's June 2023, September 2023, January 2024 and June 2024 academies also did not match separate lists provided by HR containing the names of candidates hired for each of those academies. The Monitor investigated the reasons for the inconsistencies and asked for further information from HR and the CSC related thereto. Some of these inconsistencies arose because the data in NeoGov and Workday was not updated to reflect the final status of each applicant as candidates who receive an offer are transferred to a different job requisition number and are therefore no longer tracked in NeoGov's and Workday's ATS; some inconsistencies arose because HR staff

forgot to manually include 14 applicants who had applied to and were hired for the January 2024 academy in the list of applicants to the January 2024 academy. In order to facilitate comparisons regarding applicants for each hiring process, the Monitor included all applicants (hired and eliminated) in one file for each hiring process, and the Monitor included information in the resulting spreadsheets to identify applicants who declined the final offer, or deferred to a future academy. (See Recommendation #D11 and #D17)

- *Applicants Hired:* Applicants are being tracked in Workday by job requisition number. All entry-level applicants are initially tracked via “Evergreen” job requisitions. Applicants who are selected for an academy and given a final offer are reassigned in Workday to a “Regular” job requisition, which means that hiring process data for eliminated and selected applicants is not integrated in a way that facilitates automated data analytics and reporting. The Monitor was informed that this was because of Workday system limitations. Due to the complexity of applicant tracking systems such as Workday, the Monitor questions whether this and other Workday “systems limitations” could be addressed through further training of HR IS personnel on some of the advanced features of Workday, or engagement of Workday experts who could improve Workday’s configuration to enable applicant tracking from application to elimination or hire. (See Recommendation #D11, #D25 and #D26)
- *Lack of Data Meant APD Couldn’t Check Data Completeness or Integrity:* Hiring process data provided to the Monitor in July 2024 was the first set of data provided to APD regarding its September 2023 and 2024 hiring processes. In addition to challenging APD’s ability to make data-driven decisions regarding its hiring processes as described previously, the lack of timely data did not allow APD to review and have real-time input into the completeness or integrity of its hiring process data. (See Recommendation #D15)
- *Academy Selections:* There were inconsistencies in the CSC’s 2023 hiring process data regarding which academy certain applicants applied for, and which academy they were selected for. This arose because 10 applicants who applied for and were accepted for APD’s September 2023 academy were offered and accepted the opportunity to attend APD’s June 2023 academy, however the data from NeoGov was not updated to reflect this change. Where identified, the Monitor therefore removed applicants who did not start the September 2023 academy that was initially offered to them, and moved such applicants to the June 2023 academy they ultimately attended. (See Recommendation #D16)
- *Workforce Demographic Information:* In order to assess the demographics of APD’s existing workforce before/after APD’s hiring processes for 2023 and 2024, the Monitor requested demographic information relating to APD’s workforce. This was summarized in quarterly Affirmative Action Reports prepared by the City’s Equal Opportunity Office. The Monitor noted an error in the racial demographics summary for APD’s December 31, 2023 workforce,



which was evident when comparing the total workforce to the racial breakdown of the workforce on page 1 of that report. The Monitor used the detailed data rather than the summary data as the basis for the reporting contained in this 2024 Hiring Comparison Report.

(See Recommendation #D22)

There were other data integrity issues that the Monitor could not adequately address using the data provided, some of which required the Monitor to make assumptions as described below:

- *Stage of Elimination Categories/Nomenclature:* Data regarding the categories used for stage of elimination information by HR staff for APD's 2024 hiring processes was inconsistent with the categories used for stage of elimination used by CSC for 2023 (and by CSC and HR for the September 2023 hiring process). To enable comparisons across each of the hiring processes for 2023 and 2023, the Monitor reclassified stage of elimination information for certain categories and reorganized the data provided in spreadsheets for each hiring process based on the Monitor's research and discussions with APD, HR and the CSC.

(See Recommendation #D10 and #D19)

- *Stage of Elimination for Each Applicant to APD's 2024 Academies:* Manual dropdown entries by HR staff relating to their interpretations of the data relating to the stage of elimination from APD's 2024 hiring processes were inconsistently applied. In other words, HR's classifications of the stage of elimination were unreliable. This arose because the data extract used for analysis of APD's 2024 hiring classes, combined a lot of information into a single cell for each applicant (for AFR's data extract, the information provided showed the reason for elimination more clearly). The Monitor requested replacement data from HR, but such data was not provided. The Monitor therefore adjusted the data for 55 of the 968 applicants to APD's 2024 academies, compared to the underlying data, and based on information provided by APD regarding certain applicants; however, the resulting stage of elimination information in the Monitor's reclassified data may still be unreliable as the Monitor cannot be sure that all inconsistencies were identified.

(See Recommendation #D19)

## B. MONITOR'S ANALYSES OF APD'S 2024 HIRING CLASSES

After adjusting for the data issues described above, and in light of the caveats and limitations described in Section IX of this report, the Monitor's analyses of APD's hiring classes comprise the following:

- Comparison of workforce demographics and diversity outcomes before/after APD's 2023 and 2024 hiring processes for entry-level applicants.
- Comparison of overall outcomes and adverse impacts from APD's hiring processes for 2024, 2023 and 2022 for entry-level applicants.

- Analysis of APD’s 2024 and 2023 hiring process outcomes by stage of elimination for entry-level applicants.
- Comparison of APD’s 2023 and 2024 attrition rates for entry-level applicants.
- Analysis of adverse impacts by race and gender for entry-level applicants at each of the main stages in APD’s 2024 and 2023 hiring processes.
- Analysis of adverse impacts by race and gender for APD’s early 2024 JFT/PFT process for entry-level applicants.

#### *WORKFORCE DIVERSITY OUTCOMES BEFORE/AFTER APD’S 2023 AND 2024 HIRING PROCESSES*

The Consent Decree requires APD to transform its recruiting and hiring processes in order to create a more diverse and qualified workforce. To assess the diversity of APD’s workforce and the diversity of its new recruits, the Monitor compared APD’s workforce demographics data for August 15, 2024 to APD’s workforce demographics data for December 31, 2023 and September 30, 2022. The Monitor also assessed the diversity of APD’s 2023 and 2024 recruits. This type of analysis would be beneficial for APD and the CSC to receive on an ongoing basis.

(See Recommendation #D22 and #E12)

The Monitor found that APD’s 2024 recruits are **more** racially diverse than APD’s existing sworn workforce as of December 31, 2023 and September 30, 2022. As a result,<sup>48</sup> APD’s sworn workforce as of August 15, 2024 is **more** racially diverse than APD’s sworn workforce at/near the end of 2023 and 2022. More specifically, as shown in Table 7 below, after elimination of 3 recruits who were terminated in the days, weeks and months after commencement of APD’s 2024 academies,<sup>49</sup> APD’s BIPOC entry-level recruits in 2024 represented 60% of APD’s total entry-level recruits compared to 23% BIPOC sworn members in APD’s existing sworn workforce at the end of 2023 and 24% BIPOC near the end of 2022.<sup>50</sup> Looking at this from another perspective, new recruits for APD’s 2024 academies were 36% white, which is significantly less than the 74% white members in APD’s sworn workforce at the end of 2023, and significantly less than the 76% white

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<sup>48</sup> Net of departures due to retirements, terminations and resignations.

<sup>49</sup> The number of recruits who were terminated was based on information provided to the Monitor separately from data provided for APD’s 2024 applicants/recruits. Such information was inconsistent in the level of detail regarding why such recruits were terminated.

<sup>50</sup> Ethnicity and gender information for sworn personnel is based on APD’s Affirmative Action Report as of December 31, 2023. Ethnicity and gender information for APD’s 2024 academy hires was determined by the Monitor using the same methodology for consolidated reporting on race/ethnicity for people who self-identified as Hispanic or Latino as used for APD’s Q4 2023 Affirmative Action Report.

members near the end of 2022.<sup>51</sup> As a result of APD’s hiring processes for 2024, coupled with departures to August 15, 2024, APD’s sworn workforce at the end of RP7 was **more** racially diverse than APD’s sworn workforce at the end of the two prior years, with 27% BIPOC and 71% white members at the end of RP7, compared to 74% white members at the end of 2023, and 76% near the end of 2022.

Table 7 - APD Workforce & Entry-Level Hires Diversity Outcomes Sept 30, 2022 to Aug 15, 2024<sup>52</sup>

Race	SEPT 30, 2022 WORKFORCE*		2023 ENTRY-LEVEL HIRES**		DEC 31, 2023 WORKFORCE*		2024 ENTRY-LEVEL HIRES**		AUG 15, 2024 WORKFORCE*	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
American Indian/Alaska Native	6	0.9%	2	3.9%	9	1.3%			7	1.0%
Asian	17	2.4%	3	5.9%	18	2.7%	3	6.0%	21	3.1%
Black/African American	29	4.2%	4	7.8%	29	4.3%	4	8.0%	30	4.4%
Hispanic/Latino	87	12.5%	15	29.4%	81	12.1%	15	30.0%	105	15.3%
Native Hawaiian/Pac. Islander	1	0.1%					1	2.0%	1	0.1%
Multiracial	24	3.4%			18	2.7%	7	14.0%	20	2.9%
<b>TOTAL BIPOC</b>	<b>164</b>	<b>23.6%</b>	<b>24</b>	<b>47.1%</b>	<b>155</b>	<b>23.2%</b>	<b>30</b>	<b>60.0%</b>	<b>184</b>	<b>26.8%</b>
<b>White</b>	<b>532</b>	<b>76.4%</b>	<b>27</b>	<b>52.9%</b>	<b>492</b>	<b>73.7%</b>	<b>18</b>	<b>36.0%</b>	<b>484</b>	<b>70.6%</b>
Choose Not to Identify		0.0%			21	3.1%	2	4.0%	18	2.6%
<b>TOTAL</b>	<b>696</b>	<b>100.0%</b>	<b>51</b>	<b>100.0%</b>	<b>668</b>	<b>100.0%</b>	<b>50</b>	<b>100.0%</b>	<b>686</b>	<b>100.0%</b>

Gender	SEPT 30, 2022 WORKFORCE*		2023 ENTRY-LEVEL HIRES**		DEC 31, 2023 WORKFORCE*		2024 ENTRY-LEVEL HIRES**		AUG 15, 2024 WORKFORCE*	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Female	76	10.9%	7	13.7%	73	10.9%	6	12.0%	71	10.3%
Non-Binary										
<b>TOTAL Non-Male</b>	<b>76</b>	<b>10.9%</b>	<b>7</b>	<b>13.7%</b>	<b>73</b>	<b>10.9%</b>	<b>6</b>	<b>12.0%</b>	<b>71</b>	<b>10.3%</b>
<b>Male</b>	<b>620</b>	<b>89.1%</b>	<b>43</b>	<b>84.3%</b>	<b>593</b>	<b>88.8%</b>	<b>44</b>	<b>88.0%</b>	<b>613</b>	<b>89.4%</b>
Choose Not to Identify			1	2.0%	2	0.3%			2	
<b>TOTAL</b>	<b>696</b>	<b>100.0%</b>	<b>51</b>	<b>100.0%</b>	<b>668</b>	<b>100.0%</b>	<b>50</b>	<b>100.0%</b>	<b>686</b>	<b>100.0%</b>

Notes:

\* Workforce diversity is based on data reported by APD’s Equal Employment Opportunity Office in APD’s quarterly Affirmative Action Reports for Sept 30, 2022 and Dec 31, 2023. The total ethnicity in APD’s Affirmative Action Report for Dec 31, 2023 inadvertently excluded two employees who were classified as race and gender unidentified. Workforce diversity for Aug 15, 2024 is based on HR data provided to and summarized by the

\*\* Excluding terminations subsequent to start date of Academy (where known).

Similar comparisons for gender, as shown in in Table 7 above, show that APD’s 2023 recruits were **more** gender diverse than APD’s sworn workforce on September 30, 2022, and APD’s 2024

<sup>51</sup> APD was unable to provide reporting on its sworn workforce as of December 31, 2022 because of data issues at that time.

<sup>52</sup> In discussions with APD after the issuance of this report in draft form in late October 2024, APD informed the Monitor that more than 50 applicants were hired in 2024; however, APD did not provide data to support this prior to the deadline for publication of this report. As described in Section V of this report, the information contained in this report regarding the number of applicants eliminated and hired is based on the Monitor’s detailed analysis of all data provided.

recruits were **more** gender diverse than APD's sworn workforce on December 31, 2023. However, because of departures of women from APD, APD's sworn workforce was **less** gender diverse with 71 females as of August 15, 2024 compared to 73 females at the end of 2023, and 76 near the end of 2022, even though 7 females were recruited for APD's 2023 academies, and 6 females were recruited for APD's 2024 academies. The Monitor also notes that the number of females in APD's sworn workforce have been declining since 2022, with 76 near the end of 2022, 73 at the end of 2023, and 71 as of August 15, 2024. This suggests more needs to be done to recruit, hire and retain women in APD's sworn workforce. (See Recommendation #B2, #B12 and #C1)

The Monitor further notes that APD's 2023 and 2024 entry-level recruits comprised 14% and 12% women, respectively, which is well below the level that would be necessary to achieve the goals set out in the [30x30 Initiative](#)<sup>53</sup> to increase the representation of women in police recruit classes to 30% by 2030. While this initiative is not mandated by the Consent Decree, it is reflective of best practices in policing, supported by decades of research that shows the unique benefits women officers bring to police agencies.

The next section of this report assesses the overall outcomes from APD's recruiting processes for 2024 compared to 2023 and 2022. The number of recruits in the Monitor's findings below for 2024 and 2023 are based on the number of recruits who accepted final offers and *started* such academies (excluding candidates who declined final offers), as that is more useful for hiring process analyses; the number of recruits in the workforce comparisons above are based on the number of recruits who *concluded* such academies (based on available data).

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#### *SUMMARY OF APD'S RECRUITING PROCESS OUTCOMES FROM 2022 TO 2024*

In order to assess APD's recruiting process outcomes, the Monitor compared the number of entry-level applicants for each hiring process from 2022 to 2024, then compared the racial and gender diversity of such applicants.

Table 8 below shows the number of entry-level applicants by hiring process. As shown below, APD's recruitment processes for its September 2023 academy had the highest number of applicants compared to any of APD's hiring processes in 2022<sup>54</sup> or 2023. APD's applicants for its June 2024 academy exceeded the number of applicants for any prior hiring process. These increases reflect the biggest changes to APD's recruitment processes as described in Section III

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<sup>53</sup> The [30x30 Initiative](#) is a joint endeavor of the Policing Project of NYU School of Law and the National Association of Women Law Enforcement Executives.

<sup>54</sup> Data for 2022 is based on information in the Monitor's November 2022 Hiring Report. For ease of reference, see Appendix H to this report.

above, with events and seminars designed to attract a large and diverse group of applicants locally and in various cities across the US.

*Table 8 - Applicants for APD’s 2022-2024 Hiring Processes*

Hiring Process/ Academy Start Date	Number of Entry- Level Applicants	Total Entry-Level Applicants by Year
Feb-2022	234	
Apr-2022	261	
Jun-2022	152	
Oct-2022	371	1,018
Jan-2023	334	
Jun-2023	434	
Sep-2023	527	1,295
Jan-2024	408	
Jun-2024	560	968

As shown in Table 9 below, the racial diversity of applicants to APD’s academies increased for 2024 compared to 2022 and 2023, thereby reinforcing the success of APD’s recruiting seminars and attendance at local BIPOC community events as described in Section III above (i.e., Cinco de Mayo, Global Fest, Black Arts Fest, etc.) As regards gender diversity, the proportion of female applicants increased slightly for APD’s September 2023 hiring class, but otherwise remained fairly consistent for each hiring process in 2023 and 2024. While APD introduce recruiting seminars specifically for women in 2024 as described in Section III above, attended Pride Fest events in 2023 and 2024, and added more images of women in policing, the outcome of these efforts has not yet materialized, and the relatively consistent level of female applicants for 2024 indicates more needs to be done to encourage more women to apply.

(See Recommendation #B2, #B3, #B10, #B11, #B12, #C5 and #C15)

Table 9 - APD Applicant Diversity for 2022 and 2023 to 2024

Race	2022 Total	Jan-23	Jun-23	Sep-23	2023 Total	Jan-24	Jun-24	2024 Total
American Indian/Alaska Native	1%	0%	1%	1%	1%	0%	1%	1%
Asian	2%	4%	3%	2%	3%	3%	6%	5%
Black/African American	17%	16%	15%	14%	15%	17%	14%	15%
Hispanic/Latino	25%	32%	27%	32%	30%	32%	34%	33%
Native Hawaiian/Pacific Islander	1%	-	-	-	0%	2%	2%	2%
Multiracial	10%	2%	2%	4%	3%	6%	5%	6%
Other Not Listed Above	0%	0%	1%	-	1%	-	-	0%
<b>TOTAL BIPOC</b>	<b>56%</b>	<b>56%</b>	<b>50%</b>	<b>53%</b>	<b>53%</b>	<b>61%</b>	<b>62%</b>	<b>62%</b>
<b>White</b>	44%	44%	49%	44%	46%	38%	36%	37%
Choose Not to Identify	1%	1%	1%	3%	2%	1%	1%	1%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Gender	2022 Total	Jan-23	Jun-23	Sep-23	2023 Total	Jan-24	Jun-24	2024 Total
Female	18%	18%	16%	18%	18%	18%	17%	17%
Non-Binary	0%	-	-	1%	0%	1%	0%	0%
<b>TOTAL Non-Male</b>	<b>18%</b>	<b>18%</b>	<b>16%</b>	<b>19%</b>	<b>18%</b>	<b>18%</b>	<b>17%</b>	<b>18%</b>
<b>Male</b>	80%	81%	83%	80%	81%	81%	82%	82%
Choose Not to Identify	1%	1%	1%	1%	1%	0%	0%	0%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

*SUMMARY OF APD’S HIRING PROCESS OUTCOMES FROM 2022 TO 2024*

Another way to measure the success of APD’s recruiting efforts is to assess the number and percentage of applicants who were hired compared to the number of applicants. As shown in Table 10 below, APD hired more applicants and had larger class sizes for its September 2023, January 2024 and June 2024 academies than for its academies in 2022 and in January and June 2023. In addition, there was a notable increase in the number and percentage of entry-level applicants hired for APD’s 2024 academies compared to the number and percentage of applicants hired for APD’s 2023 and 2022<sup>55</sup> academies:

<sup>55</sup> 2022 APD data is based on information reported in Appendix G to the Monitor’s November 2022 Hiring Report. For ease of reference, see Appendix H to this report.

*Table 10 - Applicants Selected for APD's 2022-2024 Academies, by Year and by Academy*

By Year	Applicants	Hired	% Hired	By Academy	Applicants	Hired	% Hired
Total 2022	1,018	17	1.7%	Feb-2022	234	5	2.1%
Total 2023	1,295	51	3.9%	Apr-2022	261	7	2.7%
Total 2024	968	50	<b>5.2%</b>	Jun-2022	152	0	0.0%
				Oct-2022	371	5	1.3%
				Jan-2023	334	7	2.1%
				Jun-2023	434	10	2.3%
				Sep-2023	527	34	<b>6.5%</b>
				Jan-2024	408	26	<b>6.4%</b>
				Jun-2024	560	24	4.3%

Looking at the entry-level recruits by year and by academy from 2022 to 2024 in Table 10 above, as depicted with green shading, while the total number of applicants decreased for APD's 2024 academies compared to APD's 2023 and 2023 academies, the total proportion hired for APD's 2024 academies was higher than the total proportion hired for APD's 2023 and 2022 academies. In addition, there was a notable increase in the number of applicants and the number and percentage of applicants hired for APD's September 2023 academy compared to APD's prior academies.

The Monitor next analyzed the racial and gender demographics of new recruits for APD's 2023 and 2024 academies. As shown in Table 11 below, the lowest proportion of BIPOC applicants was hired for APD's September 2023 academy (depicted with red shading), and the highest proportion of BIPOC applicants were hired for APD's January 2023 and 2024 academies (depicted with green shading). Similarly, green and red shading in the gender proportions show that APD hired proportionately more females for its September 2023 and June 2024 academies than for other academies in 2023 and 2024, and hired the lowest proportion of females for its January 2024 academy. Based on the totals for 2023 and 2024, proportionately more BIPOC applicants were hired for 2024 than for 2023, and proportionately less females were hired for 2024 than for 2023.



Table 11 - Recruit Demographics for APD's 2023 and 2024 Hiring Processes

Race	2023		2024	
	Number	%	Number	%
American Indian/Alaska Native	2	4%	-	0%
Asian	3	6%	3	6%
Black/African American	4	8%	4	8%
Hispanic/Latino	15	29%	15	30%
Native Hawaiian/Pacific Islander	-	0%	1	2%
Multiracial	-	0%	7	14%
<b>TOTAL BIPOC</b>	<b>24</b>	<b>47%</b>	<b>30</b>	<b>60%</b>
<b>White</b>	<b>27</b>	<b>53%</b>	<b>18</b>	<b>36%</b>
Choose Not to Identify	-	0%	2	4%
<b>TOTAL</b>	<b>51</b>	<b>100%</b>	<b>50</b>	<b>100%</b>

Gender	2023	2023 Total	2024	2024 %
Female	7	14%	6	12%
<b>Male</b>	<b>43</b>	<b>84%</b>	<b>44</b>	<b>88%</b>
Choose Not to Identify	1	2%	-	0%
<b>TOTAL</b>	<b>51</b>	<b>100%</b>	<b>50</b>	<b>100%</b>

While the above table demonstrates more racial diversity and less gender diversity in APD’s 2024 hiring processes than in APD’s 2023 hiring processes, it does not provide insight into the proportion hired of each race and gender compared to the number of applicants for APD’s academies and whether there were any adverse impacts to any particular races or genders. Such data is important for APD in order to understand its efforts to attract and retain a more diverse and qualified workforce as mandated by the CD, and whether any adverse impacts need to be addressed in order to attain such goals.

Table 12 below therefore shows the proportion of each group of BIPOC applicants for APD’s 2022, 2023 and 2024 hiring processes on an annualized basis compared to the proportion of white applicants. In summary, the proportion of BIPOC applicants hired for 2024 and 2022 was more than the proportion of white applicants, and was less than the proportion of white applicants hired for APD’s 2023 hiring processes. This table also shows that the hire rate of BIPOC new hires increased from 2022 to 2024. In addition, Table 12 below shows that there were adverse impacts to American Indian/Alaska Native and Black/African American applicants in 2024 as depicted by the red shading for the 2024 hire rates of 0% and 2.7% compared to the white applicant hire rate in 2024 of 5%. Black/African American applicants to APD’s 2023 hiring processes were also adversely impacted with a 2023 hire rate of 2% compared to a white applicant hire rate in 2023 of 4.5%.

Table 12 - APD Adverse Impact Summary by Race & Gender 2022 to 2024

IMPACT BY RACE:	2022 HIRING PROCESS			2023 HIRING PROCESS			2024 HIRING PROCESS		
Race	Applicants	Hired	Hire Rate	Applicants	Hired	Hire Rate	Applicants	Hired	Hire Rate
American Indian/Alaska Native	11	1	9.1%	9	2	22.2%	7		0.0%
Asian	20	1	5.0%	41	3	7.3%	45	3	6.7%
Black/African American	168	3	1.8%	197	4	2.0%	149	4	2.7%
Hispanic/Latino	252	5	2.0%	392	15	3.8%	324	15	4.6%
Native Hawaiian/Pacific Islander	10	-	0.0%	-	-	-	17	1	5.9%
Multiracial	99	-	0.0%	34	-	0.0%	54	7	13.0%
Other Not Listed Above	5	-	0.0%	7	-	0.0%	-	-	-
<b>TOTAL BIPOC</b>	<b>565</b>	<b>10</b>	<b>1.8%</b>	<b>680</b>	<b>24</b>	<b>3.5%</b>	<b>596</b>	<b>30</b>	<b>5.0%</b>
<b>White</b>	<b>445</b>	<b>7</b>	<b>1.6%</b>	<b>594</b>	<b>27</b>	<b>4.5%</b>	<b>360</b>	<b>18</b>	<b>5.0%</b>
Choose Not to Identify	8	-	0.0%	21	-	0.0%	12	2	16.7%
<b>TOTAL</b>	<b>1,018</b>	<b>17</b>	<b>1.7%</b>	<b>1,295</b>	<b>51</b>	<b>3.9%</b>	<b>968</b>	<b>50</b>	<b>5.2%</b>

IMPACT BY GENDER:	2022 HIRING PROCESS			2023 HIRING PROCESS			2024 HIRING PROCESS		
Gender	Applicants	Hired	Hire Rate	Applicants	Hired	Hire Rate	Applicants	Hired	Hire Rate
Female	185	4	2.2%	227	7	3.1%	169	6	3.6%
Non-Binary	3	-	0.0%	5	-	0.0%	4	-	0.0%
<b>TOTAL Non-Male</b>	<b>188</b>	<b>4</b>	<b>2.1%</b>	<b>232</b>	<b>7</b>	<b>3.0%</b>	<b>173</b>	<b>6</b>	<b>3.5%</b>
<b>Male</b>	<b>819</b>	<b>13</b>	<b>1.6%</b>	<b>1,047</b>	<b>43</b>	<b>4.1%</b>	<b>791</b>	<b>44</b>	<b>5.6%</b>
Choose Not to Identify	11	-	0.0%	16	1	6.3%	4	-	0.0%
<b>TOTAL</b>	<b>1,018</b>	<b>17</b>	<b>1.7%</b>	<b>1,295</b>	<b>51</b>	<b>3.9%</b>	<b>968</b>	<b>50</b>	<b>5.2%</b>

Note:

- Percentages with red shading have a hire rate for this protected group that is <80% of the hire rate for the non-protected group (white or male). This is generally regarded as an adverse impact; 0% hire rate has highest adverse impact.

Looking at Table 12 above as it relates to gender diversity, the proportion of female and non-binary<sup>56</sup> applicants hired for APDs 2023 and 2024 hiring processes (at 3% and 3.5%, respectively) were both lower than the proportion of male applicants hired for those same hiring processes (at 4.1% and 5.6%, respectively). The above table also shows that the proportion of female hires increased from 2022 to 2024, from 2.2% to 3.1% to 3.6%, which demonstrates progress, despite the adverse impacts demonstrated in the table above.

Comparing the information in Table 12 for APD with similar information in Table 28 for AFR below reveals that the percentage of females hired by APD is less than the percentage of females hired by AFR, which suggests APD could learn from AFR’s recruiting processes as it relates to attracting and retaining female applicants. (See Recommendation #B11)

In light of the above overall adverse impact findings by year, we next assessed APD’s hiring process outcomes by comparing the number of applicants eliminated for each stage of APD’s 2022, 2023 and 2024 hiring processes for APD applicants overall (initially in a hiring funnel), and performed

<sup>56</sup> The term non-binary refers to people who do not identify as male or female. Non-male refers to people who do not identify as female or non-binary.

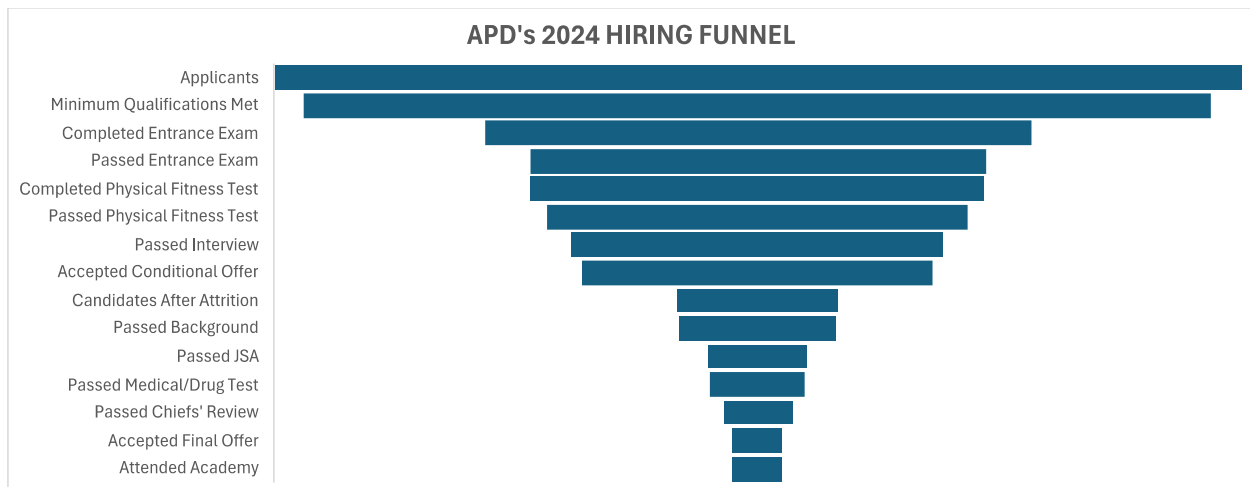
an adverse impact analyses for each stage of elimination by race/gender for APD’s most recent hiring processes for 2024.

*APD’S 2023 & 2024 HIRING PROCESS OUTCOMES BY STAGE OF ELIMINATION*

The hiring processes for APD’s academies *should* be able to be illustrated in a hiring funnel, which shows the hiring process steps, and the number of applicants remaining in the hiring process after each hiring process step. Since attrition occurred at various stages in the assessment process, and the data captured by HR for APD’s 2024 hiring process does not identify the specific hiring process steps at which such attrition occurred, it is not possible to create a hiring funnel with any degree of precision for each step in the hiring process. Chart 13 below is therefore *illustrative* of APD’s 2024 hiring funnel, without showing the specific number of applicants at each hiring process step. Although the highest levels of attrition occurred before APD’s FrontLine entrance exam, attrition after the conditional offer is grouped based on the way that such data is captured in Workday, without identifying the specific stage at which such attrition occurred.

(See Recommendation #B4, #C8)

*Chart 13 – APD 2024 Hiring Funnel (for Illustration Purposes)*



While the above hiring funnel is useful to illustrate the hiring process steps for one year of hiring, it is difficult to use a hiring funnel to compare the outcomes from the hiring processes in each year. Table 14 below therefore compares APD’s 2022, 2023 and 2024 hiring processes by stage of elimination. Red shading is used to depict the 3 stages of the hiring process that resulted in the highest proportion of applicants eliminated for each year.

Table 14 - APD Outcome Comparison 2022 to 2024

Outcome	2022 Applicants	%	2023 Applicants	%	2024 Applicants	%
Failed Minimum Qualifications	167	16.4%	79	6.1%	59	6.1%
FrontLine Exam Attrition	365	35.9%	648	50.0%	361	37.3%
Failed FrontLine Exam	76	7.5%	143	11.0%	91	9.4%
Failed Fitness Test	1	0.1%	3	0.2%	34	3.5%
Failed Interview	1	0.1%	-	0.0%	48	5.0%
Declined Conditional Offer	3	0.3%	3	0.2%	22	2.3%
Failed to Submit Docs for PHS	101	9.9%	85	6.6%	-	0.0%
DQ Background	82	8.1%	74	5.7%	4	0.4%
Attrition During Testing	145	14.2%	148	11.4%	190	19.6%
JSA Unsuitable	51	5.0%	57	4.4%	59	6.1%
Failed Medical/Drug Test	-	0.0%	-	0.0%	4	0.4%
Failed Chiefs Review	-	0.0%	-	0.0%	26	2.7%
Declined/Deferred Final Offer	9	0.9%	4	0.3%	20	2.1%
Hired	17	1.7%	51	3.9%	50	5.2%
<b>TOTAL</b>	<b>1,018</b>	<b>100.0%</b>	<b>1,295</b>	<b>100.0%</b>	<b>968</b>	<b>100.0%</b>

As shown in the table above:<sup>57</sup>

- There was a high level of attrition at various stages in the hiring process, with the highest level of attrition for APD’s FrontLine exam. Further, attrition for the FrontLine exam was the highest for 2023 at 50% compared to the levels of attrition for 2022 and 2024 (of 36% and 37%, respectively). In total, the Monitor notes that 1,009 applicants dropped out at this early stage in APD’s 2023 and 2024 hiring processes. These high levels of attrition suggest that communications to applicants about the FrontLine exam are not effective and/or that other techniques to help applicants beyond submitting their application may be warranted.  
(See Recommendation #B4)
- The level of attrition during testing for APD’s 2023 hiring process was the lowest (at 11%), with the highest level of attrition during testing in 2024 (with 190 applicants dropping out of the process during testing, which represents 19.6% of APD’s 2024 applicants). This suggests that communications with applicants for APD’s 2023 hiring processes were more effective than for APD’s 2024 hiring processes.  
(See Recommendation #B5 and #C2)
- The proportion of applicants who failed APD’s FrontLine exam was higher for 2023 (at 11%) than for 2024 and 2022 (at 9.4% and 7.5%, respectively).

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<sup>57</sup> Data for 2022 is based on information contained in the Monitor’s November 2022 Hiring Report; data for 2023 and 2024 was provided by the CSC and HR, respectively, then adjusted to correct various data issues as described in Section VI.A above.

- No interview failures were identified in APD’s hiring process data from the CSC for 2023, 1 applicant failed the interview panel in 2022, but 48 applicants (5%) failed APD’s interview panel for 2024. More applicants failed this step than in prior years because interviews were moved to earlier in the hiring process, before the background investigation and JSA steps, as per the hiring process workflow in the CSC’s Rules & Regulations. The Monitor notes that APD is aware of multiple interview failures in 2022 and 2023, however data from the CSC does not reflect this. (See Recommendation #C6 and #E4)
- 101 applicants failed to submit supplemental documents required for the background testing phase for 2022, and 85 failed to submit their documents for 2023, but none were identified as failing to submit documents in the data for APD’s 2024 hiring process. This may be the result of HR including applicants who failed to submit documents in data relating to attrition, or there was a dramatic improvement in the communications provided to applicants regarding the documents needed for the background investigation stage. The Monitor has been unable to find information on APD’s recruiting website regarding the type of documents required to be submitted during the hiring process and the due dates for submission. (See Recommendation #B9, #D10 and #E2)
- Fewer applicants failed the background investigation stage in 2024 than in 2023 and 2022, but more failed the Chiefs Review in 2024. This arose because decisions regarding issues of concern that were identified during the background investigation phase were deferred to the Chiefs Review, rather than resulting in a failure during the background investigation phase or any other earlier stage. (See Recommendation #C4)

*ATTRITION RATES BY HIRING PROCESS IN 2023 & 2024*

The high levels of attrition in the hiring process as described above, caused the Monitor to engage in additional comparisons by hiring process.

Table 15 below which shows the total number and percentage of APD’s applicants who withdrew, were unresponsive or were no-shows, failed to schedule a test, declined an offer or were eliminated for an unknown reason. Red shading shows that the highest level of attrition occurred for APD’s September 2023 hiring processes; green shading shows that the lowest level of attrition occurred for APD’s January 2024 hiring process. The highest number and levels of attrition occurred with respect to scheduling/taking or withdrawing before the FrontLine Exam for APD’s September 2023 hiring process; with the lowest number and level of attrition at the FrontLine exam stage for APD’s January 2024 hiring process. Attrition after the conditional offer stage was the highest for APD’s 2024 hiring processes. These levels of attrition provide insight regarding the processes with the greatest opportunities for further improvement.

(See Recommendation #B4, #B5 and #C2)

*Table 15 – Levels of Attrition from APD's 2023 & 2024 Hiring Processes*

	Jan-2023	Jun-2023	Sep-2023	2023 Total	Jan-2024	Jun-2024	2024 Total
Failed to Schedule and/or take FrontLine Exam	147	200	272	619	136	225	361
Withdrew before FrontLine Exam	4	8	17	29	-	-	-
Non-Responsive/No Show App't after Conditional Offer	8	10	46	64	51	64	115
Withdrew from Process after Conditional Offer	28	25	3	56	27	44	71
Attrition at Other Stages in Hiring Process	19	0	9	28	0	4	4
Declined Offer (Conditional or Final)	1	3	3	7	20	22	42
	207	246	350	803	234	359	593
Number of Entry-Level Applicants	334	434	527	1,295	408	560	968
Total Attrition Rate	62%	57%	66%	62%	57%	64%	61%
Attrition Rate at FrontLine Exam Stage	45%	48%	55%	50%	33%	40%	37%
Attrition Rate During Testing	16%	8%	11%	11%	19%	20%	20%

One of the changes for APD’s January 2024 hiring process as described in Section III.C was the implementation of hiring process groups with shorter application and testing deadlines. In light of these changes, the above analysis also suggests that the approach of grouping applicants with shorter deadlines resulted in less attrition for APD’s January 2024 hiring process; however, the overall attrition rate increased for APD’s June 2024 hiring class, almost to the attrition level for APD’s September 2023 hiring class. This indicates more needs to be done to reduce the levels of attrition experienced in APD’s hiring process. (See Recommendation #B4, #B5 and #C2)

*APD'S 2023 & 2024 DIVERSITY OUTCOMES AND ADVERSE IMPACT ANALYSES BY STAGE OF ELIMINATION*

Table 16 below contain an analysis of the diversity outcomes and adverse impact by stage of elimination for each of APD’s hiring stages for its 2024 hiring processes, in roughly the same order as the hiring funnel above, but with attrition combined as that was analyzed separately above. In addition, the demographics of the 4 applicants who were disqualified during the background investigation phase, were combined for purposes of Table 16 below with the 4 applicants who failed the medical/drug test. Table 17 below contains a similar analysis for APD’s 2023 hiring processes.

Table 16 – APD’s 2024 Adverse Impact Analysis by Stage of Elimination

Demographics Categories	Applicants		ASSESSMENT STAGES												Recruits Selected for Academy			
			Failed Minimum Qual'ns	Attrition	Failed FrontLine Exam	Failed JFT/PFT	Failed Interview Panel	DQ Background & Medical Drug Test	JSA Unsuitable	Failed Chiefs Review	Declined Offer							
American Indian/Alaska Native	7	0.7%		4 57.1%	1 14.3%	1 14.3%	1 14.3%											0.0%
Asian	45	4.6%	6 13.3%	22 48.9%	7 15.6%		2 4.4%					2 4.4%					3 6.7%	3 6.7%
Black/African American	149	15.4%	16 10.7%	85 57.0%	14 9.4%	6 4.0%	8 5.4%	2 1.3%	7 4.7%	4 2.7%	3 2.0%						4 2.7%	4 2.7%
Hispanic/Latino	324	33.5%	20 6.2%	187 57.7%	35 10.8%	8 2.5%	14 4.3%	1 0.3%	21 6.5%	8 2.5%	15 4.6%						15 4.6%	15 4.6%
Native Hawaiian/Pac. Islander	17	1.8%	3 17.6%	7 41.2%	2 11.8%	1 5.9%	2 11.8%										1 5.9%	1 5.9%
Multiracial	54	5.6%	1 1.9%	25 46.3%	4 7.4%	6 11.1%	3 5.6%	2 3.7%	4 7.4%	1 1.9%	1 1.9%						7 13.0%	7 13.0%
<b>TOTAL BIPOC</b>	<b>596</b>	<b>61.6%</b>	<b>46 7.7%</b>	<b>330 55.4%</b>	<b>63 10.6%</b>	<b>22 3.7%</b>	<b>30 5.0%</b>	<b>5 0.8%</b>	<b>34 5.7%</b>	<b>13 2.2%</b>	<b>23 3.9%</b>						<b>30 5.0%</b>	<b>30 5.0%</b>
<b>White</b>	<b>360</b>	<b>37.2%</b>	<b>10 2.8%</b>	<b>216 60.0%</b>	<b>28 7.8%</b>	<b>11 3.1%</b>	<b>17 4.7%</b>	<b>3 0.8%</b>	<b>25 6.9%</b>	<b>13 3.6%</b>	<b>19 5.3%</b>						<b>18 5.0%</b>	<b>18 5.0%</b>
Choose Not to Identify	12	1.2%	3 25.0%	5 41.7%	0.0%	1 8.3%	1 8.3%										2 16.7%	2 16.7%
<b>TOTAL</b>	<b>968</b>	<b>100.0%</b>	<b>59 6.1%</b>	<b>551 56.9%</b>	<b>91 9.4%</b>	<b>34 3.5%</b>	<b>48 5.0%</b>	<b>8 0.8%</b>	<b>59 6.1%</b>	<b>26 2.7%</b>	<b>42 4.3%</b>						<b>50 5.2%</b>	<b>50 5.2%</b>
Female	169	17.5%	10 5.9%	94 55.6%	18 10.7%	16 9.5%	5 3.0%		11 6.5%	4 2.4%	5 3.0%						6 3.6%	6 3.6%
Nonbinary	4	0.4%	1 25.0%	2 50.0%		1 25.0%											0.0%	0.0%
<b>TOTAL Non-Male</b>	<b>173</b>	<b>17.9%</b>	<b>11 6.4%</b>	<b>96 55.5%</b>	<b>18 10.4%</b>	<b>17 9.8%</b>	<b>5 2.9%</b>		<b>11 6.4%</b>	<b>4 2.3%</b>	<b>5 2.9%</b>						<b>6 3.5%</b>	<b>6 3.5%</b>
<b>Male</b>	<b>791</b>	<b>81.7%</b>	<b>48 6.1%</b>	<b>451 57.0%</b>	<b>73 9.2%</b>	<b>17 2.1%</b>	<b>43 5.4%</b>	<b>8 1.0%</b>	<b>48 6.1%</b>	<b>22 2.8%</b>	<b>37 4.7%</b>						<b>44 5.6%</b>	<b>44 5.6%</b>
Choose Not to Identify	4	0.4%		4 100.0%													0.0%	0.0%
<b>TOTAL</b>	<b>968</b>	<b>100.0%</b>	<b>59 6.1%</b>	<b>551 56.9%</b>	<b>91 9.4%</b>	<b>34 3.5%</b>	<b>48 5.0%</b>	<b>8 0.8%</b>	<b>59 6.1%</b>	<b>26 2.7%</b>	<b>42 4.3%</b>						<b>50 5.2%</b>	<b>50 5.2%</b>

Notes:  
Percentages with red shading have a de-selection rate for this protected group that is >25% higher than de-selection rate for the non-protected group (white or male). Mathematically, this is equivalent to 1 + 0.8, which is the inverse of the adverse impact hire rate.

Table 17 – APD’s 2023 Adverse Impact Analysis by Stage of Elimination

Demographics Categories	Applicants		ASSESSMENT STAGES										Recruits Selected for Academy					
			Failed Minimum Qual'ns	Attrition	Failed FrontLine Exam	Failed JFT/PFT	DQ Background	JSA Unsuitable	Declined Offer									
American Indian/Alaska Native	9	0.7%	1 11.1%	4 44.4%				1 11.1%	1 11.1%								2 22.2%	2 22.2%
Asian	41	3.2%	3 7.3%	22 53.7%	7 17.1%			5 12.2%			1 2.4%						3 7.3%	3 7.3%
Black/African American	197	15.2%	24 12.2%	111 56.3%	26 13.2%			23 11.7%	8 4.1%	1 0.5%	4 2.0%						4 2.0%	4 2.0%
Hispanic/Latino	392	30.3%	24 6.1%	236 60.2%	53 13.5%	2 0.5%	43 11.0%	17 4.3%	2 0.5%	15 3.8%							15 3.8%	15 3.8%
Not Listed	7	0.5%	2 28.6%	3 42.9%			1 14.3%										0 0.0%	0 0.0%
Multiracial	34	2.6%	2 5.9%	27 79.4%	5 14.7%			0.0%									0 0.0%	0 0.0%
<b>TOTAL BIPOC</b>	<b>680</b>	<b>52.5%</b>	<b>54 7.9%</b>	<b>402 59.1%</b>	<b>94 13.8%</b>	<b>2 0.3%</b>	<b>73 10.7%</b>	<b>26 3.8%</b>	<b>5 0.7%</b>	<b>24 3.5%</b>							<b>24 3.5%</b>	<b>24 3.5%</b>
<b>White</b>	<b>594</b>	<b>45.9%</b>	<b>21 3.5%</b>	<b>378 63.6%</b>	<b>48 8.1%</b>	<b>1 0.2%</b>	<b>86 14.5%</b>	<b>31 5.2%</b>	<b>2 0.3%</b>	<b>27 4.5%</b>							<b>27 4.5%</b>	<b>27 4.5%</b>
Choose Not to Identify	21	1.6%	4 19.0%	16 76.2%	1 4.8%												0 0.0%	0 0.0%
<b>TOTAL</b>	<b>1295</b>	<b>100.0%</b>	<b>79 6.1%</b>	<b>796 61.5%</b>	<b>143 11.0%</b>	<b>3 0.2%</b>	<b>159 12.3%</b>	<b>57 4.4%</b>	<b>7 0.5%</b>	<b>51 3.9%</b>							<b>51 3.9%</b>	<b>51 3.9%</b>
Female	227	17.5%	20 8.8%	136 59.9%	32 14.1%	1 0.4%	21 9.3%	8 3.5%	2 0.9%	7 3.1%							7 3.1%	7 3.1%
Nonbinary	5	0.4%		3 60.0%	2 40.0%												0 0.0%	0 0.0%
<b>TOTAL Non-Male</b>	<b>232</b>	<b>17.9%</b>	<b>20 8.6%</b>	<b>139 59.9%</b>	<b>34 14.7%</b>	<b>1 0.4%</b>	<b>21 9.1%</b>	<b>8 3.4%</b>	<b>2 0.9%</b>	<b>7 3.0%</b>							<b>7 3.0%</b>	<b>7 3.0%</b>
<b>Male</b>	<b>1047</b>	<b>80.8%</b>	<b>58 5.5%</b>	<b>643 61.4%</b>	<b>109 10.4%</b>	<b>2 0.2%</b>	<b>138 13.2%</b>	<b>49 4.7%</b>	<b>5 0.5%</b>	<b>43 4.1%</b>							<b>43 4.1%</b>	<b>43 4.1%</b>
Choose Not to Identify	16	1.2%	1 6.3%	14 87.5%													1 6.3%	1 6.3%
<b>TOTAL</b>	<b>1,295</b>	<b>100.0%</b>	<b>79 6.1%</b>	<b>796 61.5%</b>	<b>143 11.0%</b>	<b>3 0.2%</b>	<b>159 12.3%</b>	<b>57 4.4%</b>	<b>7 0.5%</b>	<b>51 3.9%</b>							<b>51 3.9%</b>	<b>51 3.9%</b>

Table 16 and Table 17 above show:

- A higher proportion of BIPOC applicants (than white applicants), and a higher proportion of non-binary applicants (than male applicants) didn’t meet APD’s minimum requirements in both 2024 and 2023. Since these are minimum qualification requirements, the Monitor does not believe the adverse impacts otherwise indicated by the data need to be further assessed; however, the communications regarding minimum requirements warrant improvement.

(See Recommendation #B1)



- While there do not appear to be significant racial disparities in the levels of attrition for 2024 or 2023, the overall level of attrition is high and warrants further examination, as noted in the section above.
- A higher proportion of 2024 American Indian/Alaska Native, Black/African American, Hispanic/Latino and Native Hawaiian/Pacific Islander applicants, than white applicants, failed APD's written entrance exam which tests the applicants' Reading and Writing skills, and also tests how applicants would handle certain situations in the Human Relations and PSSA sections of the exam. All BIPOC applicants to APD's 2023 hiring process failed at a higher rate than white applicants. As noted earlier in this report, the PSSA section of this exam has been removed from this test for APD's future hiring processes, which should improve the entrance exam results and reduce the adverse impacts related thereto.<sup>58</sup>

(See Recommendation #C3)
- A higher proportion of certain BIPOC applicants than white applicants, failed APD's 2024 JFT/PFT, and there were very few failures in 2023. More significantly, almost half of the applicants who failed APD's 2024 JFT/PFT were female or non-binary, which represents an adverse impact to such applicants as shown in red shading in the table above. This suggests further investigation and remediation may be warranted, which is the subject of the next section of this report.

(See Recommendation #C5)
- While adverse impacts appear to exist in the interview panel stage of APD's 2024 hiring process for certain BIPOC applicants, the sample sizes for such groups are small, so further investigation is not warranted at this time. There were no interview failures identified in the data provided by the CSC for APD's 2023 hiring processes, although APD is aware of multiple interview failures.
- While adverse impacts appear to exist in the background investigation and medical/drug testing stage of the 2024 hiring process and in the 2023 JSA test for certain BIPOC applicants, the sample sizes for such groups are small, so further investigation is not warranted at this time.
- While adverse impacts appear to exist regarding the 2024 and 2023 Asian applicants who declined their offer, the sample sizes for this group are small, so further investigation is not warranted at this time.

See the next section for an adverse impact analysis relating to APD's JFT/PFT in early 2024.

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<sup>58</sup> APD is actively reviewing the video portion of the NTN test for necessity and impact on its attrition rates.

*ADVERSE IMPACT ANALYSES FOR APD'S JFT/PFT FOR EARLY 2024*

Over the years, there has been much debate about APD's physical fitness testing requirements, which historically included pushups, situps, an Illinois Agility Test and a Beep Test. In 2012, APD revamped its physical fitness testing requirements for new recruits as a result of [questions](#) raised by the Department of Justice. This shift was made to ensure that its fitness assessments reflected practical, job-related tasks more accurately. The previous fitness tests were replaced by activities that mirrored real-world policing challenges, such as pursuing suspects through obstacle courses and dragging a 150-pound dummy, which are included in APD's current JFT. These changes were partly prompted by concerns over fairness for women, especially regarding how different physical abilities could affect performance on APD's older tests. In 2017, APD changed its physical fitness testing requirements again, to include both the JFT and a modified PFT<sup>59</sup>, after APD saw a dramatic increase in academy failures.

In the fall of 2024, as part of the 2025-1B hiring process, as a result of the number of JFT/PFT failures experienced in prior testing, APD commenced advertising and informing potential applicants at its recruiting events/seminars that applicants were allowed to take APD's JFT/PFT as many times as they wanted up until the final testing date. Applicants were also given the opportunity to take the official PFT at APD's recruiting seminars.

In light of past and recent developments with the JFT/PFT, and in light of the adverse impacts shown above in APD's 2024 JFT/PFT results, the Monitor performed a deeper inquiry into such results using available testing data for 2024. This "deeper dive" is illustrative of the type of drill-down inquiry that is warranted when adverse impacts are identified, as it facilitates understanding of the elements contributing to the adverse impact. As noted earlier, when an adverse impact is identified, it warrants further review to assess whether there is any unconscious bias in any of the underlying hiring process steps, and if so, whether there is a rational reason to allow that bias to continue.

For reference purposes, below are the elements of APD's JFT/PFT:

JFT – this is a pass/fail test, with 2 components:

- Applicants must be able to climb a 6' tall chain-link fence (untimed)
- Applicants start in a seated position in a simulated car and are given a suspect description; then they have 60 seconds to run approximately 130 yards, crawl under a table, crawl through a window, properly identify the mannequin suspect, run up a flight of stairs, then drag a 150lb dummy for 5'

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<sup>59</sup> The sit-up portion of the PFT was eliminated.

PFT – this test requires minimum scores of 1 point for each of the 3 components below, with a total of at least 12 points required to pass:

- Situps – applicants must complete as many situps as possible in 60 seconds
- Illinois Agility Test – applicants must run a course with a series of sprints and turns as quickly as possible
- Beep Test – applicants must complete as many 20-meter (67’) laps as possible within shortening timeframes, which are referred to as levels, whereby the time for each level gets shorter so applicants must run faster in order to score more points

Table 18 below shows the scoring methodologies for each of the three PFT tests above.<sup>60</sup>

*Table 18 – APD Physical Fitness Test Scoring Matrix*

Points	Sit-ups	Illinois Agility	Beep Test
0	011 or Fewer	24.44 or higher	18 or Lower
1	12-16	24.43-22.64	19-20
2	17-19	22.63-22.01	21-25
3	20-22	22.00-21.39	26-31
4	23-25	21.38-20.76	32-36
5	26-30	20.75-20.19	37-43
6	31-34	20.18-19.25	44-52
7	35-39	19.24-18.31	53-61
8	40+	18.30 or Less	62+

The Monitor received APD’s JFT/PFT results data for several dates of testing in 2024: January 26, 27, March 16 and April 13. Although this data does not include all JFT/PFT testing for 2024, the sample size is sufficiently large enough for analysis and decision-making purposes (with test results for 246 applicants out of the estimate of 455 applicants who took this test as shown in Table 19). The Monitor therefore performed outcomes analyses and adverse impact analyses of such results in order to drill down into the results to enable data-driven decision-making.<sup>61</sup>

<sup>60</sup> APD’s scoring matrix is included in APD’s [Police Fitness Guide](#) (on page 6); scoring tables also appear in APD’s [Applicant Job Suitability Test](#) video, which is accessible from APD’s job posting (a recent copy of which is included as Appendix E to this report).

<sup>61</sup> Testing data did not include the race and gender of the applicants, so the Monitor used Excel’s Vlookup function in order to determine this based on APD’s hiring process data. In doing so, the Monitor corrected the names of 109 applicants in the JFT/PFT data whose names were inconsistent with APD’s hiring data.

(See Recommendation #D18)

As shown in Table 19 below, 246 applicants were registered to take APD’s JFT/PFT on one or more of the four testing dates analyzed in early 2024. Of those, 45 applicants were a “No Show” for their test, and 201 applicants for APD’s June 2024 academy took APD’s JFT/PFT. Of those, 171 passed (85%) and 30 failed (15%). Included within the 246 applicants are 16 applicants who were registered more than once.<sup>62</sup> (See Recommendation #C1)

*Table 19 – APD PFT Outcomes for Early 2024*

	Number	Percentage
Number of Applicants Registered for Testing	246	-
Number of Applicants Who Were a "No Show"	45	-
Number of Applicants Tested	201	100%
Number of Applicants Who Passed	171	85%
Number of Applicants Who Failed	30	15%

As shown in Table 20 below, which is an outcomes analysis for each of the tests included in the JFT/PFT for the four test dates, the average score for the Beep Test was significantly lower than the average score for the Situps and Agility Tests. In addition, of the 201 tests administered, while a few applicants did not pass the JFT, nor achieve the minimum score of 1 point on the Situps Test and Agility Test, there were 22 applicants who did not achieve the minimum score of 1 point on the Beep Test. Such applicants did not achieve APD’s minimum scoring requirement of 19 laps in order to earn 1 point. In addition, a total of 29 applicants did not meet the minimum total score of 12 points on the three PFTs. Applicants who failed one of the tests or did not achieve a total score of 12 points failed the JFT/PFT.

*Table 20 - APD JFT/PFT Outcomes Analysis for Each Test for Early 2024*

	JFT	Situps Test	Agility Test	Beep Test	Total
Average Score for Applicants Who Took Each Test	PASS	6.3	6.1	3.6	16
Number of Applicants With Score of 1+	200	198	197	179	
% of Applicants Who Passed Test Component	99.5%	99.0%	99.5%	90.9%	
Total Applicants Tested					201
Applicants Who Failed JFT	1				1
Applicants Who Failed PFT Test Component		3	4	22	
Applicants Who Didn't Meet Minimum Score of 12			29		29
Applicants Who Achieved Total Score of 12+					171

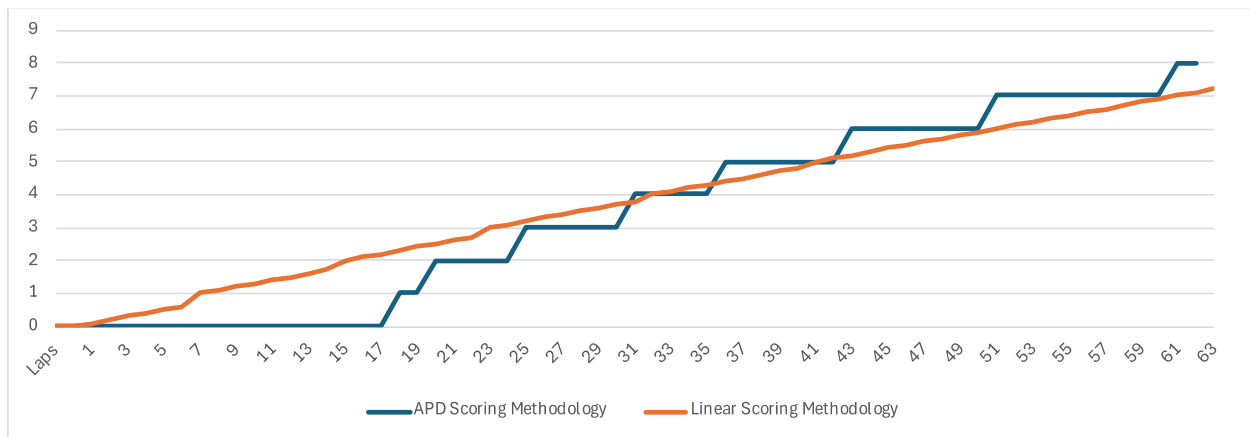
In light of the significant variance in the number of failed Beep Tests, and the lower average scores on the Beep Test compared to the average score on the Situps and Agility Tests, it is apparent that

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<sup>62</sup> Applicants who were a “No Show” for their first registered test date are automatically excluded from the data that follows. Applicants who tested twice are included in the data, so the outcomes and adverse impact analyses described below are based on the number of tests administered, not the number of applicants.

APD’s Beep Test eliminates more applicants than the Situps or Agility Tests, and that it is harder to score at least 1 point on the Beep Test than on the other 2 tests. To illustrate next steps when variations of this type are identified, and in order to better understand the reasons for the variations in scoring on each of the three PFTs, the Monitor assessed the scoring methodology used for the Beep Test. The Monitor noted that APD uses a unique scoring methodology that awards points on a stepped basis, rather than based on the number laps achieved. Specifically, APD uses a stepped methodology as shown in Chart 21 below, starting with 1 point for 19 laps, rather than a conventional linear scoring methodology which awards points based on the number laps achieved.<sup>63</sup> The stepped methodology therefore results in lower scores for applicants who achieve 30 laps or less, with similar scores for applicants who achieve more than 30 laps. Of note, if a linear scoring methodology had been used, the average score for the Beep Test would have been 4.0 rather than 3.6. Of more significance, 8 of the 30 applicants who failed the JFT/PFT in early 2024 would have passed if their Beep Test had been scored using the linear scoring methodology below, as they would have earned 1-2 more points than they achieved using APD’s stepped scoring methodology for the Beep Test.<sup>64</sup> (See Recommendation #C5 and #E3)

Chart 21 - Graph of Beep Test Scoring Methodologies



The Monitor then performed a set of adverse impact analyses for APD’s early 2024 physical fitness testing by gender and race. In performing this analysis, since a low score on APD’s Situps or Agility Test requires a higher score on APD’s Beep Test, the Monitor included all applicants who scored less than 50% of the average score on such tests (which naturally includes all failures). The analysis shown in Table 22 below required a series of filtered pivot tables in order to quantify the number of applicants who met such criteria, and to quantify the number of applicants who failed the Beep Test and PFT overall. Table 22 below shows that female/non-binary applicants had the biggest adverse impact from APD’s JFT/PFT, with adverse impacts for *each* of APD’s physical fitness tests

<sup>63</sup> The linear scoring methodology is described on the Beep Test Academy’s [website](#) and on [Wikipedia](#).

<sup>64</sup> 25% of such applicants were female, and 50% were BIPOC.

(based on the Monitor’s criteria for adverse impact analysis herein). This arose because female/non-binary applicants had lower test scores than males for each physical fitness testing category, and proportionately more females/non-binary applicants than male applicants did not achieve the overall minimum score of 12 points. In addition, BIPOC applicants also experienced adverse impacts as shown in Table 22 below. Such findings warrant further review.

(See Recommendation #C5)

Table 22 - APD PFT Adverse Impact Analysis by Gender & Race for Early 2024

Demographics Categories	Applicants Who Passed JFT		PHYSICAL FITNESS TESTS									
			Situp Score <50% of Average*		Agility Score <50% of Average*		Failed Beep Test		Failed PFT		Passed PFT	
Female	32	16.0%	4	12.5%	19	59.4%	8	25.0%	10	31.3%	22	68.8%
Nonbinary	1	0.5%			1	100.0%	1	100.0%	1	100.0%	0	0.0%
<b>TOTAL Non-Male</b>	<b>33</b>	<b>16.5%</b>	<b>4</b>	<b>12.1%</b>	<b>20</b>	<b>60.6%</b>	<b>9</b>	<b>27.3%</b>	<b>11</b>	<b>33.3%</b>	<b>22</b>	<b>66.7%</b>
<b>Male</b>	163	81.5%	7	4.3%	36	22.1%	13	8.0%	18	11.0%	145	89.0%
Unknown/Choose Not to ID	4	2.0%			1	25.0%					4	100.0%
<b>TOTAL</b>	<b>200</b>	<b>100.0%</b>	<b>11</b>	<b>5.5%</b>	<b>57</b>	<b>28.5%</b>	<b>22</b>	<b>11.0%</b>	<b>29</b>	<b>14.5%</b>	<b>171</b>	<b>85.5%</b>

American Indian/Alaska Native	3	1.5%					2	66.7%	2	66.7%	1	33.3%
Asian	8	4.0%						0.0%		0.0%	8	100.0%
Black/African American	20	10.0%			8	40.0%	3	15.0%	4	20.0%	16	80.0%
Hispanic/Latino	59	29.5%	4	6.8%	20	33.9%	5	8.5%	6	10.2%	53	89.8%
Native Hawaiian/Pacific Islander	6	3.0%			3	50.0%	3	50.0%	3	50.0%	3	50.0%
Multiracial	19	9.5%	3	15.8%	6	31.6%	3	15.8%	4	21.1%	15	78.9%
<b>TOTAL Self-Identified as BIPOC</b>	<b>115</b>	<b>57.5%</b>	<b>7</b>	<b>6.1%</b>	<b>37</b>	<b>32.2%</b>	<b>16</b>	<b>13.9%</b>	<b>19</b>	<b>16.5%</b>	<b>96</b>	<b>83.5%</b>
<b>White</b>	78	39.0%	4	5.1%	18	23.1%	5	6.4%	9	11.5%	69	88.5%
Unknown/Choose Not to ID	7	3.5%			2	28.6%	1	14.3%	1	14.3%	6	85.7%
<b>TOTAL</b>	<b>200</b>	<b>100.0%</b>	<b>11</b>	<b>5.5%</b>	<b>57</b>	<b>28.5%</b>	<b>22</b>	<b>11.0%</b>	<b>29</b>	<b>14.5%</b>	<b>171</b>	<b>85.5%</b>

Notes:

Percentages with red shading have a de-selection rate for this protected group that is >25% higher than de-selection rate for the non-protected group (white or male). Mathematically, this is equivalent to  $1 \div 0.8$ , which is the inverse of the adverse impact hire rate.

\*Score of less than 50% of average score for this test puts pressure on beep test scoring, as applicants with a low Situp or Agility Test score need to achieve a higher beep test score in order to achieve a minimum of 12 points.

Further, Table 22 above also shows that BIPOC applicants from many different races also experienced adverse impacts in APD’s physical fitness testing, however the extent of the adverse impacts for women obscures the reliability of the adverse impact analysis by race (since all genders are included in the adverse impact by race analysis); accordingly, the Monitor performed separate adverse impact analyses by race for males and by race for females as shown in Table 23 below.

Table 23 - APD PFT Adverse Impact Analyses for Early 2024 by Race

Demographics Categories	Applicants Who Passed JFT	PHYSICAL FITNESS TESTS						
		Situp Score <50% of Average*		Agility Score <50% of Average*		Failed Beep Test	Failed PFT	Passed PFT
<b>FEMALE &amp; NON-BINARY APPLICANTS ONLY</b>								
American Indian/Alaska Native	2 1.0%					2 100.0%	2 100.0%	0 0.0%
Black/African American	5 2.5%			3 60.0%	1 20.0%	2 40.0%	3 60.0%	
Hispanic/Latino	10 5.0%	2 20.0%	9 90.0%	3 30.0%	3 30.0%	7 70.0%		
Multiracial	1 0.5%		1 100.0%					1 100.0%
<b>TOTAL Self-Identified as BIPOC</b>	<b>18 9.0%</b>	<b>2 11.1%</b>	<b>13 72.2%</b>	<b>6 33.3%</b>	<b>7 38.9%</b>	<b>11 61.1%</b>		
<b>White</b>	<b>14 7.0%</b>	<b>2 14.3%</b>	<b>6 42.9%</b>	<b>2 14.3%</b>	<b>3 21.4%</b>	<b>11 78.6%</b>		
Unknown/Choose Not to ID	1 0.5%		1 100.0%	1 100.0%	1 100.0%	0 0.0%		
<b>TOTAL</b>	<b>33 16.5%</b>	<b>4 12.1%</b>	<b>20 60.6%</b>	<b>9 27.3%</b>	<b>11 33.3%</b>	<b>22 66.7%</b>		
<b>MALE APPLICANTS ONLY</b>								
American Indian/Alaska Native	1 0.5%							1 100.0%
Asian	8 4.0%							8 100.0%
Black/African American	15 7.5%		5 33.3%	2 13.3%	2 13.3%	13 86.7%		
Hispanic/Latino	49 24.5%	2 4.1%	11 22.4%	2 4.1%	3 6.1%	46 93.9%		
Native Hawaiian/Pacific Islander	6 3.0%		3 50.0%	3 50.0%	3 50.0%	3 50.0%		
Multiracial	18 9.0%	3 16.7%	5 27.8%	3 16.7%	4 22.2%	14 77.8%		
<b>TOTAL Self-Identified as BIPOC</b>	<b>97 48.5%</b>	<b>5 5.2%</b>	<b>24 24.7%</b>	<b>10 10.3%</b>	<b>12 12.4%</b>	<b>85 87.6%</b>		
<b>White</b>	<b>63 31.5%</b>	<b>2 3.2%</b>	<b>12 19.0%</b>	<b>3 4.8%</b>	<b>6 9.5%</b>	<b>57 90.5%</b>		
Unknown/Choose Not to ID	3 1.5%					3 100.0%		
<b>TOTAL</b>	<b>163 81.5%</b>	<b>7 4.3%</b>	<b>36 22.1%</b>	<b>13 8.0%</b>	<b>18 11.0%</b>	<b>145 89.0%</b>		

The Monitor’s adverse impact analysis for female/non-binary applicants as shown in Table 23 above reveals that female BIPOC applicants failed at a higher rate than female white applicants for all tests; in other words, female BIPOC applicants had an adverse impact compared to female white applicants for ALL of APD’s physical fitness tests. The Monitor’s adverse impact analysis for male applicants in the table above also reveals that certain races failed at a proportionately higher rate than white males; more specifically, applicants who self-identified as Black/African American, Native Hawaiian/Pacific Islander or Multiracial failed at a higher rate than white males.

(See Recommendation #C5 and #E3)

While physical fitness testing of female and male applicants is bound to result in adverse impacts to females due to physiological differences between men and women, the above analyses reveal that the Beep Test warrants further examination and that the adverse impacts of the PFT to BIPOC applicants warrants monitoring for future trends.

(See Recommendation #C5 and #E3)

Beyond the JFT/PFTs that are included in APD’s hiring process, physical fitness testing of new recruits continues with further training and physical fitness tests at the academy that are designed to get new recruits ready for their role as a patrol officer, including push-ups in addition to the pre-employment physical fitness testing elements, but with much stricter testing standards



as described in [APD's Pre-Academy Fitness Guide](#), which was last revised in January 2023. A copy of this guide is included as Appendix F to this report.

“Achieving the 12 required points... equates to a 50% pass rate. This is the pass rate for the hiring process, be advised you will be held to a much stricter standard once in the Academy. If applicants struggle to pass/barely pass the test during the hiring process, **THEY WILL STRUGGLE** to be successful in the Academy.”

The Frequently Asked Questions (“FAQs”) section of that same document indicates that the testing standard at the academy is twice as difficult as the testing standards for pre-employment physical fitness testing:

“Remember, the [pre-employment physical fitness testing] difficulty level is 50 percent of that of the Academy Fitness Standard and does not include push-ups (which will be tested once the applicant is in the Academy). Train for the Academy; do not train just to meet the minimum qualifications [to get hired].”

The communications regarding the physical fitness testing standards at the academy could be one of the explanations as to why so many racially and gender diverse applicants drop out of APD's hiring process. (See Recommendation #C15)

## VII. ANALYSIS OF AFR'S 2024 HIRING CLASSES

Further to the summary of data issues described in Section V above, and similar to Section VI for APD, this section below starts with a review of the data issues specifically relevant to AFR's 2024 hiring classes, including information regarding the extent of adjustments made by the Monitor, then describes the Monitor's findings from its outcomes analyses and adverse impact analyses relating to AFR's 2024 hiring classes.

### A. HR DATA ISSUES SPECIFIC TO AFR

In 2023, during the transition of the administration of APD's (and AFR's) hiring processes from the CSC to HR, AFR faced similar challenges to those faced by APD (as described in Section VI above) relating to obtaining timely and reliable data and reporting on the status of each applicant and on hiring process outcomes, both during and soon after each of AFR's hiring processes concluded. Specifically, AFR received data about its hiring process outcomes for its February and August 2024 academies after its August 2024 academy began, but did not receive or have access to data during the hiring process. As a result, AFR was unable to determine where applicants were eliminated in their 2024 hiring processes, make decisions regarding their hiring processes, or proactively engage with its applicants before they withdrew or dropped out of such hiring processes.

(See Recommendation #E15)

As regards the quality of AFR's data, the Monitor noted the following issues with the completeness and integrity of AFR's 2024 hiring process data:

- Missing Applicants:* The data provided from HR IS for the hiring process for AFR's 2024 academies in August 2024 included one spreadsheet showing applicants added to Workday between August 3 and September 28, 2023, and another spreadsheet showing applicants hired for AFR's August 2024 academy, but did not include the 24 applicants hired for AFR's February 2024 academy. The Monitor inquired about and subsequently obtained the data regarding such applicants. The Monitor also learned that the applicants for AFR's 2024 academy were all from AFR's August-September 2023 application process; no new job postings were issued and no new applications were received thereafter as the number of qualified applicants for AFR's February 2024 academy far exceeded the number of available seats in that academy.<sup>65</sup> (See Recommendation #B13 and #B14)
- Duplicate Applications:* 3 applicants submitted more than one application. The Monitor removed all 3 duplicate applications so AFR's 2024 hiring process data relates to the number

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<sup>65</sup> HR estimated that over 145 applicants were ranked for 25 academy seats.

of applicants rather than the number of applications for purposes of the Monitor’s analyses herein. (See Recommendation #D6, #D7 & #D8)

- *Previous Hires:* 2 applicants were hired in a previous hiring process. The Monitor removed both of these applicants from AFR’s 2024 hiring process data for purposes of the Monitor’s analyses herein.
- *Declined Offers Stage of Elimination:* 2 applicants were identified as declining a conditional or final offer after the assessment stage rather than after the offer stage. The Monitor assumed that both applicants declined an offer after the offer stage rather than the assessment stage and adjusted the stage of elimination accordingly. (See Recommendation #D10 & #D14)
- *Lack of Data Meant AFR Couldn’t Check Data Completeness or Integrity:* Hiring process data provided to the Monitor by AFR in August 2024 as referenced in the bullet above was the first set of data provided to AFR regarding its 2024 hiring processes. In addition to challenging AFR’s ability to make data-driven decisions regarding its hiring processes as described above, the lack of timely data did not allow AFR to review and have real-time input into the completeness or integrity of its hiring process data. (See Recommendation #D15)

There were other data integrity issues that the Monitor could not adequately address using the data provided, some of which required the Monitor to make assumptions as described below:

- *Reasons for Background Disqualifications:* 5 applicants eliminated from AFR’s 2024 hiring processes during the background stage of AFR’s pre-employment screening and testing had a disposition reason of “DQ Background”, with no indication as to what aspect of the background investigation process led to their elimination, which could have arisen for a number of reasons, including failure to submit documents required to support the applicants’ PHS, identification of undisclosed criminal history issues, employment history issues, and other reasons described earlier in this report. Despite this, the Monitor used the DQ Background disposition reason for purposes of the Monitor’s analyses below. (See Recommendation #D10 & #E2)
- *Offers Rescinded:* Offers were rescinded for a total of 205 applicants (including 63 BIPOC applicants and 19 female or non-binary applicants), with 197 offers rescinded at the assessment stage, and 8 offers rescinded at the offer stage, but the data initially received by the Monitor, did not identify why their offers were rescinded. The Monitor asked AFR and HR for an explanation or further information regarding the reasons for rescinding such offers, but neither AFR nor HR were able to provide this information prior to the Monitor’s issuance of its draft report. Since then, HR informed the Monitor that offers were mistakenly issued in the fall of 2023, during the transition from the CSC to HR of the administration of AFR’s February 2024 hiring process. A total of 397 applicants who had completed their FireTEAM entrance

exam but had not yet been interviewed were given conditional offers. This was earlier in the hiring process than was allowed by the CSC's Rules & Regulations. After realizing the mistake, HR, after collaborating with the CSC and AFR, decided to cap the number of applicants to be interviewed to the 200 applicants with the highest FireTEAM exam scores, and rescind the offers issued to the 197 applicants with lower FireTEAM scores. The other 8 offers were rescinded later in the hiring process, as a result of testing performed after the conditional offer stage. The Monitor notes that no AFR applicants were identified in the data as disqualified during AFR's interview process, JSA psychological testing, or medical/drug testing.  
(See Recommendation #D13)

- *Applicants Eliminated During Assessment Phase:* 5 applicants (including 1 BIPOC applicant) were eliminated from the hiring process and had an applicant status and last status of "Assessment" with a blank disposition reason. For purposes of the Monitor's analyses herein, the Monitor assumed such applicants dropped out of the hiring process.  
(See Recommendation #D10)
- *Failed to Contact:* The disposition reason for 19 applicants was identified as "Failed to Contact" at the offer stage, however the data is unclear as to what this means: the applicant failed to respond to a request to submit a personal history statement, or HR tried to contact the applicant but was unsuccessful in doing so. In either case, for purposes of the Monitor's analyses herein, the Monitor has assumed that such applicants dropped out of the hiring process.  
(See Recommendation #D10)

## B. MONITOR'S ANALYSES OF AFR'S 2024 HIRING CLASSES

After adjusting for the data issues described above, and in light of the caveats and limitations described in Section IX of this report, the Monitor's analyses of AFR's hiring classes comprise the following:

- Comparison of workforce demographics and diversity outcomes before/after AFR's 2024 hiring processes.
- Comparison of overall outcomes and adverse impacts from AFR's recruiting and hiring processes for 2024 compared to 2022.
- Analysis of AFR's 2024 hiring process outcomes by stage of elimination.
- Analysis of AFR's 2024 attrition rates.
- Analysis of adverse impacts by race and gender for each of the main stages in AFR's 2024 hiring processes.

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*WORKFORCE DIVERSITY OUTCOMES BEFORE/AFTER AFR'S 2024 HIRING PROCESSES*

The Consent Decree requires AFR to transform its recruiting and hiring processes in order to create a more diverse and qualified workforce. In order to assess the diversity of AFR's workforce and the diversity of its new recruits, the Monitor compared AFR's workforce demographics data for August 31, 2024 to AFR's workforce demographics data for December 31, 2023. The Monitor also assessed the diversity of AFR's 2024 recruits.<sup>66</sup> This type of analysis would be beneficial for AFR and the CSC to receive on an ongoing basis. (See Recommendation #D22 & #E12)

The Monitor found that AFR's 2024 recruits are **more** gender diverse but **less** racially diverse than AFR's existing sworn workforce as of December 31, 2023. More specifically, as shown in Table 24 below, after the elimination of 6 male recruits who were terminated in the days, weeks and months after the commencement of AFR's February 2024 academy,<sup>67</sup> there were 41 recruits who were hired by AFR. Of these, AFR's BIPOC<sup>68</sup> entry-level recruits in 2024 represented 17% of AFR's total entry-level recruits compared to 19% BIPOC sworn members in AFR's existing sworn workforce at the end of 2023.<sup>69</sup> In other words, new recruits for AFR's 2024 academies were 83% white, which is more than the 76% white members in AFR's sworn workforce at the end of 2023. As a result of AFR's hiring processes for 2024, coupled with departures to August 31, 2024, AFR's sworn workforce at the end of August 2024 was **less** racially diverse than AFR's sworn workforce at the end of the prior year, with 89 (18.9%) BIPOC and 362 (76.9%) white members at the end of August 2024, compared to 84 (19.3%) BIPOC and 332 (76.1%) white members at the end of 2023.<sup>70</sup> Workforce comparisons by race from December 31, 2023 to August 31, 2024 are also shown in Table 24 below, with proportionately less workforce members of a particular race highlighted in peach, primarily because there were no hires of applicants from these racial groups in 2024.

These results are disappointing as they indicate that AFR was unable to hire a more racially diverse workforce in 2024. The Monitor notes that [Census](#) data for July 1, 2023<sup>71</sup>, which is included in the

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<sup>66</sup> During this period, AFR hired a total of 41 new recruits for two academies that started on February 5 and August 19, 2024.

<sup>67</sup> The number of recruits who were terminated was based on information provided to the Monitor separately from data provided for AFR's applicants/recruits. Such information was inconsistent in the level of detail regarding identify why such recruits were terminated.

<sup>68</sup> The term BIPOC refers to people who self-identified as American Indian/Alaska Native, Asian, Black/African American, Hispanic/Latino, Native Hawaiian/Pacific Islander or Multiracial.

<sup>69</sup> Ethnicity and gender information for sworn personnel is based on APD's Affirmative Action Report as of December 31, 2023. Ethnicity and gender information for APD's 2024 academy hires was determined by the Monitor using the same methodology for consolidated reporting on race/ethnicity for people who self-identified as Hispanic or Latino as used for APD's Q4 2023 Affirmative Action Report.

<sup>70</sup> The Monitor extended the period for this comparison to August 31, which is 2 weeks after AFR's August academy began on August 19, 2024.

<sup>71</sup> This is the most recent census data available for the City of Aurora.

conclusion Section XI of this report, shows that AFR’s workforce demographics are much lower than the largest BIPOC groups in Aurora’s population: Hispanic/Latino (29.7%), Black/African American (16.6%) and Multiracial (13.3%). While AFR has made progress improving the gender diversity of its workforce, AFR has a long way to go in order to be reflective of the levels of racial diversity of the community that AFR serves, and AFR needs to do more to attract and recruit diverse applicants from these communities. (See Recommendation #B11)

Table 24 - AFR Workforce & Entry-Level Hires Diversity Outcomes Dec 31, 2023 to Aug 31, 2024

Race	DEC 31, 2023 WORKFORCE		2024 ENTRY-LEVEL HIRES		AUG 31, 2024 WORKFORCE	
	Number	Percent	Number	Percent	Number	Percent
American Indian/Alaska Native	2	0.5%		0.0%	2	0.4%
Asian	9	2.1%	2	4.9%	11	2.3%
Black/African American	15	3.4%		0.0%	15	3.2%
Hispanic/Latino	27	6.2%	5	12.2%	31	6.6%
Native Hawaiian/Pacific Islander	4	0.9%		0.0%	4	0.8%
Multiracial	27	6.2%		0.0%	26	5.5%
<b>TOTAL BIPOC</b>	<b>84</b>	<b>19.3%</b>	<b>7</b>	<b>17.1%</b>	<b>89</b>	<b>18.9%</b>
<b>White</b>	<b>332</b>	<b>76.1%</b>	<b>34</b>	<b>82.9%</b>	<b>362</b>	<b>76.9%</b>
Choose Not to Identify	20	4.6%		0.0%	20	4.2%
<b>TOTAL</b>	<b>436</b>	<b>100.0%</b>	<b>41</b>	<b>100.0%</b>	<b>471</b>	<b>100.0%</b>

Gender	DEC 31, 2023 WORKFORCE		2024 ENTRY-LEVEL HIRES		AUG 31, 2024 WORKFORCE	
	Number	Percent	Number	Percent	Number	Percent
Female	29	6.7%	6	14.6%	35	7.4%
<b>Male</b>	<b>407</b>	<b>93.3%</b>	<b>35</b>	<b>85.4%</b>	<b>436</b>	<b>92.6%</b>
<b>TOTAL</b>	<b>436</b>	<b>100.0%</b>	<b>41</b>	<b>100.0%</b>	<b>471</b>	<b>100.0%</b>

Notes:

- Workforce diversity is based on data provided from Workday.
- Academy recruits data is based on information provided from Workday, excluding terminations subsequent to start date of AFR’s February academy and prior to Aug 31, 2024.

Similar comparisons for gender, as shown in Table 24 above, show that the proportion of female recruits for AFR’s 2024 academies (14.6%) was **more** than double the proportion of females in AFR’s existing sworn workforce on December 31, 2023 (6.7%). In other words, there were proportionately less male recruits for AFR’s 2024 academies than in AFR’s sworn workforce at the end of 2023 (85.4% compared to 93.3%). As a result of AFR’s hiring processes for 2024, coupled with departures through August 31, 2024, AFR’s sworn workforce at the end of August was **more** gender diverse than AFR’s sworn workforce at the end of 2023, with 7.4% female and 92.6% male members at the end of August, compared to 6.7% female and 93.3% male members at the end of 2023.

The Monitor notes that AFR's efforts to date relating to creating a more diverse workforce have mainly focused on gender. While AFR's ability to hire a more gender diverse workforce represents progress, there is more to be done to enable AFR to recruit and hire a more racially diverse workforce. (See Recommendation #B11)

As regards the six men who were terminated from the 24 recruits hired for AFR's February 2024 academy, they represent 25% of the recruits hired for that academy.<sup>72</sup> Based on available data, the following is the breakdown of the timing of these terminations:

- 3 of these terminations were within a week of the start date
- 1 termination was 3 weeks after the start date
- 2 terminations were almost 4 months after the start date

Since the number of AFR academy seats is limited, and there was a long list of applicants to AFR's February 2024 academy, this warrants further review. (See Recommendation #C14)

The next section of this report assesses the overall outcomes from AFR's recruiting processes for 2024 compared to 2022. While the number of recruits in the workforce comparisons above (41) is based on the number of recruits who *concluded* AFR's academies (based on available data), for the remaining sections of this report relating to AFR's hiring analysis, the number of recruits (47) is based on those recruits who *started* AFR's academies.

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#### *SUMMARY OF AFR'S RECRUITING PROCESS OUTCOMES FOR 2024 COMPARED TO 2022*

In order to assess AFR's recruiting process outcomes, the Monitor compared the total number of entry-level applicants to APD's 2022 and 2024 academies, then compared the racial and gender diversity of such applicants.

As shown in Table 25 below, the number of applicants for AFR's 2024 academies compared to the number of applicants for AFR's 2022 academies did not change substantially; however, the percentage hired increased from 5.1% to 6.6%, resulting in 47 new recruits in 2024 compared to 36 in 2022.<sup>73</sup>

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<sup>72</sup> The Monitor did not receive any data regarding new recruit terminations between the start of AFR's August academy on August 19 and August 31, 2024.

<sup>73</sup> AFR data in the Monitor's November 2022 Hiring Report does not show the applicants by hiring class; and the data for AFR's 2024 academies is based on a single hiring process, so the Monitor aggregated this data by year rather than by hiring class.



Table 25 – AFR Applicants & Recruits for 2024 Compared to 2022

	Applicants	Hired	% Hired
Total 2022	707	36	5.1%
Total 2024	716	47	6.6%

As shown in Table 26 below, the racial and gender diversity of applicants to AFR’s academies remained unchanged for 2024 compared to AFR’s 2022 academies. This suggests more can be done to increase the diversity of applicants to AFR’s academies. Without more diverse applicants, it will be difficult for AFR to hire a more diverse workforce as mandated by the Consent Decree.

(See Recommendation #B2, #B3, #B10, #B11, #B12)

Table 26 - AFR Applicant Diversity 2024 v 2022

Race	2022		2024	
	Applicants	%	Applicants	%
American Indian/Alaska Native	3	0%	6	1%
Asian	14	2%	19	3%
Black/African American	41	6%	50	7%
Hispanic/Latino	126	18%	148	21%
Native Hawaiian/Pacific Islander	3	0%	8	1%
Multiracial	81	11%	45	6%
Other Not Listed Above	5	1%	-	0%
<b>TOTAL BIPOC</b>	<b>273</b>	<b>39%</b>	<b>276</b>	<b>39%</b>
<b>White</b>	<b>424</b>	<b>60%</b>	<b>434</b>	<b>61%</b>
Choose Not to Identify	10	1%	6	1%
<b>TOTAL</b>	<b>707</b>	<b>100%</b>	<b>716</b>	<b>100%</b>

Gender	2022		2024	
	Applicants	%	Applicants	%
Female	70	10%	67	9%
Non-Binary	1	0%	5	1%
<b>TOTAL Non-Male</b>	<b>71</b>	<b>10%</b>	<b>72</b>	<b>10%</b>
<b>Male</b>	<b>632</b>	<b>89%</b>	<b>641</b>	<b>90%</b>
Choose Not to Identify	4	1%	3	0%
<b>TOTAL</b>	<b>707</b>	<b>100%</b>	<b>716</b>	<b>100%</b>

*SUMMARY OF AFR’S HIRING PROCESS OUTCOMES FOR 2024 COMPARED TO 2022*

Another way to measure the ultimate success of AFR’s recruiting efforts is to assess the racial and gender diversity of applicants who were hired compared to the racial and gender diversity of AFR’s applicants. As summarized in Table 27 below, AFR hired more white applicants (76.6% v 75%) and more female applicants (12.8% v 11.1%) for its 2024 academies than were hired for AFR’s 2022 academies on both an absolute and percentage basis. Put another way, 11 of AFR’s

276 BIPOC applicants (representing 23.4% of the total number of applicants hired) were hired in 2024, compared to 9 of AFR’s 273 BIPOC applicants in 2022 (or 25% of the total number of applicants hired); and 6 of AFR’s 67 female applicants were hired in 2024 compared to 4 female hires in 2022 of AFR’s 70 female applicants. However, none of the 103 applicants to AFR’s 2024 academies who self-identified as Black/African American (50), Native Hawaiian/Pacific Islander (8) or Multiracial (45) were hired.

*Table 27 - AFR Applicant & New Recruit Demographics for 2022 and 2024*

Race	2022 HIRING PROCESS			2024 HIRING PROCESS		
	Applicants	Hired	Hired Race %	Applicants	Hired	Hired Race %
American Indian/Alaska Native	3		0.0%	6	1	2.1%
Asian	14		0.0%	19	2	4.3%
Black/African American	41		0.0%	50		0.0%
Hispanic/Latino	126	4	11.1%	148	8	17.0%
Native Hawaiian/Pacific Islander	3		0.0%	8		0.0%
Multiracial	81	4	11.1%	45		0.0%
Other Not Listed Above	5	1	2.8%	-	-	0.0%
<b>TOTAL BIPOC</b>	<b>273</b>	<b>9</b>	<b>25.0%</b>	<b>276</b>	<b>11</b>	<b>23.4%</b>
<b>White</b>	<b>424</b>	<b>27</b>	<b>75.0%</b>	<b>434</b>	<b>36</b>	<b>76.6%</b>
Choose Not to Identify	10		0.0%	6		0.0%
<b>TOTAL</b>	<b>707</b>	<b>36</b>	<b>100.0%</b>	<b>716</b>	<b>47</b>	<b>100.0%</b>

Gender	2022 HIRING PROCESS			2024 HIRING PROCESS		
	Applicants	Hired	Hired Gender %	Applicants	Hired	Hired Gender %
Female	70	4	11.1%	67	6	12.8%
Non-Binary	1		0.0%	5	-	0.0%
<b>TOTAL Non-Male</b>	<b>71</b>	<b>4</b>	<b>11.1%</b>	<b>72</b>	<b>6</b>	<b>12.8%</b>
<b>Male</b>	<b>632</b>	<b>32</b>	<b>88.9%</b>	<b>641</b>	<b>41</b>	<b>87.2%</b>
Choose Not to Identify	4		0.0%	3		0.0%
<b>TOTAL</b>	<b>707</b>	<b>36</b>	<b>100.0%</b>	<b>716</b>	<b>47</b>	<b>100.0%</b>

While Table 27 above demonstrates less racial diversity and more gender diversity in AFR’s 2024 hiring process than in AFR’s 2022 hiring process, it does not provide insight into the proportion hired of each race and gender compared to the number of applicants for AFR’s academies and whether there were any adverse impacts to any particular races or genders. Such data is important for AFR to understand its efforts to attract and retain a more diverse and qualified workforce as mandated by the CD and whether any adverse impacts need to be addressed in order to attain such goals.

Table 28 below therefore shows the proportion of each group of BIPOC applicants for AFR’s 2022 and 2024 hiring processes compared to the proportion of white applicants. The table below is similar to the table above, but it now includes shading to depict adverse impacts. In summary,

the proportion of BIPOC applicants hired was less than the proportion of white applicants hired for AFR’s 2022 and 2024 hiring processes. This table also shows that the hire rate of BIPOC new hires increased from 2022 to 2024. In addition, the table below shows that while the proportion of applicants who self-identified as American Indian/Alaska Native, Asian and Hispanic/Latino increased from 2022 to 2024, there was an adverse impact to Hispanic/Latino applicants in both 2022 and 2024 as depicted by the red shading for the 2022 and 2024 hire rates of 3.2% and 5.4% compared to white applicant hire rates in 2022 and 2024 of 6.4% and 8.3%, respectively.

Table 28 - AFR Adverse Impact Summary by Race & Gender 2024 v 2022

IMPACT BY RACE:		2022 HIRING PROCESS			2024 HIRING PROCESS		
Race	Applicants	Hired	Hire Rate	Applicants	Hired	Hire Rate	
American Indian/Alaska Native	3		0.0%	6	1	16.7%	
Asian	14		0.0%	19	2	10.5%	
Black/African American	41		0.0%	50		0.0%	
Hispanic/Latino	126	4	3.2%	148	8	5.4%	
Native Hawaiian/Pacific Islander	3		0.0%	8		0.0%	
Multiracial	81	4	4.9%	45		0.0%	
Other Not Listed Above	5	1	20.0%	-	-	na	
<b>TOTAL BIPOC</b>	<b>273</b>	<b>9</b>	<b>3.3%</b>	<b>276</b>	<b>11</b>	<b>4.0%</b>	
<b>White</b>	<b>424</b>	<b>27</b>	<b>6.4%</b>	<b>434</b>	<b>36</b>	<b>8.3%</b>	
Choose Not to Identify	10		0.0%	6		0.0%	
<b>TOTAL</b>	<b>707</b>	<b>36</b>	<b>5.1%</b>	<b>716</b>	<b>47</b>	<b>6.6%</b>	

IMPACT BY GENDER:		2022 HIRING PROCESS			2024 HIRING PROCESS		
Gender	Applicants	Hired	Hire Rate	Applicants	Hired	Hire Rate	
Female	70	4	5.7%	67	6	9.0%	
Non-Binary	1		0.0%	5		0.0%	
<b>TOTAL Non-Male</b>	<b>71</b>	<b>4</b>	<b>5.6%</b>	<b>72</b>	<b>6</b>	<b>8.3%</b>	
<b>Male</b>	<b>632</b>	<b>32</b>	<b>5.1%</b>	<b>641</b>	<b>41</b>	<b>6.4%</b>	
Choose Not to Identify	4		0.0%	3		0.0%	
<b>TOTAL</b>	<b>707</b>	<b>36</b>	<b>5.1%</b>	<b>716</b>	<b>47</b>	<b>6.6%</b>	

Notes:

- Since 2023 was a transitional year, the Monitor's focus for AFR is on AFR's hiring process outcomes for AFR's two most recent hiring processes in 2024, compared to AFR's 2022 hiring process outcomes. AFR's 2022 data is based on information presented in Appendix I to the Monitor's November 2022 Hiring Report.
- Percentages with red shading have a hire rate for this protected group that is <80% of the hire rate for the non-protected group (white or male). This is generally regarded as an adverse impact; 0% hire rate has highest adverse impact.

Looking at Table 28 above as it relates to gender diversity, the proportion of female and non-binary applicants hired for AFR’s 2022 and 2024 hiring processes were both higher than the proportion of male applicants hired for AFR’s 2022 and 2024 hiring processes. This is a strong result, and shows that AFR has been successful in hiring proportionately more females into its workforce. The above table also shows that the proportion of female and non-binary hires

increased from 2022 to 2024; however, there were no non-binary new hires or new hires who chose not to identify their gender for 2022 or 2024.

Comparing the information in Table 12 for APD above with similar information in Table 28 for AFR above reveals that the percentage of females hired by AFR is more than the percentage of females hired by APD, which suggests APD could learn from AFR’s recruiting processes as it relates to attracting and retaining female applicants. (See Recommendation #B11)

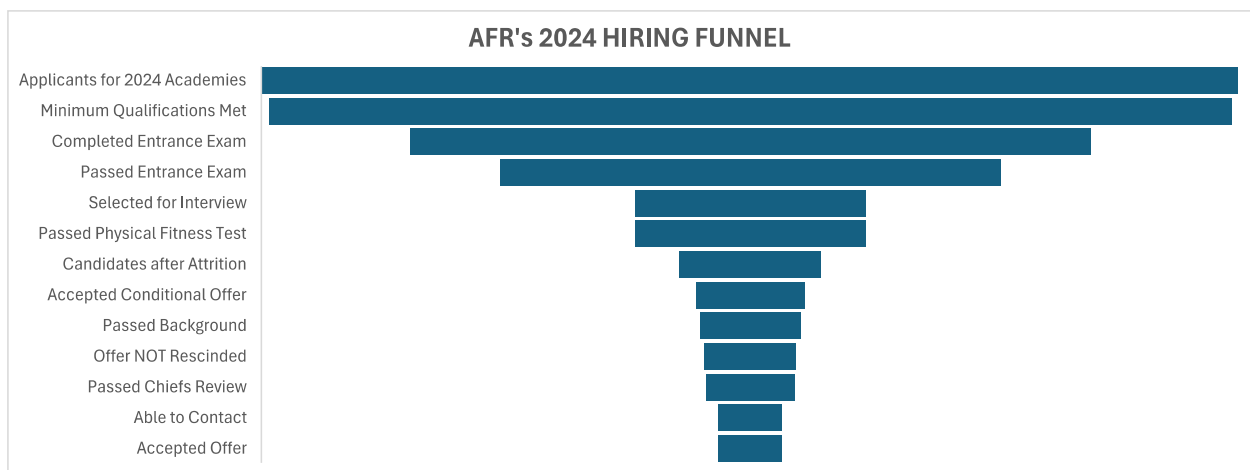
In light of the above overall adverse impact findings by year, the next step in assessing AFR’s hiring process outcomes involves comparing the number of applicants eliminated for each stage of AFR’s 2022 and 2024 hiring processes for AFR applicants overall (initially in a hiring funnel), and by race/gender for AFR’s most recent hiring processes for 2024.

*AFR’S 2024 HIRING PROCESS OUTCOMES BY STAGE OF ELIMINATION*

The hiring processes for AFR’s academies should be able to be illustrated in a hiring funnel, which shows the hiring process steps, and the number of applicants remaining in the hiring process after each hiring process step. Since attrition occurred at various stages in the assessment process, and the data captured by HR for AFR’s 2024 hiring process does not identify the specific steps at which such attrition occurred, it is not possible to create a hiring funnel with any degree of precision for each step in the hiring process. Chart 29 below is therefore *illustrative* of AFR’s 2024 hiring funnel, without showing the specific number of applicants at each hiring process step. Although the highest levels of attrition occurred before AFR’s FireTEAM entrance exam, attrition at other stages in the hiring process is grouped based on the way the data is captured in Workday, without identifying the specific stage at which such attrition occurred.

(See Recommendation #B4, #D10 and #D13)

*Chart 29 - AFR 2024 Hiring Funnel (for Illustration Purposes)*



While the above hiring funnel is useful to illustrate the hiring process steps for one year of hiring, it is difficult to use a hiring funnel to compare the outcomes from the hiring processes in 2024 to 2022. Table 30 below therefore compares AFR’s 2022 and 2024 hiring processes by stage of elimination. Red shading is used to depict the 3 stages of the hiring process that resulted in the highest proportion of applicants eliminated for each year.

Table 30 - AFR Outcome Comparison 2022 & 2024

Outcome	2022 Applicants	%	2024 Applicants	%
Failed Minimum Qualifications	81	11.5%	10	1.4%
FrontLine Exam Attrition	268	37.9%	206	28.8%
Failed FrontLine Exam	6	0.8%	132	18.4%
Offer Rescinded Prior to Interview			197	27.5%
Failed Fitness Test		0.0%	1	0.1%
Declined Conditional Offer	4	0.6%	25	3.5%
Failed to Submit Docs for PHS	165	23.3%		0.0%
DQ Background	29	4.1%	5	0.7%
Attrition During Testing	100	14.1%	83	11.6%
JSA Unsuitable	8	1.1%		0.0%
Failed Chiefs Review		0.0%	1	0.1%
Offer Rescinded at Offer Stage			8	1.1%
Declined/Deferred Final Offer	10	1.4%	1	0.1%
Hired	36	5.1%	47	6.6%
<b>TOTAL</b>	<b>707</b>	<b>100.0%</b>	<b>716</b>	<b>100.0%</b>

As shown in Table 30 above:

- Similar to APD, there was a high level of attrition at various stages in the hiring process, with the highest level of attrition for AFR’s FireTEAM exam (at 37.9% for 2022 and 28.8% for 2024). This suggests that communications to applicants about the FireTEAM exam may not be optimally effective and/or that other techniques to help applicants beyond submitting their application may be warranted. (See Recommendation #B4)
- The proportion of applicants who failed AFR’s FireTEAM exam was higher for 2024 (at 18.4%) than for 2022 (at 0.8%). For AFR’s 2024 hiring process, AFR provided a brief video to familiarize applicants with the testing process, rather than providing a test preparation course and practice questions to help participants prepare for the FireTEAM entrance exam. (See Recommendation #B5)
- Offers were erroneously issued and then rescinded prior to the interview stage for 197 applicants (27.5% of the total number of applicants) to AFR’s 2024 hiring process as described in Section VII.A above.

- 165 applicants (23.3%) failed to submit supplemental documents required for the background testing phase for 2022, but none were identified in AFR’s 2024 data as failing to submit documents. This suggests that HR includes applicants who failed to submit documents in data relating to attrition during testing or in the offer rescinded category, or there was a dramatic improvement in the communications provided to applicants regarding the documents needed for the background investigation stage. (See Recommendation #B9, #D10 & #E2)

*AFR’S ATTRITION RATES FOR 2022 & 2024*

In light of the high levels of attrition in AFR’s 2024 hiring process as described above, this warranted further examination.

Of note, as shown in Table 31 below, 315 of AFR’s 2024 applicants (representing 44% of AFR’s applicants to its 2024 hiring processes) withdrew, were unresponsive or were no-shows, failed to schedule a test, declined an offer or were eliminated for an unknown reason. The highest level of attrition occurred during the assessment stage with applicants who failed to schedule and/or take AFR’s FireTEAM entrance exam. Other attrition occurred during the assessment phase, however the data in Workday does not identify which stages in the process resulted in withdrawals or failure to complete the relevant test. The attrition rates below suggest efforts to keep applicants engaged during the hiring process are warranted. (See Recommendation #B4, #B5 & #C2)

*Table 31 - Attrition Rates for AFR's 2024 Hiring Processes*

	Feb & Aug 2024	Attrition % by Stage
<i>Assessment Processes</i>		
Failed to Schedule and/or take FireTEAM Exam	206	28.8%
No Show any Portion of Testing	41	5.7%
Withdrew from Assessment Process	18	2.5%
<i>Conditional/Final Offer</i>		
Failed to Contact after Offer	19	2.7%
Declined Conditional Offer	25	3.5%
Declined Final Offer	1	0.1%
<i>Unknown Status</i>	5	0.7%
<b>Total Attrition</b>	<b>315</b>	<b>44.0%</b>
<b>Number of Entry-Level Applicants</b>	<b>716</b>	<b>100.0%</b>

*AFR'S 2024 DIVERSITY OUTCOMES AND ADVERSE IMPACT ANALYSIS BY STAGE OF ELIMINATION*

Table 32 below is an analysis of the diversity outcomes and adverse impact by stage of elimination for each of AFR’s hiring stages in roughly the same order as the hiring funnel above, but with attrition combined as that is analyzed separately. In addition, the one Asian male applicant who failed the physical fitness test is combined for purposes of the table below with the one white female who failed the Chiefs Review.

*Table 32 - AFR 2024 Adverse Impact Analysis by Stage of Elimination*

Demographics Categories	Applicants		ASSESSMENT STAGES										Recruits Selected for Academy	
			Failed MQ in Application Review	Offer Rescinded Before Interviews	Attrition (Stage Not ID'd)	Failed FireTEAM Exam	DQ Fitness & Chiefs Review	DQ Background Investigation	Offer Rescinded (Reason Not ID'd)	Declined Offer				
American Indian/Alaska Native	6	0.8%		2 33.3%	1 16.7%	2 33.3%								1 16.7%
Asian	19	2.7%		6 31.6%	5 26.3%	2 10.5%	1 5.3%	1 5.3%				2 10.5%		2 10.5%
Black/African American	50	7.0%	1 2.0%	5 10.0%	29 58.0%	14 28.0%				1 2.0%				0.0%
Hispanic/Latino	148	20.7%	4 2.7%	36 24.3%	63 42.6%	28 18.9%			2 1.4%	2 1.4%	5 3.4%	8 5.4%		
Native Hawaiian/Pacific Islander	8	1.1%		1 12.5%	6 75.0%	1 12.5%								0.0%
Multiracial	45	6.3%	2 4.4%	10 22.2%	21 46.7%	10 22.2%				1 2.2%	1 2.2%			0.0%
<b>TOTAL Self-Identified as BIPOC</b>	<b>276</b>	<b>38.5%</b>	<b>7 2.5%</b>	<b>60 21.7%</b>	<b>125 45.3%</b>	<b>57 20.7%</b>	<b>1 0.4%</b>	<b>4 1.4%</b>	<b>3 1.1%</b>	<b>8 2.9%</b>	<b>11 4.0%</b>			
<b>White</b>	<b>434</b>	<b>60.6%</b>	<b>2 0.5%</b>	<b>135 31.1%</b>	<b>162 37.3%</b>	<b>74 17.1%</b>	<b>1 0.2%</b>	<b>1 0.2%</b>	<b>5 1.2%</b>	<b>18 4.1%</b>	<b>36 8.3%</b>			
Choose Not to Identify	6	0.8%	1 16.7%	2 33.3%	2 33.3%	1 16.7%								0.0%
<b>TOTAL</b>	<b>716</b>	<b>100.0%</b>	<b>10 1.4%</b>	<b>197 27.5%</b>	<b>289 40.4%</b>	<b>132 18.4%</b>	<b>2 0.3%</b>	<b>5 0.7%</b>	<b>8 1.1%</b>	<b>26 3.6%</b>	<b>47 6.6%</b>			

Female	67	9.4%	1 1.5%	17 25.4%	23 34.3%	14 20.9%	1 1.5%	1 1.5%	1 1.5%	3 4.5%	6 9.0%			
Nonbinary	5	0.7%	1 20.0%	1 20.0%	2 40.0%	1 20.0%								0.0%
<b>TOTAL Non-Male</b>	<b>72</b>	<b>10.1%</b>	<b>2 2.8%</b>	<b>18 25.0%</b>	<b>25 34.7%</b>	<b>15 20.8%</b>	<b>1 1.4%</b>	<b>1 1.4%</b>	<b>1 1.4%</b>	<b>3 4.2%</b>	<b>6 8.3%</b>			
<b>Male</b>	<b>641</b>	<b>89.5%</b>	<b>8 1.2%</b>	<b>178 27.8%</b>	<b>263 41.0%</b>	<b>116 18.1%</b>	<b>1 0.2%</b>	<b>4 0.6%</b>	<b>7 1.1%</b>	<b>23 3.6%</b>	<b>41 6.4%</b>			
Choose Not to Identify	3	0.4%		1 33.3%	1 33.3%	1 33.3%								0.0%
<b>TOTAL</b>	<b>716</b>	<b>100.0%</b>	<b>10 1.4%</b>	<b>197 27.5%</b>	<b>289 40.4%</b>	<b>132 18.4%</b>	<b>2 0.3%</b>	<b>5 0.7%</b>	<b>8 1.1%</b>	<b>26 3.6%</b>	<b>47 6.6%</b>			

Notes:

Percentages with red shading have a de-selection rate for this protected group that is >25% higher than de-selection rate for the non-protected group (white or male). Mathematically, this is equivalent to 1 ÷ 0.8, which is the inverse of the adverse impact hire rate.

The above Table 32 shows:

- A higher proportion of BIPOC applicants (than white applicants), and a higher proportion of non-binary applicants (than male applicants) didn’t meet AFR’s minimum requirements relating to felony convictions, minimum education and/or valid driver’s license. Since these are minimum qualification requirements and the number of applicants who were eliminated at this stage in the process was so small, the Monitor does not believe the adverse impact otherwise indicated by the data needs to be further assessed.
- Offers were rescinded for 197 applicants (27.5% of the total applicant pool), prior to the oral interview process as described in Section VII.A of this report. Although 60 BIPOC applicants and 18 female/non-binary applicants were eliminated from the hiring process in this manner, there is no indication of adverse impact to such applicants compared to white applicants or male applicants, respectively.



- A higher proportion of Black/African American, Native Hawaiian/Other Pacific Islander, and Multiracial applicants, than white applicants, dropped out of AFR's 2024 hiring processes. While AFR did not have data to enable proactive engagement with applicants during its 2024 hiring processes, the level of attrition for certain races suggests further investigation and remediation may be warranted. (See Recommendation #B4, #B5 & #C2)
- A higher proportion of American Indian/Alaska Native, Black/African American, and Multiracial applicants, than white applicants, failed AFR's written entrance exam which tests the applicants' Reading and Writing skills, and also tests how applicants would handle certain situations in the Human Relations and PSSA sections of the exam. In light of the adverse impact scores for such BIPOC applicants this suggests further investigation and remediation may be warranted.<sup>74</sup> It also supports exploring the idea of allowing applicants to select their preferred language for the JSA. (See Recommendation #C3, #D8, #E7 & #E9)
- Only 1 applicant, an Asian male, failed AFR's physical fitness test. Only 1 applicant, a White female, was disqualified during the Chiefs review. Both are insufficient sample sizes to warrant further investigation.
- 5 applicants were disqualified during AFR's background investigation stage of whom 4 were BIPOC. This suggests further investigation and remediation may be warranted.
- Offers were rescinded to 8 applicants at the offer stage. Although the data maintained by HR did not identify why these 8 offers were rescinded,<sup>75</sup> there is no indication of adverse impact to such applicants.
- 26 applicants declined AFR's conditional or final offer, with 2 Asians declining at a disproportionately higher rate than white (and other) applicants. This is probably too small a sample size to warrant further investigation.

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<sup>74</sup> APD faced a similar issue and eliminated the PSSA portion of the testing process. See Section III.D above.

<sup>75</sup> Offers could be rescinded because of failed interviews, failed JSA psychological tests, failed medical/drug screening tests, or elimination during the Chiefs Review.

## VIII. RECOMMENDATIONS FOR FURTHER IMPROVEMENT

Below are the Monitor’s recommendations to further improve the fairness, integrity, effectiveness and transparency of APD’s and AFR’s hiring processes as relevant to each of the following aspects of such processes.<sup>76</sup> For context, as described in Section III above, HR took over the administration and management of APD’s and AFR’s hiring processes less than 18 months ago. As a result, many of the Monitor’s recommendations below relate to improving the processes managed by HR. The Monitor would be pleased to provide further assistance, if requested, to collaborate with and assist HR, APD/AFR and the CSC in the implementation of these recommendations.

- A. HR’s hiring process administrative responsibilities.
- B. APD’s and AFR’s recruiting process.
- C. APD’s and AFR’s hiring process.
- D. Data collection, analysis and reporting.
- E. CSC’s Rules & Regulations which codify APD’s and AFR’s hiring processes and the roles and responsibilities of each agency (the CSC, HR, APD and AFR) related thereto.

The recommendations presented in each section below are generally in chronological order to align with the steps involved in APD’s and AFR’s recruiting and hiring processes and the steps relating to HR’s administration, data collection, analysis and reporting responsibilities. These recommendations are mostly data-driven. The Monitor has also included hyperlinked cross-references for process-oriented changes that the Monitor recommends be codified in the CSC’s Rules & Regulations as listed in Section VIII.E below.

These recommendations are all hyperlinked within the body of this report so the reader can connect the relevant finding to each recommendation. For reference purposes, each recommendation number can be found in the body of this report by searching on the code used for each recommendation, for instance #A3, #B6, #C2, #D4, #E10, with the letter referring to the section and the number referring to the specific recommendation.

### A. RECOMMENDATIONS REGARDING HR’S ROLE IN THE HIRING PROCESS

In light of HR’s role facilitating, coordinating and guiding each stage of the hiring process, as well as overseeing the background investigation process as described in Section III.D above, the Monitor recommends the following:

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<sup>76</sup> The Monitor’s recommendations in each section are numbered for ease of reference via hyperlinks.

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**COLLABORATION & PARTNERSHIP**

1. *Regular Hiring Operations Meetings:* In light of the extent of issues and recommendations identified herein, and in the spirit of continuous improvement, HR should implement regular separate client meetings with APD and with AFR, in order to clarify roles and responsibilities, confirm whether goals and expectations are being met, to work through the recommendations contained herein, and to otherwise discuss and obtain input regarding any “out of process” hiring practices, as well as any other operational or process issues that need to be addressed and improved upon. This should enable HR to develop a more collaborative approach and improve its working relationships with APD/AFR, and would give APD/AFR the ability to oversee and have input into HR’s administration of their respective hiring processes. Such meetings could initially occur every week or two, and ultimately shift to less frequency, depending on each agency’s needs and the extent and nature of issues to be discussed. In October 2024, shortly before this report was issued in draft form, such meetings commenced every two weeks between HR and APD, and the CSC joined such meetings starting in November 2024. Similar meetings also commenced with AFR. While these meetings are a good start, they need to continue; and more work needs to be done to clearly set the parameters for such meetings and how HR will work with APD, AFR and the CSC.

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**HIRING PROCESS DESCRIPTIONS & STANDARDS**

2. *Update Hiring Process Flowchart Regarding Responsibilities and Related CSC Rules & Regulations:* Certain elements of the hiring process flowchart included in the CSC’s Rules & Regulations are not operating in the manner depicted in that flowchart as some roles and responsibilities were not clearly defined and HR stepped in to fill various administrative roles and provide support to address various gaps. HR should collaborate with the CSC, APD and AFR to update/clarify which steps in the hiring process flowchart should continue to be the responsibility of the CSC (denoted in yellow in the flowchart in Section III above and in Appendix B), and which of those steps are more appropriate for the CSC to delegate to HR, and to update/clarify which steps should be the responsibility of APD/AFR. In addition, HR should collaborate with APD/AFR regarding Department responsibilities to confirm when mentors should be assigned to applicants, and the order of the hiring process vis-à-vis preliminary file reviews. If any changes are made as a result of this review, the corresponding APD and AFR hiring process flowcharts on websites and the relevant CSC Rules & Regulations should similarly be updated.
3. *Update Hiring Process Flowcharts Regarding Oral Interview Responsibilities:* Similar to Recommendation #A2 above, HR and the CSC should also collaborate with APD and AFR to confirm which entity or entities is/are responsible for observing or assessing applicants during the oral interview process. The diagram shows oral interviews are a joint responsibility

(denoted in green in the flowchart in Section III above and in Appendix B), however CSC and HR members are not currently *required* to attend, observe or participate in the interview process, so the statement that this is a joint responsibility is incorrect. In practice, HR has been attending interviews as an observer, and one CSC Commissioner has occasionally participated as an interview assessor. If any changes are made as a result of this review, the corresponding APD and AFR hiring process flowcharts on websites and the relevant CSC Rules & Regulations should similarly be updated to clarify which entity has responsibility to assess applicants, and which entity or entities have responsibility to oversee/observe. (See Recommendation #E4)

4. *Hiring Process Manual*: The most recent hiring process manual for APD's and AFR's hiring processes are contained in "Hiring Guidelines" dated September 10, 2020, which is significantly outdated as the hiring processes have dramatically changed since 2020. While the hiring process flowchart included in this report and the CSC's Rules & Regulations, and the text therein describe the general framework for elements that the CSC has oversight of, a manual that describes the standards for every step of the hiring process along with timelines, expectations, roles and responsibilities for all stakeholders would help to ensure consistency in their application, and would also help to ensure all stakeholders are aware of and in agreement regarding how each step should be conducted. HR should collaborate and partner with APD/AFR and CSC staff in developing this document, which should be consistent with the CSC's Rules & Regulations (either the current version, or a future, soon-to-be approved version), then reviewed and approved by the respective agencies. If roles and responsibilities in the updated Hiring Process Manual differ from the CSC's Rules & Regulations, any differences will need to be agreed among the parties, or the process will need to be reworked. The Monitor understands that HR has been working on this document, and intends to collaborate with APD and AFR in order to complete it in 2025.

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#### BACKGROUND INVESTIGATION STANDARDS

5. *Background Investigations Step-by-Step Process*: This document was last updated January 3, 2017 and is also significantly outdated. It should also be updated by HR in collaboration and partnership with APD/AFR and CSC staff, then reviewed and approved by the respective agencies. The content of this document should also include standards relating to reporting, and the type of information that would be relevant for the Chiefs Review. The Monitor understands that HR has been working on this document, which will be housed in a Public Safety Manual in 2025.

#### B. RECRUITING PROCESS RECOMMENDATIONS

Based on the Monitor's review of APD's and AFR's recruiting processes as described in Section III above, as well as the outcomes from APD's and AFR's hiring processes as analyzed and reported

in Sections VI.B and VII.B, respectively, the Monitor has 14 recommendations to improve the effectiveness of both APD's and AFR's recruiting processes as described below:

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#### APPLICANT COMMUNICATIONS

1. *Recruiting Websites & Other Communications Regarding Minimum Qualifications & Automatic Disqualifiers:* APD's [website](#) and AFR's [website](#) should be updated to identify the 5 minimum qualifications and 4 automatic grounds for disqualification listed in the CSC's Rules & Regulations and any future updates thereto. Further, APD/AFR should petition the CSC to change its Rules & Regulations to align with the minimum qualifications/automatic disqualifiers that can be readily assessed in the hiring application screening process. In addition, job postings should provide a link directly to the minimum qualifications and automatic disqualifiers section of the CSC's Rules & Regulations, rather than a link to the [website](#) containing such rules and regulations, and the job posting should direct applicants to review the minimum qualifications and automatic disqualifiers before applying in order to confirm whether they will be eligible for a role with APD/AFR.
2. *Other Improvements to APD's & AFR's Recruiting Websites:* APD and AFR's recruiting plans both indicate a goal to hire diverse candidates, but their respective recruiting websites (APD's [website](#), and AFR's [website](#)) and job postings do not describe their goals or values with respect to fairness, diversity, equity and inclusion. APD and AFR should include such goals/values on their respective websites, job postings and other external and internal documents to reinforce and strengthen their culture and enhance their ability to attract and retain a diverse workforce. A well-designed and maintained website is important for candidate engagement and retention throughout the hiring process, with links to guides to help applicants prepare for APD's and AFR's hiring process and ultimately for a career with APD or AFR, including at least APD's Pre-Academy Fitness Guide (included as Appendix F to this report), and the CPAT [manual](#) that is available on the International Association of Firefighters website, but is not referenced or accessible through AFR's recruiting website. APD's recruiting website should also contain links to enable applicants to take APD's FrontLine exam; AFR's recruiting website already contains such a link, and includes a link to register and take the CPAT test, but the CPAT materials on NTN's website are not as inclusive as the CPAT Manual produced by the International Association of Firefighters.
3. *Recruiting Plans:* AFR's [Recruiting Plan](#) is readily accessible on AFR's recruiting [website](#), but APD's is not. APD's Recruiting Plan (included as Appendix C to this report) should similarly be accessible for potential applicants as it conveys information that would be useful in attracting top talent. AFR's Recruiting Plan (included as Appendix D to this report), however, includes content that is outdated and inconsistent with AFR's current recruiting and hiring processes, so it should be refreshed. In addition, AFR's Recruiting Plan should include statements about

AFR's drivers or beliefs relating to diversity, equity and inclusion, as these are important statements that would be relevant for diverse potential applicants to see. Goals and strategies would also be useful to include in AFR's Recruiting Plan, leveraging the best elements of APD's Recruiting Plan.

4. *Improving Entrance Exam Completion Rates:* The data for APD's and AFR's hiring processes show that the highest levels of attrition in APD's and AFR's hiring processes occurred regarding their respective NTN entrance exams (FrontLine for APD, and FireTEAM for AFR). This is the biggest opportunity for improvement in the size of APD's and AFR's applicant pools. While APD has offered to pay the \$65 entry-fee for the exam, and the updated job posting for APD's Hiring Group C includes a statement relative to that offer,<sup>77</sup> APD's job posting and recruiting website no longer include a link to access the NTN test site (although the link is included in the previous iteration of APD's Hiring Group C job posting, a copy of which is included as Appendix E to this report). Further, the deadline for completion of APD's FrontLine exam for APD's Hiring Group C was the same as the deadline for applying to join APD's workforce due to compressed timeframes for that application process.<sup>78</sup>

APD should consider using a consistent FrontLine exam deadline that allows applicants sufficient time to complete the exam after submitting their application, perhaps 2-3 weeks. In addition, both APD and AFR should work with HR to develop suitable automated communications that are sent from Workday to all applicants upon receipt of their application, to let them know about the upcoming deadline for the NTN exam, and to provide them with a [link](#) to access exam preparation training and practice exams to prepare for the exam, with an offer to pay for the exam preparation course, if only for successful applicants, and a simple method to do so. If a 2-3 week lead-time is not possible, this communication should also include a statement enabling applicants to request an extension to take the exam prior to the next hiring group, if required. (See Recommendation #B5 & #D26)

5. *Entrance Exam Preparation:* In light of the high number and percentage of applicants who failed APD's and AFR's written entrance exams, APD and AFR's recruiting team should strongly consider improving their exam preparation process and related communications, by providing training on how to prepare for the exam, or by directing applicants to one or more online exam preparation websites and practice tests and offering to pay for their exam preparation

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<sup>77</sup> "Contact the Aurora PD Recruiting Team at [apdrecruiting4@auroragov.org](mailto:apdrecruiting4@auroragov.org) to receive a one-time paid voucher for the NTN FrontLine Exam fee. Please be advised that test scores paid through an Aurora Police Department NTN Voucher will ONLY be valid for the Aurora Police Department's hiring process. Applicants can still pay for their own testing fee through NTN should they want the ability to send their test scores to other departments."

<sup>78</sup> AFR's 2025 entry level firefighter job posting includes an application deadline of December 9, 2024, and a FireTEAM exam deadline of December 23, 2024.



course if required, if only for successful candidates. This goes beyond APD's and AFR's current practice of showing a brief video on the testing process, providing entrance exam testing tips and encouraging applicants to take the practice test.

6. *Proactive and Inclusive Applicant Mentorship/Communications:* HR should provide APD and AFR with reliable real-time reporting or data to enable APD and AFR to increase their applicant mentorship/communications process with all applicants in order to improve engagement, minimize attrition and maximize the likelihood of applicants successfully completing their respective hiring processes. While APD has continued its efforts to engage with applicants where possible, based on workarounds tied to physical fitness and JSA testing data, the lack of reliable data from HR has resulted in multiple or missed contacts. In addition, HR has recently commenced providing real-time reporting to APD and AFR to facilitate this process. Of course, maintaining regular contact with hundreds of candidates is a tall task, especially for modestly sized recruitment teams. Accordingly, APD and AFR should collaborate with HR regarding the type and content of communications that can be issued automatically from Workday to applicants soon after their application is submitted, with links to enable them to complete the relevant NTN entrance exam (FrontLine for APD applicants and FireTEAM for AFR applicants). APD/AFR should also collaborate with HR to identify strategic touchpoints in the hiring process that would be beneficial for direct mentorship efforts from APD/AFR, and which stages of the hiring process could benefit from the use of automated communications managed by HR. APD and AFR should also review and approve the content and application of all automated communications with applicants. (See Recommendation #D26)
7. *Applicants Should be Well-Informed Regarding the Automatic Disqualifiers Regarding Significant Driving Convictions:* Applicants should be well-informed about the City's risk management requirements relating to significant driving convictions, in job postings on City sites and on NTN's testing site. This aligns with the goal of improved transparency in the recruitment process, in particular because such disqualifications often arise in the background investigation phase, after several other tests have been performed. A suitable question should also be included in APD's/AFR's job application and personal history templates, with information explaining the type of driving convictions that will disqualify them for three years. (See Recommendation #E1)
8. *Applicants Should Also be Well-Informed Regarding the City's Drug-Free Workplace Requirements and Implications to their Eligibility:* Since it is legal to use marijuana in the state of Colorado, applicants should be well-informed about the implications of the City's drug free workplace and pre-employment drug testing requirements, and all websites should be consistent with such information, including job postings on City sites and on NTN's testing site. This also aligns with the goal of improved transparency in the recruitment process, in particular because it can take several days to more than a month for a marijuana user to pass



a drug test, depending on the frequency of use. More specifically, job postings and websites describing the automatic disqualifiers and pre-screening testing requirements should include information about the city's policy in a prominent/logical place for such information, and applicants should be informed about the length of time that cannabis remains in a marijuana user's body so applicants are aware of how their drug use will affect their drug test.

(See Recommendation #E8)

9. *Documents Required for Personal History Statement Submissions:* In light of the extent of entry-level applicants who failed to submit the documents required for APD's 2022 and 2023 hiring processes and for AFR's 2022 hiring process, even though none were identified in APD's and AFR's data for their 2024 hiring processes, it would be useful to provide applicants with a list of the documents they will need to submit with their personal history statement long before they are facing a deadline to do so. While such a list is included within the personal history statement template, and some of this information is contained in the CSC's Rules & Regulations relating to minimum qualifications, a complete list, that's easily accessible on APD's and AFR's recruiting websites would also make it easier for applicants to confirm they have the documents required before submitting their initial application. The link to this list could also be referenced in APD's/AFR's applicant mentorship communications.

(See Recommendation #E2)

10. *Recruit Feedback:* Further to Recommendation #B5 above, regular contact between applicants and APD can be a valuable pipeline for feedback regarding the recruitment process and the obstacles and opportunities that exist for improving APD's recruiting outcomes. Each contact with an applicant is a potential two-way exchange of information. APD/AFR and HR should collaborate to develop (for AFR) and improve (for APD) their processes for collecting, aggregating, and processing recruit feedback to help inform APD's/AFR's evolving recruitment strategy. Such feedback should include assessing the extent to which APD's/AFR's hiring processes are perceived as a positive, welcoming and inclusive experience for all races and genders of applicants, including the timing and content of automated communications sent by Workday to applicants.

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## COLLABORATION

11. *Cross Agency-Collaboration:* APD and AFR should collaborate in order to learn from each other regarding the content and participants in their respective recruiting seminars and events, and to assess their respective recruit feedback (further to Recommendation #B10 above) regarding further initiatives to encourage gender and racially diverse potential candidates to apply, and regarding how to keep such applicants engaged throughout the hiring process. AFR should also consider whether a pre-hire program similar to APD's pre-hire

program would be beneficial for applicants who are selected for an upcoming academy that is more than a month after the date of the final offer.

12. *Initiatives to Improve Gender Diversity:* APD/AFR and HR should collaboratively study the guidance offered by the national [30x30 Initiative](#) in order to identify ideas/initiatives that could enable APD and AFR to make further progress in encouraging women to apply to join their respective workforces. See also Recommendation #C1, which applies to the hiring process. Such guidance should also be considered for its broader implications on transforming APD's and AFR's workforce diversity, as required by the Consent Decree, in order to retain a gender diverse workforce.

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#### AFR APPLICATION PROCESS

13. *Refreshing the Application Process for Each AFR Academy:* In light of the extent of attrition from AFR's hiring processes, AFR/HR should consider refreshing the application process for each academy, to enable AFR to select from the best candidates at that time, rather than only considering applicants who applied to and were not the best candidates for the previous academy.
14. *Shortening the Application Process for Each AFR Academy:* Since a lengthy hiring process can be discouraging and lead to higher levels of attrition, and in light of the extent of attrition from AFR's 2024 hiring processes, with higher attrition rates for BIPOC applicants than whites, AFR should consider utilizing application testing groups or tranches,<sup>79</sup> to potentially reduce the total number of applicants to a more manageable size for testing purposes, to reduce the length of time for each applicant to find out if they were selected for the upcoming academy, and to enable AFR/HR to assess whether another applicant group is required to fill the upcoming academy.

#### C. HIRING PROCESS RECOMMENDATIONS

The Monitor has 14 recommendations to improve both APD's and AFR's hiring processes as described below:

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#### BARRIERS & ATTRITION

1. *Initiatives to Improve Gender Diversity:* Similar to Recommendation #B12, which relates to [recruiting](#), APD, AFR and HR should study the guidance offered in connection with the national [30x30 Initiative](#) in order to identify any barriers that need to be overcome in APD's/AFR's

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<sup>79</sup> Similar to the group application process used by APD.

hiring processes to make further progress in hiring women for their respective workforces. Such guidance should also be considered for its broader implications on transforming APD's and AFR's workforce diversity, as required by the Consent Decree, in order to retain a gender diverse workforce.

2. *Data/Reporting to APD/AFR:* In an effort to reduce the extent of applicant attrition, HR should provide real-time data reporting<sup>80</sup> to enable APD/AFR to engage with applicants during the hiring process on a proactive or responsive basis, as required to keep them actively engaged and feel supported. Such data should be up-to-date and identify where applicants are in the hiring process. Alternatively, HR should use Workday's capabilities to enable read-only access to candidate pipeline data that's relevant to APD's and AFR's role in the hiring process.<sup>81</sup> In either case, such data or data access should exclude demographic information including race, gender, age or any other data that could result in actual or perceived bias in APD's/AFR's hiring decisions. (See Recommendation #D26 & #E15)

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#### PRELIMINARY TESTING

3. *Written Entrance Exam:* In light of the higher proportion of BIPOC applicants who failed APD's and AFR's entrance exams compared to white applicants, and the elimination of the PSSA test from APD's FrontLine entrance exam, HR should perform an adverse impact analysis of APD's FrontLine exam failures and a breakdown of all portions of the NTN test, including the video, as soon as the data for its next hiring process is available so APD can continue to assess whether the NTN test meets their needs and serves as a best practice for first responder screening. Such information should also be shared with AFR, as it will be relevant to AFR's assessment regarding whether to eliminate the PSSA from its test. HR should also assess the breakdown of AFR's written entrance exam scores by testing component, in order to determine which elements of AFR's entrance exams had the highest adverse impacts. AFR should also assess whether the PSSA test caused an adverse impact to BIPOC applicants, and whether the PSSA test should be modified or removed from its entrance exam, as APD has done. While the Monitor applauds APD for its initiative and resourcefulness in assessing and then addressing the perceived adverse impact caused by the PSSA test, despite the lack of timely and reliable hiring process data/reporting to make this assessment, the Monitor recommends that any future APD process changes be data-driven based on hiring process data, and that any changes to AFR's written entrance exam should also be data-driven.

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<sup>80</sup> In late September, HR showed the Monitor a beta version of its real-time reporting spreadsheet that was developed for reporting on applicant status during the hiring process for APD's January 2025 academy. Although this is beyond the scope of the Monitor's 2024 Hiring Comparison Report, this approach shows promise for the future.

<sup>81</sup> Workday's functionality supports masking of candidate profiles to eliminate biased screening.

Further, the CSC should require supporting analysis for any process-related changes being recommended to the CSC for approval.

4. *Preliminary File Reviews & Decision-Making:* The hiring process chart in the CSC’s Rules & Regulations indicates that preliminary file reviews were meant to be conducted by APD/AFR after the JFT/PFT step, and before oral interviews. Since oral interviews now occur immediately after the JFT/PFT for applicants who passed the JFT/PFT for efficiency reasons, HR has taken over this step, thereby eliminating early decision-making by APD/AFR regarding applicants who should not continue in the hiring process. The preliminary file review decision-making step is an important step in the hiring process with decisions that should continue to be the responsibility of APD/AFR, thereby allowing APD/AFR to eliminate applicants who would fail the Chiefs “whole person” Review, including applicants who failed a JSA or Chiefs Review in a prior hiring process. When HR staff are reviewing job applications and personal history statements, a quick social media check could also provide useful information relevant for preliminary file review assessments. Any issues of concern should be flagged in a “Memo of Concern” from HR’s Background Investigation Unit for consideration in the preliminary file review stage by APD/AFR. Such issues should then be brought to the attention of the Chiefs (in a Memo of Concern) so a decision can be made regarding whether the applicant should continue through the hiring process. For applicants who pass APD’s/AFR’s preliminary file review stage, this same Memo of Concern could be used to develop suitable questions for the interview panel or JSA interview. APD/AFR should develop a list of the type of issues that would cause an applicant to be eliminated early in the hiring process, including, for instance, failure of a recent JSA or Chiefs Review, in order to provide guidance to HR regarding the type of issues to check and report on, and Workday should be used by HR to track the reasons for any applicants’ elimination during the preliminary file review process.
5. *JFT/PFT:* In light of the outcomes and adverse impacts identified in the Monitor’s analysis of APD’s JFT/PFT results, APD should further examine the Beep Test and carefully consider the scoring methodology and the implications of adjusting from a stepped methodology to a linear scoring methodology, and by expanding the review to include additional PFT results beyond the four dates reviewed by the Monitor. Since APD now allows applicants to take the JFT/PFT as many times as needed to pass, the outcomes from this change also warrants careful review, in particular to assess if results on the Beep Test improve, and to also assess whether the adverse impacts experienced by BIPOC applicants continue.  
(See Recommendation #E3)
6. *Fair & Inclusive Interviews:* The goal for a fair and inclusive interview process should be to use relevant standardized interview questions for each applicant, for interview panelists who are sufficiently diverse to enable all applicants to feel at ease, and for panelists to be relatively consistent in their assessment of each applicant, regardless of race or gender. HR and each

respective agency should continue to review the testing questions and scoring sheets to ensure they meet that agency's hiring needs, and such questions should be reviewed after each hiring process to ensure they are extracting the information needed to properly assess each applicant in alignment with needs. In order to assess the fairness of the panelists, should also analyze the interview scores by panelist on average and by applicant. If there are significant variations (of say, +/-10% or more) in the scoring by applicant, further analysis could be performed by comparing the adverse impact outcomes by race and gender for each panelist in order to assess whether any particular panelists appear to be biased in their scoring. Other ideas to consider are described in this [article](#) on "Types of Hiring Biases and How to Reduce Them",<sup>82</sup> including providing recurring diversity, equity and inclusion ("DEI") training and bias training for interviewers and others involved in the recruiting and hiring process. (See Recommendation #E4)

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#### POST CONDITIONAL OFFERS

7. *Conditional Offers:* Candidates who have not submitted a personal history statement and supporting documents, who have not been subjected to a preliminary file review, should not receive conditional offers until all these steps have been successfully completed. To the extent any an "out of process" offers need to be issued, the circumstances should be discussed with the relevant department. For improved transparency and accountability, HR should similarly inform the CSC at its next regular meeting. (See Recommendation #E20)
8. *JSA Testing:* APD and AFR applicants are required to take two online personality tests that are only offered in English: the 16PF and the CPI-434 test. Together, these tests take a total of approximately 75-110 minutes to complete. Psychological pre-employment job suitability screening that is only offered in English to applicants whose first language is not English could disadvantage capable candidates who might struggle with the nuances associated with the language aspects of the test that are unrelated to the job's actual requirements. In addition, the use of two tests rather than one could be considered intimidating, particularly for candidates whose first language is not English. To ensure fairness, the CSC should consider offering such tests in multiple languages or provide accommodations for non-English speakers, particularly since entry-level applicants tested in the JSA have already demonstrated their ability to read and write in English via NTN's entrance examination (referred to as the FrontLine exam for APD applicants, and the FireTEAM exam for AFR applicants). Further, APD/AFR and HR should collaborate with experts in this field in order to assess whether both personality tests are necessary. (See Recommendation #E7 & #E9)

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<sup>82</sup> Lauren Barber, "Types of Hiring Biases and How to Reduce Them," VidCruiter, August 28, 2024.

9. *Background Investigation Summaries:* The Chiefs Review is meant to be an executive-level review of summary information relevant to their review, including a summary of the background investigation results, JSA findings, polygraph results (for APD), medical/drug test findings, and oral interview results, with any areas of concern highlighted therein or in a separate Memo of Concern. Background Summaries should be prepared by HR's Background Investigation Unit in a manner that is complete and addresses the needs of the Chiefs during the Chiefs Review. The Chiefs should also have access to the relevant underlying files as needed for sufficient time to complete their review. HR should collaborate with and obtain feedback from APD/AFR in order to improve the template and standards for such Background Summaries and how best to manage the time required for access to the underlying files required for the Chiefs Review. As such, HR should be supporting the Chiefs Review process, with Background Summaries that are fair, complete, unbiased and relevant, and HR should provide unlimited access to files as required for the Chiefs Review.
10. *Whole Person Approach:* In order to fulfill the promise of the whole person approach, HR should partner with APD and AFR to develop and provide training to those involved in making hiring process decisions, on recognizing and mitigating bias in the hiring process, and on the types of issues that would lead to disqualification. In this way, unqualified candidates can be eliminated as disqualifying issues are identified, and qualified candidates can be assessed in a way that truly evaluates each candidate as a whole. In addition, APD/AFR should each have input into the standardized questions used in their respective personal history statements and in their respective oral interview processes, to ensure that the questions elicit responses relevant to assessing whether the applicant possesses the desired characteristics being sought by APD/AFR. A "One Size Fits All" personal history statement ("PHS") and set of personal history interview questions ("PHIQ") should not be used; instead, HR should tailor the PHS and PHIQ for each entity. The desired characteristics tested in the PHS and PHIQ should be grounded on each agency's values and mission statement as well as the ideal characteristics sought during recruitment efforts. In addition, HR should review the characteristics being assessed by the external vendor for the JSA process, in order to confirm whether the vendor's personality assessments and followup interviews are consistent with the desired characteristics sought by APD/AFR, and whether their opinions regarding unsuitable candidates are aligned with APD/AFR criteria regarding suitability. Further, HR should develop training or checklists for background investigators that can be included in the background investigation report after the candidate has responded to the base interview questions submitted to all candidates. Further, there should be some foundational principles guiding the formulation and standardization of follow-up questions by background investigators. This checklist should become the foundation for the JSA evaluator's post-interview discussion, and for consideration during the Chiefs Review and any followup interviews. The process should be designed to ensure that the questions being asked relate



to providing a better understanding of the character of the candidate and do not relate to an issue that can be adequately addressed through departmental training. Relatedly, the questions should not be long, complex, or multi-leveled. (See Recommendation #A5)

11. *Fingerprint Requirements & Broader Implications to Hiring Process Decisions:* In order to align with Colorado POST's fingerprint submission deadlines, until recently, APD managed such submissions independently of the timing for final offer submission by HR. Rather than making a unilateral decision to change APD's fingerprint process that worked well in the past, without consideration of the ramifications related thereto, HR should consult with and obtain input from all relevant parties so the pros and cons of all process-related changes can be appropriately considered and factored into all decisions regarding whether or not to make such changes. Since fingerprints need to be submitted to [Colorado POST](#) no earlier than 60 days prior to employment start date, APD should obtain and submit applicant fingerprints as soon as possible after this 60-day window begins. This will allow APD to have as much information about the candidates' criminal history as possible without having to fingerprint more than once. If any applicants have reached the final offer stage prior to this 60-day window, then the final offer to such applicants should be contingent on successful completion of POST's fingerprint-based criminal history record check.

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#### AFTER THE HIRING PROCESS CONCLUDES

12. *Appropriateness of Communications to Disqualified/Eliminated Applicants:* In light of issues identified with the content of communications sent to APD applicants after their disqualification or elimination from APD's hiring process, the templates for all such communications and the circumstances for the use of such communications should be carefully reviewed by HR and approved by APD/AFR. (See Recommendation #E16)
13. *Appeal Outcomes Summary:* When presenting information to the CSC regarding appeals by entry-level or lateral applicants, CSC staff should summarize the appeals by stage in the hiring process, the nature of the appeal, the type of evidence provided by the applicant in support of their appeal, whether a second opinion on the JSA had been obtained, and whether the appeal was denied or sustained. The CSC should then use such information to assess, in a more transparent manner, the fairness and integrity of each hiring process implicated by the appeals received. (See Recommendation #E10)
14. *Terminations from AFR's February 2024 Academy:* There was a 25% termination rate after recruits started AFR's February 2024 academy, with 6 academy recruits (out of 24) terminated within days, weeks or a few months after the start of the academy. The reasons for such terminations should be identified, and the demographics of the recruits who were terminated should also be identified. The reasons for all terminations should be captured in Workday, and



AFR/HR should assess whether such terminations warrant further examination to determine whether they are indicative of any adverse impacts that need to be remediated in future hiring processes. If this termination rate is as expected, AFR should also consider whether better or different screening would reduce the level of terminations soon after hire, and/or whether consideration should be given to over-subscribing its academies.

15. *Academy Physical Fitness Testing:* In light of the levels of attrition throughout the hiring process, the outcomes and adverse impacts to BIPOC female applicants (in particular) who completed APD’s JFT/PFT, as well as the possible intimidation concerns associated with APD’s Pre-Academy Fitness Guide (Appendix F) which includes images of women performing pushups, and identifies that the level of difficulty for the JFT/PFT is “50 percent of that of the Academy Fitness Standard and does not include push-ups (which will be testing once the applicant is in the Academy),” APD should consider whether the communications about the level of fitness required for the Academy could be rephrased to be less intimidating as APD has informed the Monitor that recruits at the Academy receive further physical fitness training and testing, and that no recruits have ever failed the Academy’s fitness requirements.
16. *Review of Adverse Impact Analyses and Strategy for Next Steps:* APD/AFR and HR should collaborate to collectively review the adverse impacts identified in the Monitor’s analyses included herein, assess whether there are any barriers to overcome, consider the Monitor’s related recommendations, consider whether additional adverse impact analyses are required, and otherwise strategize regarding next steps to overcome such adverse impacts in future hiring processes including and beyond the recommendations contained herein.

#### D. DATA COLLECTION, ANALYSIS & REPORTING RECOMMENDATIONS

In light of the data collection, analysis and reporting issues identified by the Monitor as described in Section V above, the Monitor has the following 26 recommendations to address the issues identified:

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##### DATA COLLECTION REGARDING RACE, GENDER & OTHER TYPES OF DIVERSITY

1. *Collecting Data on Race and/or Ethnicity:* In order to maximize the quality, usefulness and consistency of data relating to race and/or ethnicity, and to align with SPD15 effective March 2024, applicants should be asked a single question about race and/or ethnicity (rather than two questions), that allows them to select one category or multiple categories, without a specific option that enables them to “choose not to identify”. Additionally, applicants should be given an option to choose “Not Listed”, and should not be forced to self-identify their race; instead, a non-response would be acceptable and should be classified as Choose Not to Identify in Workday.

2. *Race and Ethnicity Options:* HR should add the category “Middle Eastern or North African” (“MENA”) to the race/ethnicity question for future applications. Definitions<sup>83</sup> for each of APD’s current race/ethnicity categories, as well as the new MENA category should also be included consistent with SPD15.<sup>84</sup> These definitions are included in Appendix H to this report.
3. *Analysis & Reporting Approach for People who Self-Identify as Hispanic/Latino and Another Race:* HR should assess the reporting requirements in SPD15 and collaborate with representatives from APD’s Equal Opportunity Employment Office and the CSC to determine whether the Monitor’s approach<sup>85</sup> for aggregate reporting for people who self-identify as Hispanic/Latino and another race is appropriate for future hiring process outcomes comparisons and reporting.
4. *Race Category Classifications:* Further to Recommendation #D3 above, HR IS should explore whether it is possible to develop a “rule” that can be programmed into Workday to consistently report condensed race/category information for individuals who self-identify as Hispanic and another race based on that rule, in order to minimize the extent of manual analysis by HR that could be prone to error regarding race category determinations. Applicants who identify more than one race should be classified as Multiracial, in order to align with the terminology used in SPD15. Until Workday is able to be used to automatically categorize applicants’ race/ethnicity into a single data field, HR should assign someone to perform this function using excel filters for all data extras for analysis purposes.  

(See Recommendation #D26)
5. *Other Types of Diversity:* In addition to diversity by race and gender, other types of diversity could be considered for data capture and analysis. APD, AFR and HR may wish to work together to establish suitable diversity goals and strategies relative to other types of diversity, and to establish a suitable process for collecting and reporting on the data needed to determine the extent to which such goals are being achieved.

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#### WORKDAY PROCESSES UPON RECEIPT OF APPLICATION

6. *Use Workday to Prevent, Flag or Merge Duplicate Applications:* In light of the 43 duplicate applications submitted for APD’s 2024 hiring processes, with 6 applicants submitting 3 or more applications, HR IS should assess whether it is possible to program Workday to prevent, flag or merge duplicate applications, and to provide a message to applicants whose email

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<sup>83</sup> See Appendix I to this report for the recommended definitions for such Race/Ethnicity Categories, which are consistent with the definitions in SPD15.

<sup>84</sup> Including expanded and refined definitions of each race, removal of the “n” in Alaska~~n~~, and removal of the word “other” for people who identify as Native Hawaiian or ~~Other~~ Pacific Islander.

<sup>85</sup> The Monitor’s approach is consistent with the approach taken by APD’s Equal Opportunity Employment Office.

address matches an email address already in Workday that their application has already been received for the current hiring process, and the status of its assessment.

(See Recommendation #D26)

7. *Exception Reporting for Duplicate Applications:* Unless and until Recommendation #D6 above has been implemented, all reporting on applicants should include application date, and HR should perform a review to identify all duplicate applications to eliminate all reporting and followup efforts for the duplicate application. This will improve the integrity of the data, and will improve the applicant experience so applicants don't receive confusing messages about the stage of their application.
8. *Communications to Applicants Regarding their Application Submission:* Further to Recommendation #D6 above, Workday should also be programmed to automatically send a suitable message to all applicants confirming that their application has been received for the current hiring process, that they will be contacted regarding next steps, and stating that there is no need to submit another application. For applicants who were rejected in a prior hiring process, Workday should be programmed to prepare a warning report for internal dissemination identifying applicants who have applied again who were previously rejected, and the reason for their prior rejection, so the Background Investigation Unit can provide a "Memo of Concern" for the relevant Chiefs to consider before the applicant undergoes further testing.
9. *Communications to Applicants Who Failed to Meet the Minimum Qualifications:* For applicants who are automatically disqualified by Workday because they failed to meet the minimum qualifications required for the current application process, a suitable letter should be sent thanking such applicants for their application, but they have been disqualified because they failed to meet the minimum qualifications required as described in the CSC's Rules & Regulations Section II.2a. Such disqualification communications should also identify their right to an appeal due to factual errors in their application and the process for submitting an appeal to the CSC. Such communications could be issued automatically by Workday. The content and basis for submission of all such messages should be developed by HR for review and approval by APD/AFR, and the CSC for all disqualification communications.

(See Recommendation #D26)

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#### DATA COLLECTION REGARDING STAGE OF ELIMINATION

10. *Data Collection for Each Stage of Elimination:* In order to be able to use a data-driven approach for decision-making regarding APD's/AFR's hiring processes, the point of elimination

from their respective hiring process should be captured with as much detail as possible<sup>86</sup> to enable the creation of accurate hiring funnels for APD/AFR, appropriate communications to eliminated applicants, and reliable adverse impact analysis for each stage of the hiring process. To accomplish this, HR should set up standardized fields within Workday to identify the precise stage at which applicants are eliminated from the hiring process. The resulting data should be able to be organized for each step in the hiring process, with reasons for elimination relating to each step, including, at least, test failure, withdrawal and failed to schedule/no-show. Other classifications should include, for the background testing stage, failure to submit supplemental documents as required for the PHS; for any stage in the process, deferred to future academy; for the Chiefs Review, unacceptable for hire and numeric or alpha codes to identify which reasons were selected (rather than using “Backgrounds – File Review Not Selected” which can be misinterpreted to mean the applicant was ranked lower than the applicants who were selected); and for the final offer stage, a better term than “failed to contact”, and use of the term “declined final offer”.

(See Recommendation #D12, #E5 & #E6)

11. *Completeness of Applicant Tracking*: HR should use Workday’s ATS to fully track information about each applicant from application to elimination or hire. If information about applicants who were given a final offer is being separately tracked in Workday’s ATS under a different job requisition number, or in Workday’s Human Capital Management system for applicants who were hired, HRIS should assess how to seamlessly integrate such information in order to enable applicant tracking from date of application to date of elimination or hire. Similarly, HR should provide reporting to the relevant department on applicants eliminated and remaining in the hiring process.

(See Recommendation #D26)

12. *Additional Data Collected & Reported Regarding Each Applicant’s Engagement and Journey Through the Hiring Process*: Further to Recommendation #D10 above, in addition to the data fields that are already being collected in Workday, HR should collect and be able to report on the following information for each applicant: application date, engagement in pre-hiring discussions with representatives from APD/AFR, date of elimination or final offer and date of hire.

13. *Disposition Reasons for Rescinding an Offer*: In light of the high number of AFR applicants whose offers were rescinded after conditional offers were issued (205, which represents 28.6% of applicants for AFR’s 2024 academies), without any indication as to why their offers were rescinded, the “dispositions reasons” data field in Workday should be used to identify

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<sup>86</sup> See Appendix H to this report which contains the type of detail expected for APD’s and AFR’s hiring outcomes. This appendix contains extracts from Appendix G and H to the Monitor’s November 2022 Hiring Report relating to APD’s and AFR’s 2022 hiring process outcomes.

the reasons for rescinding an offer, and/or the stage at which an applicant was eliminated, rather than just “Offer Rescinded”, for instance: “Offer Rescinded – Low NTN Score”,<sup>87</sup> “Offer Rescinded – Failed JSA”, “Offer Rescinded – Failed Medical”.

14. *Offer Stage*: This category was used for AFR’s 2024 hiring process to identify applicants who received a conditional offer as well as applicants who received a final offer in the candidate last status field. Since further assessments are performed after conditional offers are issued, the terms “Conditional Offer” and “Final Offer” should be used to distinguish applicants who received such offers rather than combining the classification of such offers. This could be represented using a code if space is an issue, for instance “DCO” or “DFO” which would mean “Declined Conditional Offer” or “Declined Final Offer”, respectively.

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#### DATA INTEGRITY

15. *Data Integrity Checks*: Prior to producing any hiring process outcomes reporting, the candidate last status field should be checked to confirm that it reflects the last stage achieved in the hiring process, and exception reporting or other types of data quality checks should be performed to confirm and address any data integrity issues including, for example, duplicate applications, inconsistent or unexplained stage of elimination data, race categories for applicants who self-identify as Hispanic/Latino and another race, blank data fields, and number of applicants hired. As a cross-check, HR should compare the list of applicants hired as tracked in Workday to academy start lists, and collaborate with APD/AFR as required regarding applicants who were meant to start the upcoming academy but did not.
16. *Reporting on Applicants Who Defer to Another Academy*: For applicants who defer to a subsequent academy, hiring analyses should be based on the ultimate academy for which they were hired or eliminated. When reporting on the outcomes from *each* hiring process, HR should identify the number of applicants who deferred to the next application process, and otherwise exclude such applicants from analyses comparing the total applicant pool to the number of applicants hired or eliminated at each step in the hiring process.
17. *Reporting Integrity Cross-Checks*: When HR produces reports on APD’s and AFR’s hiring process outcomes and adverse impacts, the total number of applicants less all eliminations should match the total number of applicants hired. If it does not, further investigation should be conducted by HR to determine the reason, and data in Workday should be updated as required to facilitate tracking of all applicants from date of application through the hiring process to date of elimination or hire.

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<sup>87</sup> This was the reason for rescinding conditional offers to 197 of AFR’s 2024 applicants.

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**DATA EXTRACTS**

18. *Workday Data Extracts for JFT/PFT Test Lists:* In light of the extent of inconsistencies in the names of candidates who were tested for APD's JFT/PFT compared to the names of applicants to APD's 2024 academies (for 109 applicants), it is evident that JFT/PFT data was based on manually entered names rather than pre-printed lists from Workday. For consistency and reliable data entry regarding JFT/PFT outcomes, and for reliable future analyses of JFT/PFT data, all candidate names in test lists should be pre-populated from Workday, or otherwise validated against a data extract from Workday. By ensuring consistent names in JFT/PFT data and Workday data, subsequent analyses can be performed with respect to race and gender information of the applicants who completed each JFT/PFT (using the Vlookup function in Excel). The utilization of a unique identifier is also something that should be considered.
19. *Workday Data Extract Templates:* When extracting data from Workday for analysis and comparison purposes, the data extracts should be organized in the same manner for each hiring process. This can be efficiently accomplished using reporting templates in Workday rather than producing such reports on an ad hoc basis. Using templates will reduce the extent of errors and inconsistencies associated with interpretation and manual analysis of such data. This should also eliminate the need to use manual drop-downs to classify the stage of elimination for each applicant, which is prone to errors and inconsistencies.<sup>88</sup>

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**OUTCOMES & ADVERSE IMPACT ANALYSES**

20. *Outcomes & Adverse Impact Analyses for Each Hiring Process:* Soon after the conclusion of each hiring process, and after data integrity checks are completed as described in Recommendation #D15 above, HR should conduct hiring process outcomes analyses and adverse impact analyses for each hiring process at an overall level and for each of the main stages of the hiring process. Such analyses should comprise at least the analyses contained in this report.<sup>89</sup> Adverse impact outcomes for *each* hiring process should be interpreted as early warnings of potential hiring process issues that *may* warrant further investigation, which could include drill-down adverse impact analyses of the components of each stage in the hiring process, barrier analysis, and/or process reviews, especially for the most significant adverse impacts. (See Recommendation #E14)

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<sup>88</sup> See Appendix H to this report which contains the type of information expected regarding the stage of elimination. The analyses included in Appendix H are extracts from Appendices G and H to the Monitor's November 2022 Hiring Report. Ideally, future analyses of this nature should be able to be automatically generated from Workday.

<sup>89</sup> To assist in this process, the Monitor would be pleased to share its list of steps for the analyses contained herein (which are too technical for inclusion with this report), as well as the Monitor's spreadsheets with pivot tables, conditional formatting formulae and reporting tables included within this report.



21. *Outcomes & Adverse Impact Analyses on an Aggregate Pooled Basis:* On an annual basis, HR should provide the CSC, APD and AFR with outcomes and adverse impact analyses on an *annual* pooled basis at an overall level, and for each main stage of elimination. Such reporting should also include comparisons to prior periods in order to assess trends. Adverse impact outcomes calculated on an *annual* pooled basis, while not an early warning, should identify issues that warrant further investigation, allow for the analysis of such issues, and the development and implementation of strategies to address any issues found.
22. *Workforce Demographics Reporting:* HR should provide annual workforce demographics trend reporting compared to Census to the CSC, APD and AFR in order to enable each agency to understand current trends compared to past levels of diversity so they can make data-informed decisions to develop/adjust their strategies for the future. Workforce demographics information could be based on Affirmative Action Reports by APD’s Equal Opportunity Office, or based on workforce data directly from Workday that will need to be analyzed (using pivot tables in excel) in order to obtain the demographic breakdown thereof.
- (See Recommendation #E12)

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#### DATA-INFORMED RESULTS REVIEW & DECISION-MAKING

23. *Results Review:* After each set of hiring process outcomes analyses, adverse impact analyses and workforce demographics trend analysis is complete for each hiring process and on an aggregate pooled basis, including for the analyses contained in this report, a panel of relevant stakeholders (APD/AFR, HR and the CSC, as relevant) should convene to review and consider the outcomes and implications of such analyses and trends therein. Using such information, the panel should assess whether any further investigation or remediation strategies are warranted for future hiring processes to enable APD/AFR to hire the most diverse pool possible in the future. Using a data-driven approach, decisions can then be made by APD’s/AFR’s leadership regarding whether to develop and implement interim strategies to address any barriers and inappropriate adverse impacts for future recruiting and/or hiring processes.
- (See Recommendation #D20, #D21, #E12 & #E19)

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#### RESOURCES & TECHNICAL SUPPORT

24. *HR Data Analysts:* HR should assign or hire one or more persons with suitable HR analytics skills and experience to work with HR IS to develop and maintain key performance indicators (“KPIs”), dashboards, hiring process outcomes, adverse impact analyses and workforce demographics reporting, as well as other data reporting as needed to enable effective decision-making by APD/AFR leadership to improve the diversity of their respective workforces. The type of reporting required should include at least the types of reporting contained in this report, plus any other HR reporting as required. As HR’s function matures,



such reporting could include more advanced analytics and predictive modelling to forecast future recruiting and hiring outcomes.

25. *Overcoming Apparent Workday System Limitations:* HR and/or HR IS should identify the areas in which Workday appears to have “system limitations”, including the ability to provide integrated data analytics and reporting relating to applicants and new recruits. Such information can then be the basis for discussions with Workday’s Customer Support team and/or an outside consultant with expertise in Workday’s ATS. Such analysis and discussion should include how to seamlessly integrate information from Workday’s ATS with other Workday modules, such as Human Capital Management and payroll, in order to provide a cohesive HR system; how to generate interactive and role-specific dashboards, data analytics and automated reporting to meet each agency’s needs (APD, AFR, HR and CSC) to enable, for instance, tracking of recruiting and testing metrics; assessment of the effectiveness of recruiting strategies; and identification of bottlenecks and inconsistencies in the testing process. By leveraging Workday’s full capabilities, HR (and HR IS) can help APD and AFR to make data-driven decisions to improve the effectiveness, fairness and transparency of their respective hiring processes. (See Recommendation #D26)

26. *Workday Technical Support:* HR/HRIS should obtain assistance as required from Workday consultants/support<sup>90</sup> to configure Workday to meet APD’s/AFR’s hiring process and reporting needs, either using standardized functionality that is available in Workday, or through customization as necessary.

## E. RECOMMENDED CHANGES TO THE CSC’S RULES & REGULATIONS

The Monitor has 20 recommendations relating to changes to the CSC’s Rules & Regulations in order to further improve the fairness, integrity and transparency of APD’s and AFR’s hiring processes as described in the recommendations above, to clarify certain roles and responsibilities related thereto, and/or to address a few typographical and other issues in the CSC’s Rules & Regulations.<sup>91</sup> The Monitor also has some recommendations for the CSC’s oversight role.

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<sup>90</sup> Workday customers can request Workday’s AdHoc Professional Services support, or purchase a Workday Success Plan which is a subscription-based continuous support package. Alternatively, there are numerous consulting firms that offer customized solutions. Either way, it is important to choose a partner who has provided support to organizations with hiring processes that are aligned with APD’s/AFR’s hiring processes in terms of the volume of applicants and the number of steps in such hiring processes.

<sup>91</sup> The Monitor’s recommendations below are generally presented in the same order as the CSC’s Rules & Regulations (other than a few points at the end that are more administrative in nature). Section numbers refer to the CSC’s March 12, 2024 Rules & Regulations included as Appendix B to this report. Section numbers with the letter “N” as a prefix refer to the Monitor’s November 2022 rule change recommendations as referenced in Appendix A2 enclosed.

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**APPLICATION SCREENING & PRELIMINARY TESTING**

1. *Minimum Qualifications/Disqualifiers:* In alignment with the City’s risk management practices and insurance requirements, HR has been disqualifying applicants with serious driving convictions within the past three years.<sup>92</sup> Assuming this practice is acceptable to the CSC, it should be described in the minimum qualifications or automatic disqualifiers section of the CSC’s Rules & Regulations (II.2a or II.2b), so applicants are aware of the implications of serious driving convictions, and to reduce the number of applicants whose driving history would cause them to be disqualified in the background investigation stage. Job postings and recruiting websites should similarly be updated.
2. *Personal History Statements:* The hiring process flowchart included in the CSC’s Rules & Regulations (and included above) identifies that applicants are required to complete a personal history statement (step 7) after successful completion of the entrance exam, but the CSC’s Rules & Regulations do not include any oversight by the CSC related thereto, nor any indication regarding which department is responsible to determine the personal history statement requirements. In light of the high level of non-responses and withdrawals from APD’s and AFR’s hiring processes described earlier in this report, the requirements relating to personal history statements could use more oversight by the CSC, by requiring collaboration between the CSC, HR and the respective department regarding the personal history statement content requirements for each agency prior to implementation, deadlines<sup>93</sup> and required supporting documents (NII.7g). A new rule should be drafted to address this.
3. *Physical Fitness Testing:* The hiring process flowchart referenced above also includes a requirement for applicants to complete a physical fitness test (step 8), but the CSC’s Rules & Regulations do not include any oversight by the CSC related thereto, nor any indication regarding which department is responsible to determine the types of fitness tests, the scoring methodologies and the minimum scores required for APD and AFR entry-level recruits (NIII.16). When the Monitor asked about the basis for certain testing standards as relevant to the Monitor’s assessment of the physical fitness testing described earlier in this report, the CSC, HR and APD did not have role clarity regarding who was responsible for such decisions. This should be defined in the CSC’s Rules & Regulations, with suitable oversight by the CSC.

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<sup>92</sup> Serious driving convictions include homicide or assault with a vehicle, leaving the scene of an accident (hit and run), eluding a police officer, driving under the influence of alcohol (“DUI”), driving while under the influence of drugs (“DUID”), driving while ability impaired (“DWAI”), any vehicle-related felony, drag racing/exhibition of speed, or reckless driving.

<sup>93</sup> The CSC’s oversight of deadline requirements is expected to be similar to the deadline oversight requirements for the entrance exam (II.3a).

4. *Interviews:* The CSC's Rules & Regulations specify that the number and content of interview questions and number of interview panels and assessors shall be determined through collaboration with the Commission, the applicable Department and HR (II.5b), but do not state the minimum number of interview panelists. The CSC's Rules & Regulations relating to oral interviews should require a certain number of panelists, which the Monitor suggests be at least three interview panelists so scoring by the interview panelists can be compared and normalized. The Monitor also suggests that the composition of the panelists include at least two from the respective department. The third or any additional panelists could be from HR and/or the CSC (NIII.14a). Further, if HR staff or CSC Commissioners have a panelist role in *any* interviews, they should have a panelist role in *all* interviews, thereby providing a fair and consistent interview experience for all applicants. Alternatively, HR/CSC Commissioners could attend such interviews as an observer, thereby exercising appropriate oversight of the interview process, without any potential conflicts of interest arising during the appeal process. The CSC's Rules & Regulations should also require collaborative oversight by the CSC, HR and respective departments regarding the qualifications, diversity and training of interview panelists (including for panelists from the respective department), and the evaluation criteria used (NIII.14.Intro, NIII.19e). By including diverse interview panelists, the Monitor expects this will help the City address the diversity requirements of the CD, as diverse panels are generally known to be fairer and more inclusive, with less unconscious bias. A diverse panel should include panelists of different genders, races, ages and roles.
5. *Re-applications and Deferments:* At the CSC's [September 10, 2024 meeting](#), CSC staff recommended the adoption of changes to the CSC's Rules & Regulations to clarify the rules relating to re-applications and deferments (II.2, II.6.i, II.13). While the Monitor supports the adoption of such changes, the Monitor notes that requests to defer could arise at any point in the hiring and testing process, however the rules do not identify the type of circumstances that can lead to a deferral, nor the requirements for re-testing. In collaboration with HR and APD/AFR, the rules should therefore be further modified to clarify that deferral requests can be made at any time after application, to list the type of circumstances that can lead to a deferral request (for instance, for pregnancy, injury, or family health concerns), to make it clear that deferral requests will be reviewed on a case-by-case basis, and to describe test expiry dates/re-testing requirements.
6. *Rank Ordered Certified Eligibility Lists:* The CSC's Rules & Regulations require the respective departments to utilize the rank ordered certified eligibility list for conditional job offers, background investigations, and final job offer selections (after II.6i), however this rule and the rules that follow do not identify how this list is meant to be used. The Rules & Regulations should be clarified to require conditional job offers to be issued to the top candidates on the list first; background investigations to be initiated for all such candidates; and final job offers

to be made to those candidates who passed the background investigation and JSA in the order in which they were certified on the eligibility list. Further, if any elements of developing the rank ordered certified eligibility lists can be or are being delegated to HR (for instance relating to assembling the entrance exam scores and interview scores), the CSC should assess whether this practice is appropriate and make adjustments to the Rules & Regulations to clarify responsibility for this.

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## POST CONDITIONAL OFFERS

7. *Post Conditional Job Offer Testing:* The CSC’s Rules & Regulations relating to post conditional job offer testing currently require HR to be responsible for determining and conducting such testing (II.7a), and allow candidates who have been disqualified (at this stage) to appeal their disqualification to the CSC using the established appeal procedures (II.7b). This section means the CSC only oversees the fairness of the post conditional job offer testing process through the appeals process. A more robust oversight process, that is aligned with the level of CSC oversight for other stages of the testing process, would additionally require the CSC to collaborate with HR and representatives from APD/AFR on process decisions, including relating to the nature, scope, criteria (NIII.22) and vendors used for each of the post conditional job offer testing steps: background investigations (NIII.22), polygraphs for APD recruits (NIII.17), JSA psychological testing (NIII.19a), and medical/drug testing. A rule should be added to the Post Conditional Job Offer Testing section to confirm or give the CSC such oversight.
8. *Drug Testing:* In alignment with the City’s drugfree workplace policy, as described earlier in this report, HR has been disqualifying applicants who test positive for cannabis or other drugs during the medical/drug testing step that’s included in the background investigation phase of the hiring process. In other words, the drug testing process currently goes beyond testing for substance abuse which is the term used in the CSC’s hiring process flowchart; it also includes testing for *use* of legal recreational cannabis, since recent use of cannabis can cause a positive drug test.<sup>94</sup> Further, the CSC’s Rules & Regulations do not provide the CSC with oversight of the fairness of the drug testing process, including relating to false positive drug tests, and the use of cannabis which is legal in the state of Colorado. The phrase “drug testing for substance

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<sup>94</sup> According to the [National Center for Biotechnology Information](#), urine drug screens are designed to detect THC, the major psychoactive chemical in cannabis. Due to the high lipid solubility and slow excretion of THC into the urine, one time use of cannabis can cause a positive urine drug screen for three days to up to one week. Heavy, daily cannabis users can have a positive urine drug screen for 4–6 weeks after cessation. Although considered one of the more specific items on the urine drug screen, false positives for cannabis have been reported with certain prescription and over the counter drugs and other innocuous products, including dronabinol, efavirenz, ethacrynic acid, NSAIDs (aspirin, ibuprofen and naproxen), promethazine, riboflavin vitamins and baby soaps.

abuse” in the CSC’s hiring process flowchart should therefore be modified to refer to “drug testing” (removing the phrase “for substance abuse”). In addition, the medical/drug testing step should be described in the post conditional job offer section of the CSC’s Rules & Regulations (II.7, NIII.18a, NIII.20b) for entry-level recruits, with wording to make it clear that drug testing will include testing for cannabis use even though cannabis use is legal in Colorado. Further, the rule should make it clear that the CSC oversees the drug testing process with a requirement for the CSC to collaborate with the departments and HR to choose the medical/drug testing vendor, the scope of medical/drug testing performed, and the grounds for disqualification (similar to II.3a relating to the entrance examination), and the CSC’s rules should make it clear that applicants have the ability to appeal a false positive drug test.

9. *JSA Disqualifications:* As described earlier in this report, in an effort to streamline the Chiefs review, HR has been disqualifying applicants who the JSA examining clinician considers to be unsuitable for an entry level role as a police officer or firefighter. Since psychological testing is subjective and can be influenced by a multitude of factors including test anxiety, cultural background, understanding of the applicant and unconscious bias of the clinician, the CSC should have oversight of the JSA psychological testing process and disqualification decisions based thereon. Further, the rule should make it clear that the CSC oversees the JSA testing process with a requirement for the CSC to collaborate with the departments and HR to choose the JSA testing vendor, the specific test(s) utilized, and the language(s) for such testing, and the CSC’s rules should make it clear that applicants have the ability to appeal a JSA disqualification at their expense if they are unsuccessful, and that a JSA disqualification appeal will require a review and interview with a psychologist from a different vendor.

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#### APPEAL PROCEDURE

10. *Transparency Regarding Appeal Decisions:* The Consent Decree (Mandate 51) requires the CSC to be transparent and accountable in its work to enable community understanding of the CSC’s role in hiring, promotion and discipline. In order to facilitate such requirements, the CSC should receive regular appeal summaries from CSC staff at its regular meetings. Such summaries should include on the stage in the hiring process of each appeal, the nature of each appeal, the type of evidence provided by the applicant in support of their appeal, whether a second opinion on the JSA had been obtained, and whether the appeal was denied or sustained. The Rules & Regulations should be updated to require such summaries. (II.9.i)

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#### REPORTING & RECORDS

11. *Use of the Term Adverse Impact Rather than Disparate Impact:* The CSC should change the term “disparate impact” to “adverse impact” in the CSC’s Rules & Regulations, in order to align with best practices in hiring and be consistent with terminology used by HR. (II.10.a)

12. *Reporting Requirements:* The CSC's Rules & Regulations require the CSC to receive reports from HR on disparate (i.e., adverse) impact on protected classes, if any, from assessments of minimum qualifications or disqualifications at each testing step (II.10a). At the CSC's September 10, 2024 meeting, CSC staff proposed requiring such reporting on an annual basis, while removing the requirement for disparate<sup>95</sup> impact reporting from the CSC's Rules & Regulations. Although HR struggled to produce disparate (i.e., adverse) impact reporting for the CSC due primarily to systems and resourcing issues with the implementation of Workday, such reporting is necessary in order to gain insights into how each testing step affects each demographic group and to make data-informed decisions. Without such information, it will be difficult for APD/AFR and the CSC to assess and address any adverse impacts. Further, it is important for the CSC to be aware of the impact of the hiring process on the overall diversity of each department's workforce. The Monitor therefore recommends that the Reporting Requirements rule (II.10a) be modified to require the CSC and the respective department to receive from HR at least annual reporting on the demographics of the department's workforce before and after each hiring process, the demographics of applicants and recruits, outcomes reporting and adverse impact reporting overall and for each testing step. In addition, if adverse impacts are identified through the oral interview process, the CSC and the respective departments should also receive adverse impact reporting from HR by interview panelist, including the demographics of each panelist (NIII.14.Intro).
13. *Working Group:* In order to codify the CSC's oversight role via-a-vis changes to APD's/AFR's hiring processes, the CSC should add a rule requiring a working group comprising at least one Commissioner, one representative from HR (NII.4) and at least two representatives from the respective department to annually review, assess and address issues arising (if any) from the adverse impact analyses, including assessing whether any improvements are required (NIII.12.Intro) to the type and scope of each of the tests performed, minimum passing criteria, as well as the choice of vendors used in the testing process (for the entrance examination, medical/drug testing, and JSA psychological testing).
14. *Reporting Requirements for Entry-Level and Lateral Applicants:* Rule II.10a does not make it clear whether such reporting is for entry-level applicants or whether it also includes reporting on lateral applicants, and there are no other reporting requirements related to lateral applicants in the CSC's Rules & Regulations. In light of the CSC's encouragement to each Department to recruit lateral applicants, and the importance of lateral recruits to APD's and AFR's strategy to create a more diverse and qualified workforce, in the exercise of the CSC's oversight role, the CSC should receive regular reporting relating to lateral recruits' hiring process outcomes. If no lateral hiring processes were used, this should be similarly reported

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<sup>95</sup> The Monitor recommends using the term adverse impact as described in Section IV.B above.



to the CSC at least annually. Lateral reporting requirements should either be addressed in Rule II.10a, or covered in a new rule within Rule II.11, after item h.

15. *Custodian of Candidate Testing Records*: The CSC's Rules & Regulations (II.10b) identify that HR shall be the deemed custodian of all candidate testing records. As described earlier in this report, APD and AFR were unable to receive timely and reliable data/reporting on the outcomes of their hiring processes to enable them to engage in a meaningful manner during the hiring process with the applicants to their respective departments. While the Monitor can appreciate the need to maintain confidentiality of certain HR records, the Monitor does not believe that the deemed custodian rule meant that HR would be the only entity with ongoing access to the information contained in such records. To rectify APD's and AFR's information access issues, the Monitor recommends that this rule be further updated to require APD and AFR to have access to such information as needed during the recruiting and hiring process to enable APD/AFR to engage with applicants as appropriate during the recruiting and hiring process.

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#### CSC'S OVERSIGHT ROLE

16. *Data-Informed Decision-Making*: As the overseer of APD's and AFR's hiring processes, when receiving recommendations for changes to either hiring process, from HR, APD or AFR, the CSC should request and receive relevant metrics/reporting so its decisions are data-informed.
17. *"Out of Process" Hiring Practices*: HR should provide regular reporting to the CSC and the relevant agency on any out-of-process hiring practices, so the CSC is informed and can make decisions regarding the implications thereof.

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#### OTHER ISSUES

18. *Disqualification Notifications*: The CSC's Rules & Regulations require the Commission to notify any candidate whose application has been disqualified during the application screening process (II.2c) and entrance examination (II.3c). Similarly, the rules for Lateral Entry require the Commission to notify any applicant who has been disqualified for failing to meet the minimum qualifications (II.11g). The rules for Lateral Entry also require the Chiefs with assistance from HR to notify any applicant who has been disqualified as a result of the testing and/or the review process (II.11h), and there are rules for each step in the hiring process relating to appeals (II.2d, II.3d, II.4a, II.5d, II.7b, II.8c, II.9); however, there are no rules requiring disqualification notifications to be provided to entry-level recruits who are disqualified during the preliminary file review (II.4), oral interview (II.5), background investigation and other post conditional job offer examinations (II.7, including medical/drug testing, polygraph for APD applicants and JSA psychological testing), and as a result of the final



selection (II.8) stage of the hiring process. Rules should be added to require disqualification notifications to be sent to all applicants who are disqualified as a result of each of the testing and/or review process steps in the hiring process, rather than just to lateral applicants, with suitable notifications regarding rights to appeal, how to issue an appeal and the appeal-related process and deadlines.

19. *Delegation of Administrative Tasks:* There are certain steps in the CSC’s Rules & Regulations that continue to be administrative in nature that may be delegated by the CSC to HR or to CSC staff, with oversight by the CSC, such as publishing online job announcements (II.1a), tallying interview scores as needed to create a certified eligibility list (II.1b), screening applications to ensure minimum qualifications set by the CSC are met (II.2), notifying disqualified applicants (II.2c, II.3c, II.11g), receiving entrance exam testing results and notifying HR of candidates with passing scores (II.3b), notifying candidates of their ranking on the eligibility list (II.6f), and preparation of the initial rank ordered certified eligibility list before addition of preference points by the CSC (II.6b). The CSC should consider which, if any of these steps can be delegated to HR, and update the CSC’s Rules & Regulations accordingly.
20. *Typographical and Other Issues:* The word “Certifiable” should be changed to “Certified” in the Colorado POST Certified Preference points section, and this point should appear on a new line (II.6c.iv). The Lateral Entry minimum qualifications (II.11b.Intro and II.11b.ii) include typos and repeated text, and the Conditional Job Offer, Background Investigation, and Final Job Offer Section requiring the use of the rank ordered certified eligibility list is not numbered (after II.6i). These typographical issues should be fixed.

## IX. CAVEATS & LIMITATIONS

Multiple factors made comparison of the hiring processes included in the scope of this report difficult, each of which may have had material, but ultimately indeterminate, impacts on the analyses intended to provide insight into each hiring period's comparative performance:

- The hiring processes for APD's June 2023, September 2023, January 2024 and June 2024 academies had multiple substantive changes during each hiring process, so it is difficult to pinpoint which factors had the most impact on the hiring process outcomes for each period.
- Similarly, the hiring processes for AFR's 2023 and 2024 also had multiple substantive changes during each hiring process; having said that, although AFR had 2 academies in 2024, the applicants for both academies were drawn from the same applicant pool and hiring process, so there weren't any substantive changes between AFR's 2 academies for 2024.
- 2022 outcomes reporting for APD and AFR included in the Monitor's November 2022 Hiring Report was based on data managed and reported by the CSC, which considered applicants who self-identified as Hispanic/Latino and another race as having Two or More Races. Outcomes reporting in this report for APD in 2023-2024 and for AFR in 2024 is based on the Monitor's analyses of data for such periods, which considered applicants who self-identified as Hispanic/Latino and another race as being Hispanic/Latino, regardless of race.
- There were data challenges regarding stage of elimination for all of APD's 2024 hiring periods as this data was based on manual selections by HR that were inconsistent with the underlying data. This was not a concern for APD's 2023 hiring process data as the Monitor was able to use the underlying data directly from the CSC, which was more reliable regarding stage of elimination than data for September 2023 that had been "reworked" by HR which had an "unknown hiring status" for 562 of APD's 711 applications.
- Data challenges also arose regarding applicants who were selected for APD's and AFR's academies in 2023 and 2024 who were not actually hired because they withdrew, were unresponsive or asked to defer to another academy before the start of the academy they were selected for, and the data captured in NeoGov and Workday does not identify such developments. The Monitor attempted to reconcile the data regarding applicants selected to applicants hired, and made adjustments as required, but the Monitor cannot be certain that such adjustments were complete.

While the findings and recommendations presented in this report remain valid despite these limitations, as the Monitor has done all that it can to overcome such issues with the data as provided, it is important that these limitations be acknowledged with the hope that they may be avoided in the future in order to simplify the steps required for future outcomes reporting.

## X. WORKFORCE DEMOGRAPHICS COMPARED TO AURORA CENSUS

Table 33 below compares APD’s and AFR’s sworn workforce demographics as of August 2024 to the City of Aurora’s [Census](#) data for July 1, 2023, being the most recent census data available. Red shading denotes diversity levels for APD and AFR that are *not even half* of the levels of diversity in the City of Aurora, thereby highlighting the extent to which APD’s and AFR’s workforces are not yet reflective of the community they serve.

The table below also indicates just how far there is to go in order to reach the aspirational goal of full reflection of the community served. In the meantime, other interim goals, like that set by the [30x30 Initiative](#) as adopted by APD, should be considered.

*Table 33 - APD & AFR Sworn Workforce as of Aug 2024 v Census for 2023*

	2023 City of Aurora Census Data	APD 2024 Sworn Workforce	AFR 2024 Sworn Workforce
American Indian/Alaska Native	1.1%	1.0%	0.4%
Asian	6.0%	3.1%	2.3%
Black/African American	16.6%	4.4%	3.2%
Hispanic/Latino	29.7%	15.3%	6.6%
Native Hawaiian/Pacific Islander	0.3%	0.1%	0.8%
Two or More Races	13.3%	2.9%	5.5%
<b>TOTAL BIPOC</b>	67.0%	26.8%	18.9%
<b>White</b>	42.8%	70.6%	76.9%
Choose Not to Identify	0.0%	2.6%	4.2%
<b>TOTAL</b>	109.8%	100.0%	100.0%

Female	49.7%	10.3%	7.4%
Male	50.3%	89.7%	92.6%

*Note:* Census data by race totals more than 100% because Hispanics may be of any race, so they are also included in applicable race categories. Red shading shows diversity levels that are less than half the levels of diversity in the City of Aurora.

## XI. CONCLUSION

The Monitor’s review of APD’s and AFR’s 2024 hiring processes demonstrate areas of progress and areas where further progress is required in order to best improve the diversity of APD’s and AFR’s sworn workforce to better reflect the diversity of the community they serve. By improving the collection, analysis and reporting of data relating to hiring process outcomes, and by investigating and addressing adverse impacts arising at various stages of the hiring process, the Monitor is confident that APD and AFR will be able to make further progress. The information contained herein, including the Monitor’s recommendations, provide a roadmap for such improvements as HR, the CSC, APD and AFR work together in their 2<sup>nd</sup> year of implementing APD’s and AFR’s new hiring processes.

## APPENDICES

### APPENDIX A1: RECOMMENDATIONS FROM THE MONITOR'S NOVEMBER 2022 HIRING REPORT

## Recommendations from the Monitor's November 2022 Hiring Report

The Monitor's November 2022 Hiring Report included four foundational findings and multiple recommendations related to each of the four foundational findings. It also included multiple recommendations for each stage of APD's and AFR's hiring process.

### I. FOUNDATIONAL RECOMMENDATIONS

The Monitor's November 2022 Hiring Report included multiple recommendations for each of the following four foundational areas of the hiring process:

- A. Job postings – accuracy, consistency and sufficient detail.
- B. Applicant engagement – mentorship by APD and AFR.
- C. Hiring process role clarity – systematic coordination and collaboration.
- D. Data collection and analysis – enabling insights into the effectiveness of APD's and AFR's recruiting and hiring processes, and any adverse impact on minority applicants.

#### A. JOB POSTINGS – CONSISTENCY & DETAIL

Regarding job postings, the Monitor's November 2022 Hiring Report made the following recommendations:<sup>1</sup>

1. APD and AFR must designate a specific unit within its department to coordinate with HR to oversee the content of the job postings and monitor all job postings to ensure their accuracy and consistency.
2. HR must be the primary party responsible for providing the contents of the job postings to the CSC, which will then be disseminated to external websites to advertise the postings. This practice is consistent with all other job postings for positions in the City.
3. APD and AFR must work with the CSC to ensure that the minimum qualifications information on the job postings is accurate as defined by CSC.
4. APD and AFR must work with HR to ensure that the messaging is consistent with other City positions.

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<sup>1</sup> Recommendations numbered for ease of reference as relevant to the Monitor's October 2024 Hiring Report and related analyses.

5. APD and AFR should be the responsible parties to identify and correct any inaccurate information in any of the job postings to ensure that accurate and uniform information is being advertised to attract applicants.
6. The job postings must include additional resources where the applicant can find detailed information about the hiring process and the necessary documents to adequately prepare. This information must provide guidance on each stage of the hiring process, inform the applicant of their right to appeal and when they can exercise that right, as well as resources that will offer them with assistance in preparing for any of the necessary exams in the process.

#### B. APPLICANT ENGAGEMENT – MENTORSHIP BY APD AND AFR

Regarding applicant engagement and mentorship by APD and AFR, the Monitor’s November 2022 Hiring Report made the following recommendations:

1. APD and AFR must systematically be informed of when an applicant applies to their respective departments and be provided contact information in a usable fashion to promptly engage with that applicant.
2. Beyond initial contact with the applicant, the respective departments must continuously mentor applicants throughout the entire hiring process. The mentorship will include checking in on the applicant, so the applicant is aware that the department is invested in the applicant’s success, being a resource to the applicant if the applicant has any questions, and lending support as the applicant progresses through each stage of the hiring process by providing appropriate previews, information, and guidance regarding upcoming steps. During the all-in meetings, the need for this kind of mentorship was stressed by all parties as a critical element in ensuring that the applicant feels engaged throughout the process. Applicants who come from law enforcement families may already possess this level of support, as well as a familiarity with the overall process. However, first-generation applicants currently have no way to close this knowledge gap. APD and AFR expressed, from their experience, that minority applicants and other applicants who are not coming from law enforcement families especially need this level of mentorship and guidance to successfully make it through the hiring process.
3. AFR previously provided training sessions on what to expect during the Candidate Physical Abilities Test (CPAT) and how to physically train to meet the expectations. Applicants for both APD and AFR can benefit from this level of support and guidance going forward.
4. APD and AFR should immediately utilize their access to the current hiring system to gain a list of pending applicants. Department representatives should use this list to connect and engage with prospective applicants/recruits. The City has made recent efforts to focus and invest in improving recruitment efforts. It will be a tremendous loss to the City if such connections between applicants and recruiting mentors are not made immediately and sustained through the hiring process. Such connections will assist in ensuring that current applicants stay engaged in the process and help to improve the number of applicants who successfully complete the hiring process. As current APD and AFR recruiters cannot adequately contact all



applicants due to the limited number of available recruiters, APD and AFR should have discussions regarding how best to implement mentoring programs within their departments. In addition to the efforts of the individual departments, the CSC should regularly assess contact with candidates to ensure outreach is maintained to ensure oversight and accountability.

5. The Monitor's team understands that APD and AFR have been granted access to NeoGov, but also understand that APD did not receive a tutorial session on how to operate their access and successfully navigate the NeoGov system to gain the necessary applicant information until the beginning of July 2022. There doesn't seem to be a sense of urgency to fully exercise this information, but all of the parties should prioritize making the information in NeoGov user-friendly so APD and AFR can begin utilizing this information to provide mentorship to all applicants going forward.

### C. HIRING PROCESS ROLE CLARITY – SYSTEMATIC COORDINATION & COLLABORATION

Regarding systematic coordination and collaboration in the hiring process and role clarity, the Monitor's November 2022 Hiring Report recommended that a process be devised to provide for appropriate active participation by CSC, AFR, APD and HR, playing to the recognized needs and strengths of each entity. The Monitor made the following recommendations relating to each entity:

1. Given that APD and AFR will be the agencies who will be training, supervising and employing each recruit for the next 20 years on average, each should be the lead agency in defining the qualifications of candidates that they are seeking and selecting the candidates who will work in their departments.
2. HR should be utilized to assure all that the process is administrated in as fair, efficient, effective and transparent way as possible. HR should continue to ensure that there are appropriate standards, training, and process to create an enduring consistent and equitable hiring process. This should include developing standards for evaluating each of the tests throughout the hiring process, including the file review based on the Whole Person concept, and oral boards.
3. HR should organize a comprehensive assessment of the Ergometrics video-based examinations by a CSC, APD and AFR team, evaluating the tests in relation to the current needs of the respective departments. The team should review the tests to determine where improvements are required, what changes to the tests may be appropriate, and whether the needs of the departments necessitate other designs and forms of testing.
4. The CSC should not only fulfill its mandate under the Charter but should participate and provide its best advice to APD and AFR in the selection process as representatives of the community and to HR as it undertakes its administrative role. Moreover, CSC must serve as the independent arbiter of complaints of candidates relative to the administrative and selection processes.

5. In order to effect the changes outlined above, certain Rules and Regulations of the CSC must be changed, as recommended by the Monitor in Appendix I to the Monitor's November 2022 Hiring Report.

#### D. DATA COLLECTION & ANALYSIS – TO ENABLE INSIGHTS

Regarding data collection and analysis, in order to enable insights into the effectiveness of APD's and AFR's recruiting and hiring processes, and insights into any adverse impact on minority applicants, the Monitor's November 2022 Hiring Report made the following recommendations:

1. APD and AFR should be responsible for tracking the number of applicants applying after the hosting of recruitment events. This information will be used to assess the impact of current recruiting techniques and develop new recruiting strategies. This is especially valuable as the City increases its recruitment efforts, so recruitment strategies are based on robust, accurate data analysis rather than anecdotal evidence.
2. Data collection processes should address the data insufficiencies and inaccuracies (relating to applicants with multiple races, and the use of a consistent structure for reporting)<sup>2</sup> to ensure there is accurate data that can be used to conduct adverse impact analyses.
3. A formal process should be implemented by which HR regularly conducts barrier analyses and/or disparate impact analyses for each step of the hiring processes and creates a thorough report on the findings. HR will be responsible for using said assessments to evaluate the impact of the overall process and the newly established minimum qualifications on applicants. This level of internal examination is necessary to ensure continuous improvement of the process.
4. The City's record retention schedule, specifically HR's retention schedule, should be amended to remove any ambiguity relative to aggregate demographic data pertaining to recruitment and hiring.

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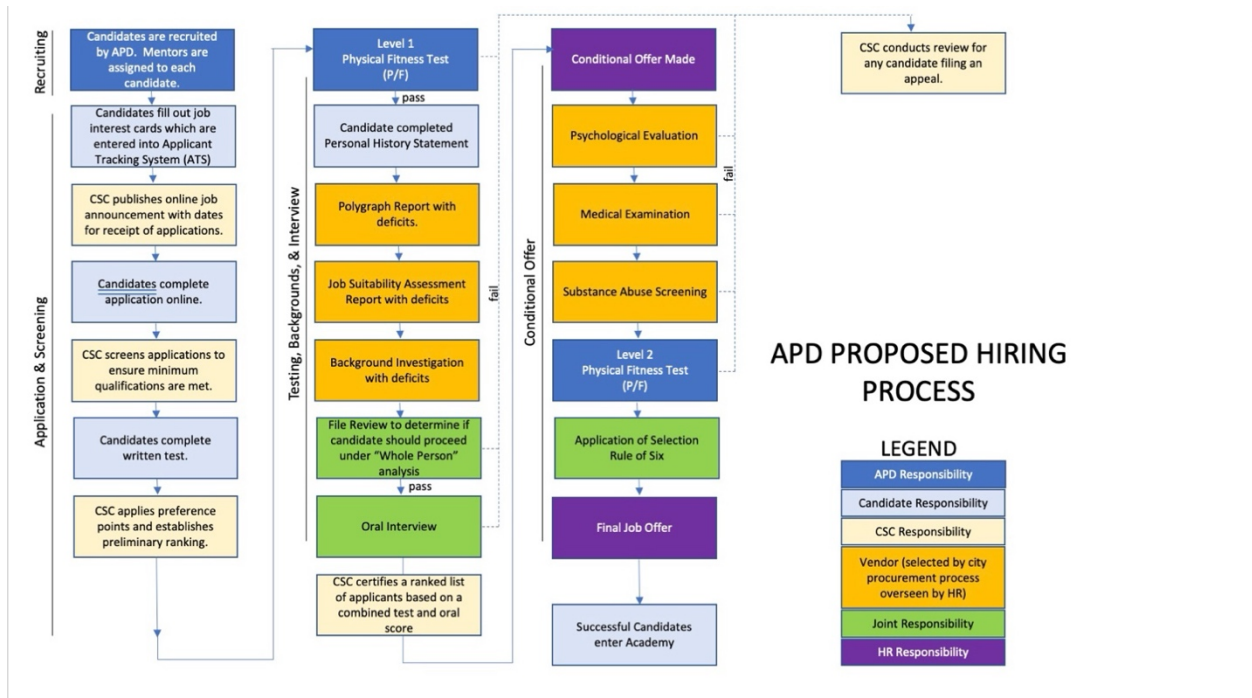
<sup>2</sup> The information in parentheses appears later in the Monitor's November 2022 Hiring Report.

## II. PROPOSED ENTRY-LEVEL HIRING PROCESSES

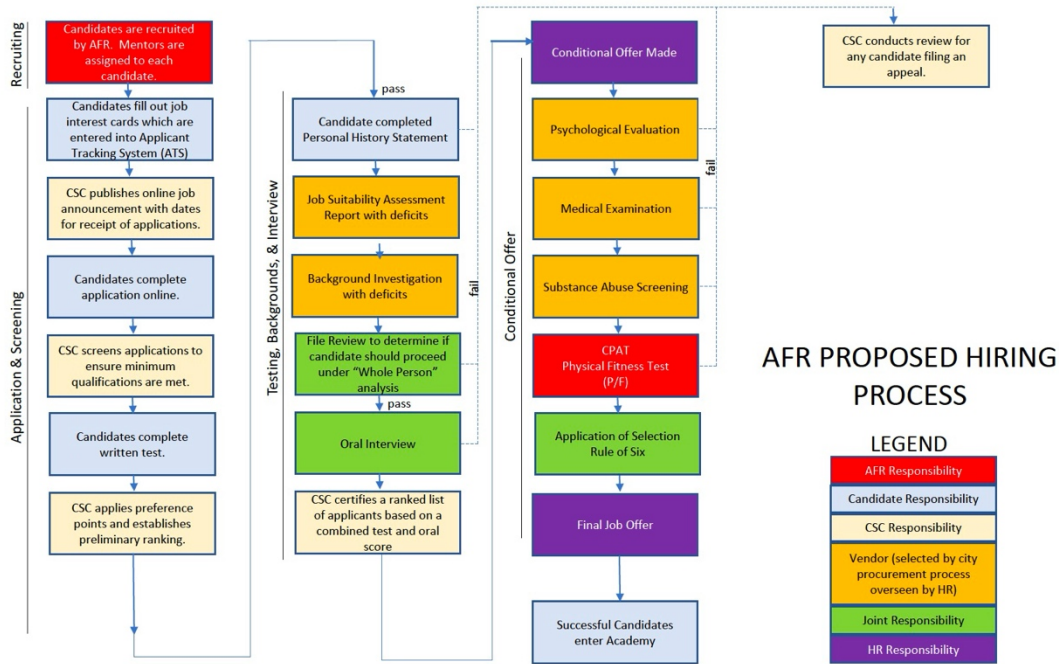
In addition to the foundational recommendations identified above, the Monitor’s November 2022 Hiring Report included multiple recommendations for each of the following stages of the hiring process:

- A. Recruitment, Application & Screening
- B. Testing, Backgrounds & Interview
- C. Conditional Offer
- D. Final Offer

The recommended hiring process for APD is illustrated as follows:



The recommended hiring process for AFR is illustrated as follows:



## A. RECRUITMENT, APPLICATION & SCREENING

Regarding recruitment, the November 2022 Hiring Report made the following recommendations:

1. APD recruiters should engage with potential recruits, starting with referring those who are interested in applying for an entry-level position in the department to the relevant applicant tracking system website: NeoGov, as maintained by the CSC, or Workday, as maintained by HR.
2. APD should assign a mentor to each new recruit and entry-level qualified applicant and ensure that the mentors reach out to all applicants. The mentors assigned to each recruit will, assisted by technology which automates the communication process, maintain regular contact with the applicant throughout the entirety of the hiring process, providing information and assistance to applicants to improve their success rate through each phase. Such assistance will include the provision of clear and timely communications regarding where the applicant stands in every stage of the hiring process; applicant expectations; and reminders, notifications, and guides on what recruits can expect from each step of the process. Moreover, mentors will be available to answer questions from candidates. This proposed step is designed to combat the extremely high number of applicants leaving the hiring process due to their failing to schedule the exam. This modification will ensure that APD is informed from the very beginning of the hiring process of who their applicants are and are engaged throughout the process, a pivotal step in ensuring that APD plays a more active role in the hiring process.

Regarding application and screening, the November 2022 report made the following recommendations:

3. HR should be responsible for consistently examining the minimum qualifications and disqualifiers to determine if any have a disparate impact on minority candidates. In order to conduct this analysis, HR will need robust current data and historical data set to establish a baseline.
4. APD should draft narratives and a job description to be included in the job announcement. The job announcement will also include information on the physical fitness requirements. HR will review the job announcement to ensure consistency in guidelines, formatting, categories of information, and advertisement across multiple platforms.
5. HR and the departments should work together to create preliminary simple personal history questions to be added to the basic application. These supplemental questions would constitute Part I of the applicants' Personal History Statements. These steps are envisioned to ensure APD has a far more active role in describing the ideal candidate and expertise from HR to ensure consistency in messaging for the City as a whole.
6. Any applicant who has been disqualified due to factual errors in their applications should be allowed to appeal their disqualification to the CSC, which would then manually review the applicant's case to determine if the disqualification was warranted. If it was not, the applicant should then be allowed to proceed. Applicants who meet the minimum qualifications to take the written exams would then be invited to do so.

## B. TESTING, BACKGROUNDS & INTERVIEWS

Regarding testing, the November 2022 Hiring Report made the following recommendations:

1. After successful completion of the screening process, applicants should then take the written examinations for APD.
2. CSC should collaborate with APD, AFR and HR to choose the written examination, the testing vendor, and the minimum "cut off score" for the examination period. This will ensure that the tests are consistent with the current values and objectives of each of the departments and that the departments are playing a far more active role in determining how to assess and identify qualified applicants. Standard procurement processes will apply to selection of vendors.
3. Preference points, as mandated by state law and as discretionarily established by the CSC, should then be applied at this stage of the process so as to provide as many applicants as possible with the opportunity to be viewed through the "whole person" approach. The establishment of categories of discretionary preference points should be reviewed annually by the CSC with input from APD/AFR and HR, in order to determine whether any categories should be added or removed.

4. All applicants who successfully score above the “cut off score,” as calculated from the test score and the addition of preference points, would then proceed with the hiring process with an invitation to submit the second part of the Personal History Statement, the first part having been generated by the supplemental questions attached to the initial application. HR would determine the written guidelines and standards for the content and submission of the Personal History Statement.
5. Physical fitness guidelines should then be sent to the applicant along with the Personal History Statement in order to provide applicants with a formal notification of the goals that must be met later in the hiring process by the respective departments. This change would utilize the expertise of HR to maintain consistent evaluative criteria throughout the process, as well as to further the goals of improving diversity and equity.

Regarding the background investigation process, the November 2022 Hiring Report made the following recommendations:

6. Applicants should undergo a job suitability assessment (“JSA”), conducted by a third-party vendor. This vendor should go through a Request for Proposal (“RFP”) process with the City and be selected according to the procurement guidelines of the City.
7. HR should oversee the administration of background investigations and in collaboration with the departments, should determine the criteria and standards for the investigations. HR should provide standardized training to the investigators and should oversee the integration of current background staff supporting the CSC. This change would ensure consistency in background investigations across the City, eliminating disparate outcomes resulting from methodological variations. The City should consider including a review of an applicant’s social media posts to identify applicants who exhibit explicit bias.
8. The results of the JSA, background investigation, and the polygraph examination should be compiled and provided to HR. Using a written matrix of evaluative criteria, which HR would develop with input from the respective departments, three members of the respective departments and up to two commissioners from CSC would then conduct a file review to determine which candidates should be disqualified based on the results of the JSA, polygraph (only for APD candidates), and background investigations.
9. Applicants who are disqualified at this stage should be allowed to appeal the disqualification to the CSC, who would then review the decision to ensure its fairness and correctness.

Regarding interviews, the November 2022 Hiring Report made the following recommendations:

10. Applicants who successfully pass the background investigation should be invited to attend a panel interview. The interview would be conducted by three representatives from the respective department, up to two CSC Commissioners, and one Citizen Assessor. Each panelist would have one vote. In addition to these panelists, a non-voting HR representative would attend the interviews and partake in a manner determined collectively. The non-voting HR representative would have the ability to break a tie by casting a deciding vote.



11. The panelists should all receive standardized training on how to evaluate the interview by HR, and should receive structured interview questions developed by HR, in collaboration with the departments and CSC, in advance of the panel interview.
12. The questions should be well-defined by HR and be based on the requisite needs for the role, written in a short and easily understandable manner, and based on listed criteria that point to desired characteristics the department is seeking. These desired characteristics should be consistent and grounded on each agency's mission statement as well as the ideal characteristics sought during recruitment efforts.
13. The assessment developed by HR should incorporate an evaluation of the applicants' ability to interact with a diverse community and be based on the listed criteria of desired characteristics.
14. At the conclusion of the interview, the applicant's responses should be collected and stored within their profile. The panelists from the respective departments, CSC Commissioners, and the Citizen Assessor would then score the panel interviews based on the scoring criteria, developed by HR, and provide them to HR.
15. HR should be responsible for obtaining and tracking panelists and their scores and the demographic data of the panelist and the candidate they interviewed. HR would be responsible for consistently examining the panel interview scores to determine if any have a disparate impact on minority candidates. The HR representative would also be responsible for evaluating whether the representatives followed the training and guidelines in conducting interviews and, where there are potential concerns and issues, discussing with the leadership of the pertinent agency and/or the Commission to identify better qualified representatives to conduct the interviews. This analysis should include tracking scoring records of the agency and the demographic data of the agency's representatives who made that evaluation. The results of these analyses would be shared with the agency and CSC for improved transparency.
16. Human Resources would then rank applicants according to their scores.

### C. CONDITIONAL OFFER

Regarding conditional offers, the November 2022 Hiring Report made the following recommendations:

1. CSC should certify the list of applicants who have passed the written test and successfully completed the background investigations. The list would be ranked according to the applicants' combined scores from the panel interview and any assigned preference points.
2. Conditional offers should be issued for the number of available seats in the Academy plus a predetermined number to account for the post-conditional offer slippage. Candidates would be ranked and notified by HR.
3. Any candidate who did not receive a conditional offer should be allowed to appeal to the CSC.



4. Applicants who receive a conditional offer should be required to undergo a psychological evaluation conducted by one or more third-party vendors, hired through a similar procurement process as discussed above for all the other vendors in the hiring process. Applicants would also complete a medical evaluation conducted by one or more outside physicians. As part of the medical evaluation, applicants would undergo a substance abuse screening. The results of the medical evaluation would then be provided to HR by the conducting physician(s).
5. Applicants who receive a conditional offer would also perform a physical fitness test. The type of tests and the passing scores would be determined by the respective departments, with input from the CSC.

#### D. FINAL OFFER

Regarding the issuance of final offers to successful applicants, the November 2022 Hiring Report made the following recommendations:

1. Following the conclusion of the preceding evaluations, HR should compile the results into a final applicant file which would be presented to the respective department for final review. There would be three representatives from the department and up to two CSC Commissioners who would review the file.
2. For each seat available in the Academy, the panel would vote on which of the top six candidates should be selected for that seat. Those not selected for that seat will retain their ranking and be considered for the next available seat using the same methodology. The process would continue until each seat in the academy is filled.
3. Selection of each candidate out of the top six would be done using evaluative criteria, established jointly by HR and the individual department. A majority vote of the panel would select a candidate for each seat among the six as described.
4. HR would notify the candidates selected of their final offers of employment.
5. Candidates who are not selected would have a right to appeal the decision to the CSC.
6. APD and AFR should track the applicant's progress through the respective Academy process and analyze the reasons for disengagement to continuously improve its process. This data collection would provide the City with critical insight on the end-to-end hiring process. The results of these analyses should be shared with HR, the City, and CSC for improved transparency.

APPENDIX A2:  
PROPOSED CHANGES TO THE  
CSC'S RULES & REGULATIONS  
AS RECOMMENDED IN THE  
MONITOR'S NOVEMBER 2022 HIRING REPORT

**CIVIL SERVICE RULES AND REGULATIONS - CHANGES**  
**PROPOSED IN MONITOR'S NOV 2022 HIRING REPORT**

Rule	Text of Rule	Reason for Revision
Section II, Rule 4	<p>“The Commission is the sole judge of qualifications of applicants for original appointment.”</p>	<p>This must be altered to reflect the collaboration of the respective departments in determining minimum qualifications.</p> <p>This should be edited to incorporate that Human Resources will be responsible for examining minimum qualifications and disqualifiers to determine if there is disparate impact on minority candidates. <b>The CSC must take Human Resources’ findings under advisement.</b></p>
Section II, Rule 6	<p>“Applications for original appointment shall be accepted at the Commission’s sole discretion to allow a sufficient number of applicants to participate in and complete testing to meet projected department vacancy requirements. The Commission shall establish an application deadline in order to meet projected staffing requirements.”</p> <p>“All applications received by the application deadline will be accepted and reviewed by the Commission...”</p>	<p>This should be altered to reflect the departments’ collaborative role in setting the application receiving periods. Rolling application periods should be reflected as well.</p> <p>This should be altered to reflect that applications will be received by Human Resources (HR), via the Applicant Tracking System (ATS).</p>
Section II, Rule 7(g)	<p>“At the time of application, unless otherwise noted, applicants for original appointment in the Civil Service system shall:</p> <p>(g) Return a completed Commission-provided Personal History Statement for use in a background investigation.”</p>	<p>This section should be amended to reflect that the <b>Personal History Statement</b> will be broken into two parts: the first comprised of supplemental questions on the initial application and the second submitted after completing and passing the written examinations.</p> <p>Human Resources and the respective departments will determine the written guidelines and standards for the content and submission of the Statement.</p>

<p>Section II, Rule 9(a)</p>	<p>“The following are grounds for disqualification. There will be no appeal.”</p>	<p>This rule should be altered to reflect the institution of an appeals process for disqualifications under this category due to factual errors in applications. This applies primarily to 9(a)(1)-(3).</p> <p>This rule should be altered to reflect the “whole person” review concept, if such a concept is adopted, demonstrating that an applicant’s failure to meet a requirement will not necessarily result in disqualification. Such revisions would likely pertain to 9(a)(6)-(8).</p>
<p>Section II, Rule 11</p>	<p>“An applicant disqualified for reasons under Section II Rule 7, Minimum Qualifications for Original Appointment, and Section II 9B, Grounds for Disqualification of Original Applicants, may file an appeal with the Commission. Appeals will not be considered for disqualifications under Section II, Rule 9A.”</p>	<p>This should be altered to reflect the institution of an appeals process for disqualifications under Section II, Rule 9(a) due to factual errors in applications.</p>
<p>Section III, Rule 12, Intro</p>	<p>“The Commission shall be responsible for determining the types of examinations to be used.”</p> <p>[Section not present in current Rules and Regulations]</p>	<p>This should be altered to reflect that the CSC shall work in collaboration with the respective departments and Human Resources to determine the type of examinations and vendors to be used.</p> <p>A section should be added that reflects that the CSC, the respective departments, and HR will meet annually with the vendors to assess the selected examinations. The team will review the tests to determine whether improvements are required, what changes may be appropriate, and whether needs of the departments necessitate other designs and forms of testing.</p>
<p>Section III, Rule 12(a)</p>	<p>“The Commission shall determine the relative weight and passing scores for each portion of the examination series as required.”</p>	<p>This should be altered to reflect that a minimum “cut-off” score shall be established by the Commission, in collaboration with the respective departments and Human Resources.</p>
<p>Section III, Rule 12(f)</p>	<p>“The Commission shall conduct a final review of the applications,</p>	<p>This should be altered to reflect the new applicant file review process, which</p>

	testing results, and background information of all applicants who participate in testing prior to making a conditional offer of employment.”	occurs after completion of the JSA, polygraph (for APD), and background investigation. This should also be amended to include the modified role CSC has in creating the list of applicants who are eligible to receive conditional job offers after completion of the panel interviews.
Section III, Rule 13, Intro	“Written examinations may be administered prior to establishing the Prospective Employment List and shall be conducted in accordance with the following procedures...”	This should be altered to reflect the fact that a Prospective Employment List will no longer be created based on applicants’ test scores.
Section III, Rule 13(h)	“Written examinations may have a minimum passing score. Passing scores may be weighted in conjunction with other tests and the weights may vary between processes and between the Police and Firefighter tests.”	This should be altered to reflect that the written examinations will have a minimum “cut-off” score, determined jointly by the CSC, the respective departments, and Human Resources. Applicants will not be ranked based upon their scores.
Section III, Rule 14	Oral Examinations	Should be altered, overall, to reflect HR’s assumption of the primary oversight responsibilities regarding the panel interview process.
Section III, Rule 14, Intro	<p>“Oral examinations/interviews may be used for original testing at the sole discretion of the Commission and, if used, shall be administered prior to establishing the Prospective Employment List.”</p> <p>“The number and type of questions or exercises, the number of evaluator panels, and the number and qualifications of evaluations required for each panel shall be determined at the sole discretion of the Commission.”</p>	<p>Should be altered to state that the oral examinations are “Panel Interviews” and that they shall be administered to all applicants who complete the JSA, background investigation, and polygraph examination.</p> <p>Should be altered to reflect that <b>Human Resources, in collaboration with the respective departments and the CSC, shall determine the composition and qualifications of panelists, train the panelists, establish the voting process, provide interview questions for the panelists, and develop evaluation criteria. Human Resources shall also be responsible for examining the panel interview scores to screen for evidence of disparate impact.</b></p>
Section III, Rule 14(a)	“Original Oral Board panels shall consist of three (3) members,	Should be altered to reflect that panels will be composed of <b>three</b>

	optimally: one (1) Aurora citizen, and two (2) Firefighters or Police Officers, preferably one individual in a supervisory capacity.”	representatives from the respective departments, up to two CSC Commissioners, and one CSC-selected Citizen Assessor. A non-voting HR representative will attend the interviews and partake in a manner determined collectively.
Section III, Rule 16	“The Commission may require all original applicants to demonstrate physical ability through a fitness test.”	Should be changed to reflect that the respective departments, in collaboration with the CSC, shall determine the types of fitness tests and qualifications.
Section III, Rule 17	“Polygraph examinations may be used for original testing at the sole discretion of the Commission.”	Should be altered to reflect that polygraph examinations will be required for all applicants to the Aurora Police Department, and that the vendor shall be chosen through a Request for Proposal (RFP) process with the City of Aurora. The selection committee for the vendor will include two representatives from APD and one CSC commissioner.
Section III, Rule 18(a)	“The Commission will be advised in writing by its representative / consultant of all substance abuse screening results, both negative and positive.”	Should be altered to reflect that the results of the Substance Abuse Screenings shall be provided to HR.
Section III, Rule 18(e)	“To retain the original position on the current Prospective Employment List, an applicant’s appeal must be resolved in the applicant’s favor no later than ten (10) business days prior to the start of an academy class.”	Remove the reference to the Prospective Employment List.
Section III, Rule 18(g)	“If the outcome of the appeal is favorable to the applicant, and the applicant’s position on the Prospective Employment List (PEL) corresponding to his/her original ranking of the PEL would have granted an appointment to a previous academy class, the applicant may be certified for the next schedule academy...”	Remove the reference to the Prospective Employment List.
Section III, Rule 19(a)	“The Commission shall select a professionally qualified person to	Should be changed to reflect the new vendor selection process. The vendor

	perform the job suitability assessment based upon the individual’s education and experience in designing and performing these type of evaluations...”	will go through a Request for Proposal (RFP) process with the City and be selected according to the City’s procurement guidelines.  The selection committee will include two representatives from APD, two representatives from AFR, and 1 CSC commissioner.
Section III, Rule 19(d)	“Upon completion of the job suitability assessment, the examining consultant shall provide a written report to the Commission regarding the applicant’s suitability...”	Should be altered to reflect that the results of the job suitability assessment shall be provided to Human Resources.
Section III, Rule 19(e)	“The Commission shall disqualify an applicant based on the recommendation rating of the examining consultant that the applicant is not suitable to perform the essential job functions of the position being examined.”	Should be altered to reflect that three members of the respective departments and up to two commissioners from the CSC shall use evaluative criteria developed by HR to assess the results of the JSA, along with the results of the polygraph examination (for APD) and the background investigations, to make disqualification decisions.
Section III, Rule 19(f)	“Applicants disqualified for job suitability reasons shall be notified...There is no appeal.”	Should be altered to reflect the institution of an appeals process for disqualifications. The CSC shall oversee the appeals process.
Section III, Rule 20(a)	“Medical examinations shall be conducted by a physician/psychologist of the Commission’s choice...”	Should be altered to reflect the new Request for Proposal (RFP) vendor selection process.
Section III, Rule 20(b)	“...the examining physician/psychologist shall certify in writing to the Commission that the applicant is, or is not, medically qualified to perform the job based on job requirements.”	Should be altered to reflect that the results of the medical examinations shall be provided to Human Resources.
Section III, Rule 21(e)	“To retain the original position on the current Prospective Employment List, an applicant’s appeal must be resolved in the applicant’s favor no later than ten (10) business days prior to the start of an academy class.”	Remove the reference to the Prospective Employment List.



<p>Section III, Rule 21(g)</p>	<p>“If the outcome of the appeal is favorable to the applicant, and the applicant’s position on the Prospective Employment List (PEL) corresponding to his/her original ranking of the PEL would have granted an appointment to a previous academy class, the applicant may be certified for the next schedule academy...”</p>	<p>Remove the reference to the Prospective Employment List</p>
<p>Section III, Rule 22</p>	<p>“The Commission may conduct background investigations on all applicants.”</p>	<p>Should be altered to reflect that HR will be responsible for conducting background investigations, and interpreting results. HR and the respective departments shall determine the criteria and standards for the investigations. HR shall provide standardized training to the investigators. HR, along with the respective departments, shall review the results of the background investigations, along with the results of the JSA, using a matrix of evaluative criteria to determine if the applicant has successfully passed. Applicants who do not pass may appeal their disqualification to the CSC.</p>
<p>Section III, Rule 23</p>	<p>“At its sole discretion, the Commission may use any other recognized methods of examination or combination of examinations.”</p>	<p>Should be altered to reflect that HR and the respective departments shall collaborate with the CSC in determining whether any additional or alternative examination methods are necessary and appropriate.</p>
<p>Section III, Rule 24</p>	<p>“Upon completion of all pre-job offer testing and background investigation, the Commission shall conduct a final review of the complete application file and testing results to ensure the applicant meets all minimum qualifications and has no grounds for disqualification prior to offering an applicant a conditional job offer.”</p> <p>[Section not present in current Rules and Regulations]</p>	<p>Alter to state that the CSC in collaboration with the relevant department, shall review the results of the JSA, background, and polygraph examination, and determine which applicants pass. Passing applicants will be granted a panel interview. Passing applicants will be granted a conditional job offer.</p> <p>Alter to include a new final-offer and candidate selection procedure. Upon</p>

		<p>completion of the <b>psychological evaluation, medical evaluation, and fitness test, HR shall compile the results into a final applicant file which shall be presented to the respective department for final review. Three representatives from the department and up to two CSC Commissioners will review the file.</b> For each seat in the Academy, the panel will vote on which of the top six candidates should be selected for that seat. Those not selected will retain their ranking and be considered for the next available seat. The process continues until each available seat is filled.</p>
Section III, Rule 26	<p>“Applicants for original appointment will be informed of the results of all examinations in which they participate in the manner deemed appropriate by the Commission.”</p>	<p>Should be altered to reflect that Human Resources shall be responsible for informing applicants as to the results of their examinations.</p>
Section IV	<p>Eligibility Lists for Original Appointment</p>	<p>This entire section needs to be edited to accommodate the elimination of the ranked Prospective Employment List, the new process for ranking candidates based upon their panel interview scores and preference points, and the new process by which the departments and the CSC select applicants to receive final offers of employment.</p>
Section IV, Rule 28(a)	<p>“An entry-level applicant who successfully completes initial testing as deemed appropriate by the Commission shall be given a position on a Prospective Employment List (PEL) based on his/her examination test scores, and/or any other combination of examination scores which the Commission deems necessary.”</p>	<p>This should be altered to state that the PEL shall not be created following the completion of initial testing, and that applicants shall not be ranked based upon their testing scores. Instead, applicants shall be ranked based upon their panel interview scores, plus the added preference points.</p>
Section IV, Rule 28(b)	<p>“Preference Points for the following will be added prior to posting the PEL:”</p>	<p>This should be altered to state that preference points will be added following applicants’ completion of the written examinations.</p>
Section IV, Rule 29(a)(3)	<p>“The Certified Eligibility List shall be developed by taking entry-level</p>	<p>Should be altered to reflect the new hiring process. For each seat in the</p>

	<p>applicants from the Prospective Employment List, beginning with the top-ranked applicant and continuing numerically down the list...The Certified Eligibility List shall contain a list of “approved for hire” applicants in rank order, as determined by the Commission... Applicants will be hired by the City in the order of their ranking on the Certified Eligibility List with seniority determined at time of Academy graduation.”</p>	<p>Academy, <b>three representatives from the respective department and up to two CSC Commissioners shall review the final candidate files.</b> For each available seat in the Academy, the panel will vote on which of the top six candidates (as determined by their panel interview scores, plus preference points) should be selected for the seat. Those not selected retain their ranking and are considered for the next available seat, using the same methodology. The process continues until each seat in the Academy is filled.</p> <p>Candidates who do not receive a final offer may appeal the decision to the CSC.</p>
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APPENDIX B:  
CSC RULES & REGULATIONS  
EFFECTIVE MARCH 12, 2024

# **R U L E S & R E G U L A T I O N S**

OF THE

CIVIL SERVICE COMMISSION

AURORA, COLORADO

(Updated March 12, 2024)

The rules and regulations contained in this manual are intended to effectuate the purposes of the City of Aurora's Civil Service System. These rules are not intended to create any contractual rights for applicants or employees. These rules are subject to change at any time by formal action of the Civil Service Commission. All applicants for original appointment and all employees for promotion shall be subject to the same rules and regulations as all other applicants or employees for the same eligibility list.

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SECTION I – GENERAL INTENT AND STRUCTURE OF THE CIVIL SERVICE COMMISSION

SECTION II – ORIGINAL APPOINTMENTS: ENTRY-LEVEL, LATERAL, REINSTATEMENT, WORK FORCE REDUCTION

SECTION III – PROMOTION WITHIN CIVIL SERVICE RANKS

SECTION IV – DISCIPLINARY APPEALS PROCEDURE

## **SECTION I. GENERAL INTENT AND STRUCTURE OF THE CIVIL SERVICE COMMISSION.**

For Additional detail, please see Appendix A

- 1. CIVIL SERVICE COMMISSION.** The Aurora Civil Service Commission (hereinafter referred to as the "Commission") was created in 1967 by the City Charter of Aurora, Colorado (hereinafter referred to as the "Charter") and is charged with the responsibility of administering a separate Civil Service system for uniformed members of the Fire and Police departments. The Commission is committed to the support of the City of Aurora's policy of equal employment opportunity as well as upholds the Civil Service Commissioner Code of Ethics (Resolution No. R2000-81, signed November 27, 2000, when hearing disciplinary appeals).
  - a. Members.** The Commission is composed of not less than three (3), nor more than five (5) members, as determined by the Aurora City Council (hereinafter referred to as "City Council") by Charter. Commissioners shall be residents of and registered electors of the City of Aurora, Colorado, prior to their appointment as Commissioners. Should a Commissioner cease to be a resident or elector of the City of Aurora, the Commissioner must resign. According to the Charter, no member of the Commission may hold any other position in the City of Aurora for which he/she receives either a per diem or salary compensation. A waiver of any such per diem or salary compensation may not circumvent this provision, nor may any member of the Commission be an appointive member of any other Board or Commission serving the City of Aurora.
  - b. Commissioner Term.** All Commissioner appointments shall be for a three (3) year period, up to three (3) consecutive terms. Commissioners shall be selected and appointed by a majority vote of the City Council.
  - c. Duties.** The Commission is responsible for establishing rules and regulations to administer the separate Civil Service system of the Fire and Police departments. It is responsible for:
    - (1) Establishing qualifications and service requirements, examination and certification of all applicants for original (cadet and entry-level) and lateral-entry appointment to the Civil Service system; and
    - (2) Promotional appointment within the Civil Service system; and
    - (3) Conducting Civil Service disciplinary review hearings. Compensation and Classification of Commissioners
  - d. Compensation and Classification of Commissioners.** Commissioners are compensated as set forth in Section 102-69 of the City Code. Pursuant to IRS regulations and a 1995 legal opinion, Commissioners are classified as employees of the City of Aurora.
  - e. Compensation and Classification of Commission Staff.** Pursuant to City Charter, the City's Personnel Policies and Procedures Manual, and legal opinions,

most recently July 2014, Commission Staff are "at will" employees subject to the Policies and Procedures established by the Civil Service Commission. The Commission sets its own classification and compensation system for their staff. Commission staff shall receive the same benefits as Career Service employees (annual and sick leave, medical, retirement contributions, etc.), although they are not able to appeal any discipline to the Career Service Board. Oversight for this compensation system comes only from the City Council as part of the annual budget proposal process.

- 2. COMMISSION MEETINGS.** Regular meetings shall be held as determined by a majority of Commissioners. The Chairperson may call special meetings at any time, provided each Commissioner is given twenty-four (24) hours notice thereof and the provisions of the Colorado Sunshine Act, C.R.S. 24-6-402, are met. A meeting will be called if requested by a majority of Commissioners, subject to the twenty-four-(24) hour notice requirement.
  - a. Notice of Meetings.** Meetings at which a majority of the Commission is in attendance, or is expected to be in attendance, and at which the adoption of any proposed policy, position, rule, regulation, or formal actions are expected or occurs shall be held only after full and timely notice to the public. Full and timely notice shall be deemed to have been given when the notice of the meeting is posted within the boundaries of the Commission offices and/or forwarded for posting in the City of Aurora Municipal Building in the normal location for such posting no less than twenty-four (24) hours prior to the holding of the meeting. Individual electronic notification will specifically be given to the Deputy City Manager, Police and Fire Chiefs.
  - b. Quorum.** Two (2) Commission members shall constitute a quorum with a three member Commission, and three (3) members shall constitute a quorum with a four or five member Commission. Any vote cast shall constitute "one vote." All actions determining Commission policy shall require a majority vote of the full body.
  - c. Agendas.** Agendas of regular meetings shall be prepared in advance by the Commission staff. Any Commissioner may place items on the agenda. Items may be placed on the agenda at regular meetings with concurrence of the majority of Commissioners present at the meeting.
  - d. Procedure for Meetings.**
    - (1) At the first meeting in December, or at the earliest possible date thereafter, the Commission shall elect a Chairperson and Vice Chairperson from its members by a majority vote of those Commission members present. The Chairperson and Vice Chairperson shall serve for that calendar year. If the position of Chairperson or Vice Chairperson becomes vacant between annual elections, an election will be held as soon as possible by a majority vote of the remaining Commissioners to fill such vacancy.



(2) The Chairperson shall preside at all Commission meetings and shall direct the business and affairs of the Commission in an orderly manner, as approved by Commission members. In the absence of the Chairperson, the Vice-Chairperson shall preside at meetings, sign necessary documents, and perform other duties ordinarily performed by the Chairperson. Should both Chairperson and Vice Chairperson be unavailable for conduct of Commission business including, but not limited to, chairing meetings and signing correspondence, the remaining Commissioners may, by majority vote, elect an Acting Chairperson from their number for conduct of such business.

(3) The Chairperson or Vice Chairperson may be removed from such position during term of office by a majority vote of Commissioners at a special meeting convened for that purpose.

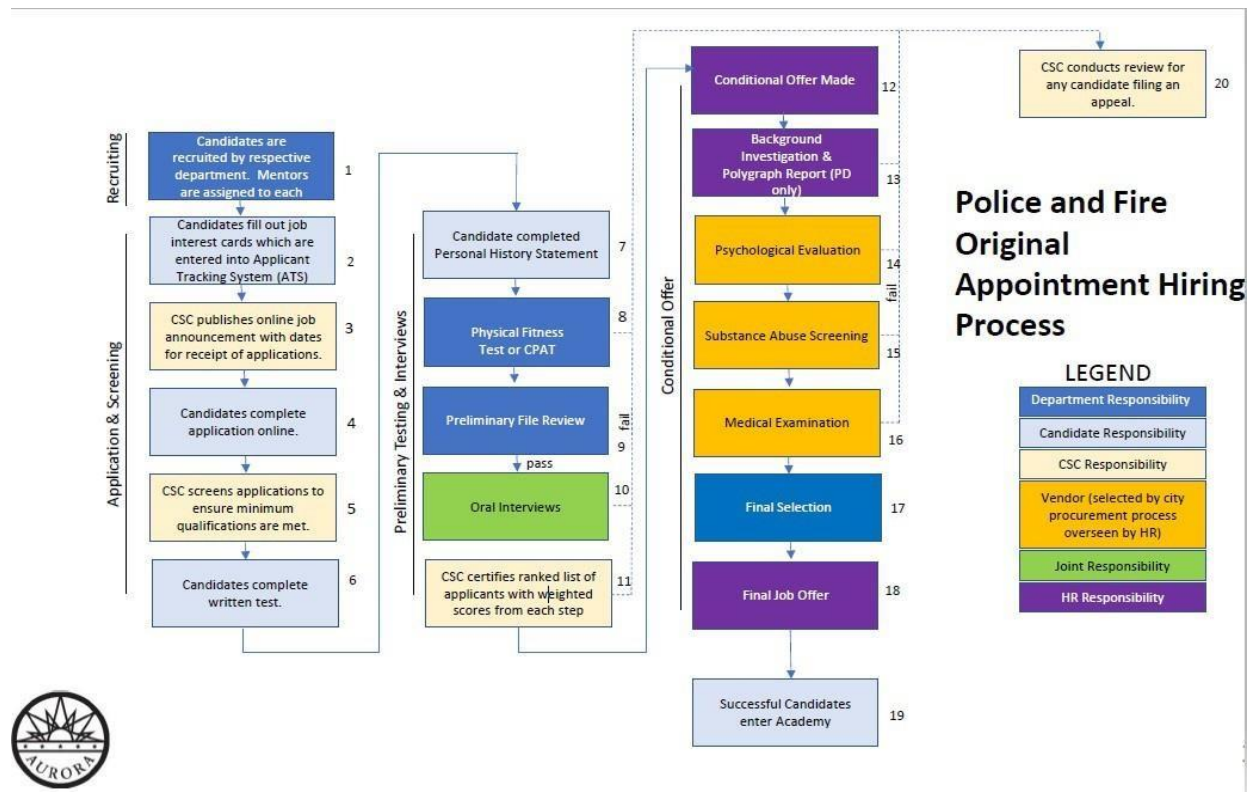
**e. Minutes.** A record, in the form of minutes, shall be kept at each meeting of the Commission. Minutes shall note time and place of meeting, names of Commission members present and absent, and all official acts of the Commission during the meeting. A draft of the minutes shall be transcribed and distributed to Commissioners prior to the next regular meeting via email, and shall be approved by Commission members as presented or amended. After Commission approval, minutes shall be signed by the Chairperson, attested to by the staff member appointed by the Commission acting as recording secretary, and permanently maintained in Commission files.

**3. COMMISSION OFFICE HOURS.** Commission business shall normally be conducted Monday through Friday, from 8:00 a.m. to 5:00 p.m., and shall be closed on Saturdays, Sundays, certain off-site testing dates, and City recognized holidays. The Commission must specifically approve changes to this schedule.

## SECTION II. ORIGINAL APPOINTMENTS: ENTRY-LEVEL, LATERAL, REINSTATEMENT, WORK FORCE REDUCTION.

**Section Summary:** Applicants for original appointment including Entry-Level, Lateral, and Reinstatement appointments to Civil Service positions of the Aurora Fire Rescue or Aurora Police Department shall be subject to qualification and examination procedures stated in the following paragraphs. All applicants who possess the minimum qualifications established by the Commission shall be allowed to participate in the initial examination process. This process seeks to provide the Aurora Fire Rescue, Aurora Police Department, and all Aurora citizens with the most qualified applicants irrespective of the applicant's race, creed, color, gender, age, national origin, sexual orientation, religion, or political opinions or affiliations.

The full process effective for the Academies beginning after July 1, 2023 is detailed in the flowchart below. The Civil Service Commission Rules and Regulations lay out the responsibilities of the Civil Service Commission. Please note the Legend lays out the responsibilities of other city departments throughout the hiring processes which has been discussed with all stakeholders.



## **Application and Screening Section**

### **1. JOB ANNOUNCEMENT.** Box #3 from flowchart:

- a. The Civil Service Commission publishes the online job announcement with dates for receipt of applications based on the job descriptions, including application and testing deadlines, provided by the respective departments, and reviewed by Human Resources.
- b. The Civil Service Commission shall initiate a process to create a Certified Eligibility List for one or more Academies as described below.

### **2. SCREENING APPLICATIONS.** Box #5 from flowchart: Civil Service Commission screens applications to ensure minimum qualifications are met.

- a. The Civil Service Commission shall determine the minimum qualifications for original appointment to include:
  - i) Entry-Level Police applicants shall be 21 years old by the projected end date of the Academy. Entry-level Fire applicants shall be 18 years old by the projected start date of the Academy. Proof of age shall be either a copy of a state, or municipality-issued original Birth Certificate, Passport of the United States of America, or evidence of Naturalization.
  - ii) Be a citizen of the United States of America or a person who is lawfully admitted for permanent residence in accordance with the Immigration and Nationality Act. Proof of citizenship shall be either a copy of a state or municipality-issued original Birth Certificate, Passport of the United States of America, or evidence of Naturalization.
  - iii) Have completed a minimum education of high school completion, or GED equivalency. Proof shall be a copy of the High School Diploma, copy of the GED Certificate, or successful completion letter from an accredited school's Principal or District Superintendent, or other documentation approved by the Commission. Candidates who have completed any credit hours from an accredited college/university must also include a copy of college transcripts from all post-secondary schools attended along with any of the accepted documentation above when requested. If home-schooled, documentation must meet the standards of the state of matriculation. If the home-schooled candidate has been accepted in any accredited post-secondary institution, it shall be determined that they have met all the above education requirements.
  - iv) Must have a valid driver's license and if not a Colorado driver's license, be able to obtain a Colorado driver's license by the start of the Academy.
  - v) Be able to perform minimum essential job functions of the recruit position.
- b. The Civil Service Commission shall determine automatic grounds for disqualification from the hiring process to include:
  - i) Conviction of, or deferred judgment for, a crime which is a felony under state or federal law; or military conviction by a court-martial that is comparable to a felony conviction.

- ii) Conviction of any crime or ordinance violation, which would bar the applicant from possessing a firearm or ammunition under Federal or Colorado law. (For Police Officer Applicants only.)
  - iii) Conviction of, deferred judgement for, or combination of any misdemeanor causing disqualification under POST standard 24-31-305. (For Police Officer Applicants only.)
  - iv) Illegal distribution of any controlled substances or drugs, including steroids, in the last (3) years. Frequency of behavior, quantity of drugs involved, and type are considered at time of background.
- c. The Commission shall notify any applicant whose application has been disqualified during the application screening process via the applicant tracking system (ATS) and shall identify the Commission Rule(s) for such disqualification.
  - d. Applicants who have been disqualified due to factual errors in their applications may appeal their disqualification to the Civil Service Commission under the established appeal procedures in Section II Rule (9).
- 3. ENTRANCE EXAMINATION.** Box #6 from flowchart: Candidates complete written test.
- a. The Civil Service Commission shall collaborate with the departments and Human Resources to choose the written examination, the testing vendor, and the minimum passing score and deadlines for the examination period.
  - b. The Civil Service Commission shall receive the testing results and notify Human Resources of all candidates with passing scores.
  - c. The Commission shall notify any candidate whose application has been disqualified during the entrance examination via the ATS.
  - d. Candidates who have been disqualified may appeal their disqualification to the Civil Service Commission under the established appeal procedures in Section II Rule (9).

### **Preliminary Testing and Interview Section**

- 4. PRELIMINARY FILE REVIEW.** Box #9 from flowchart:
- a. Candidates who have been disqualified during the preliminary file reviews conducted by the respective department may appeal their disqualification to the Civil Service Commission under the established appeal procedures in Section II Rule (9).
- 5. ORAL INTERVIEWS.** Box #10 from flowchart: Department led interview panels administered by Human Resources.
- a. At the discretion of the Civil Service Commission, Commissioners may elect to; 1) score applicants as board members, 2) serve as a non-scoring monitor on each interview panel, or 3) decline participation.

- b. The number and content of interview questions, number of interview panels and assessors for each panel shall be determined through collaboration with the Commission, the applicable Department, and Human Resources.
- c. Oral Interviews shall have a minimum combined passing score of 70%.
- d. Candidates who have been disqualified may appeal their disqualification to the Civil Service Commission under the established appeal procedures in Section II Rule (9).

**6. CERTIFIED ELIGIBILITY LIST.** Box #11 from flowchart: Civil Service Commission certifies ranked list of qualified entry-level applicants for original appointment.

- a. Each entry-level applicant who successfully completes each step of the testing process to this point shall be given a position in rank order by final score on a certified eligibility list.
- b. The applicant's position on the certified eligibility list shall be determined by averaging the passing entrance examination score with the passing oral interview score. Preference points shall then be added to this averaged score. The relative scoring weights of each component of the final score shall be determined by the Civil Service Commission in collaboration with the respective department and Human Resources. For illustration purposes, the following formula represents the final combined score calculation: Passing Entrance Exam score X .5 (50%) + Passing Oral Interview score X .5 (50%) + any applicable preference points = Applicant's final combined score for ranking on the certification list.
- c. Preference points, as determined by the Civil Service Commission, shall be applied to the candidate's passing combined score in accordance with the following policies outlining these points:
  - i) Veteran's Preference points shall be added in accordance with the provisions of Section 15, Article XII of the Colorado State Constitution prior to final ranking.
  - ii) [Language Proficiency Preference points](#) shall be added in accordance to the policy outlining these points and qualifications.
  - iii) [Aurora Police Explorer Preference points](#) shall be added in accordance to the policy outlining these points and qualifications.
  - iv) [Aurora Fire Explorer Preference points](#) shall be added in accordance to the policy outlining these points and qualifications. [Colorado POST Certifiable Preference points](#) shall be added in accordance to the policy outlining these points and qualifications.
- d. In the event a tie final score occurs, rank order priority shall be based on the date and time the application was received with the earlier taking precedence.
- e. The certified eligibility list shall be reviewed and signed by the Civil Service Commission. The list shall be published to the respective department and Human Resources.
- f. Civil Service shall notify candidates of their ranking on the eligibility list.

- g. Candidates on the certified eligibility list may request a deferment from the Civil Service Commission to a future Academy. Candidates shall provide the request in writing along with appropriate backup documentation detailing the reasons for the request.
- h. When considering the request for deferment, the Commission may consider any candidate testing results, number of recruits needed by the department for the academy, the validity of the reasons for the request, and any other information deemed of value to the Commission.
- i. If approved, the deferred candidate may be re-certified on the next certified eligibility list (following the deferral period) in a position corresponding to the ranking based on the candidate's final combined score.

**Conditional Job Offer, Background Investigation, and Final Job Offer Section**

At this point forward the respective departments shall utilize the rank ordered certified eligibility list prepared by the Civil Service Commission.

- 7. **POST CONDITIONAL JOB OFFER TESTING**. Box #12 through #16 from flowchart:
  - a. Background investigation and post conditional job offer examinations are determined and conducted by Human Resources.
  - b. Candidates who have been disqualified may appeal their disqualification to the Civil Service Commission under the established appeal procedures in Section II Rule (9).
- 8. **FINAL SELECTION AND FINAL JOB OFFER**. Box #17 through #19 from flowchart:
  - a. The respective department, with assistance from Human Resources, shall determine and administer the final selection process.
  - b. Remaining candidates shall receive a final job offer in the order in which they are certified on the eligibility list. The respective Chief of the department shall have the final say on which candidates are selected to receive a final job offer.
  - c. Candidates not selected to receive a final job offer are not eligible to appeal to the Civil Service Commission.
- 9. **APPEAL PROCEDURE**. Box #20 from flowchart: Civil Service Commission conducts review for any candidate filing an appeal.
  - a. Any candidate disqualified from the entry-level application process may file an appeal with the Civil Service Commission.
  - b. Candidates shall provide the appeal in writing along with appropriate backup documentation detailing the reasons for the appeal.
  - c. The appeal must be received by the Commission within seven (7) business days from the date of the notice of disqualification to the candidate.

- d. A copy of the appeal shall be provided to Human Resources. Human Resources shall provide a summary of the testing results of the candidate and any additional information for the Commission to consider within (10) ten business days from the date the appeal is received by the Commission.
- e. Commissioners having any personal conflict-of-interest concerns shall recuse themselves from the appeal process for that candidate.
- f. The appeal shall be reviewed by a majority of remaining Commissioners within five (5) business days of receipt of the summary of testing results and any additional information provided by Human Resources.
- g. The Commission may seek guidance on an appeal from the City Attorney's Office representative assigned to the Civil Service Commission.
- h. A majority of Commissioners shall decide one of the following options to resolve the appeal;
  - i) Additional or clarifying information is needed from either the applicant or Human Resources with deadlines for such information to be decided by the Commission based on the complexity of the information requested.
  - ii) To reinstate the candidate into the application process at the point of disqualification.
  - iii) To uphold the disqualification of the candidate from the testing process.
- i. A summary of the Commission's decision on the appeal shall be provided in writing to the candidate and Human Resources. The appeal decision of the Commission shall be final.

**10. REPORTING REQUIREMENTS.**

- a. The Civil Service Commission shall receive reports from Human Resources on disparate impact on protected classes, if any, from assessments of minimum qualifications and disqualifications at each testing step.
- b. Human Resources shall be deemed to be the custodian of all candidate testing records including all applications, personal history statements, interview materials, background investigations, external vendor reports, and medical records.

**11. LATERAL ENTRY.**

- a. In accordance with the City Charter, Article III, Section 3-16, paragraph (10), the Civil Service Commission establishes the following conditions and regulations which shall apply to Lateral-entry appointment. The Civil Service Commission strongly encourages each Department to adhere to this following stipulation from Ordinance Number 89-88, "WHEREAS, lateral entry will also assist the Police and Fire Departments in implementing their affirmative action programs."
- b. At the time of application, unless otherwise noted, applicants for lateral- entry appointment to Civil Service fire and police positions shall;
  - i) Lateral Police applicants shall be 21 years old by the projected end date of the Academy for which they are applying. Lateral Fire applicants shall be 18



- years old by the projected start date of the Academy for which they are applying. Proof of age shall be either a copy of a state, or municipality-issued original Birth Certificate, Passport of the United States of America, or evidence of Naturalization.
- ii) Be a citizen of the United States of America or a person who is lawfully admitted for permanent residence in accordance with the Immigration and Nationality Act. Proof of citizenship shall be either a copy of a state or municipality- issued original Birth Certificate, Passport of the United States of America, or evidence of Naturalization.
  - iii) Have completed a minimum education of high school completion, or GED equivalency. Proof shall be a copy of the High School Diploma, copy of the GED Certificate, or successful completion letter from an accredited school's Principal or District Superintendent, or other documentation approved by the Commission.
  - iv) For Police Applicants only: Have three (3) years previous related experience in good standing within the four (4) year period immediately preceding the application. Related experience shall consist of full-time paid employment as a Police Officer in a full service Police department. (The previous sentence is suspended until 07/25/2025) For Fire Applicants only: Have three (3) years paid related experience in good standing within the four (4) year period at the time of application.
  - v) Be able to perform the essential functions of the position.
- c.** Per City Charter, the Civil Service Commission shall establish an unranked pool of qualified individuals who meet the minimum qualifications. To establish this unranked pool of qualified individuals, the Civil Service Commission shall accept applications for Lateral-entry employment.
  - d.** All applicants who meet the minimum qualifications established by the Civil Service Commission shall form the unranked pool of qualified individuals.
  - e.** Qualified individuals in the unranked pool shall then be subject to appropriate testing by the Chiefs of the respective Departments, with assistance from Human Resources, which may include, but not necessarily consist of a medical, background, polygraph and psychological examinations. The Chiefs of the respective Departments may, at their sole discretion, select qualified individuals from the remaining unranked pool of individuals.
  - f.** No person can remain on the lateral entry appointment list for more than two (2) years without reapplication.
  - g.** The Commission shall notify any applicant whose application has been disqualified for failing to meet the minimum qualifications via the ATS.
  - h.** The Chiefs of the respective Departments, with assistance from Human Resources, shall notify any applicant whose application has been disqualified as a result of testing and/or the review process.

- i. Human Resources shall be deemed to be the custodian of all lateral applicant testing records including all applications, personal history statements, interview materials, background investigations, external vendor reports, and medical records.

**12. REINSTATEMENT.**

- a. Any former Civil Service member of the Fire or Police departments who successfully completed the probationary period as defined in Section 3-16 of City Charter and was in good standing at the time of resignation, (satisfactory performance reports and no pending disciplinary actions), may apply in writing to the Commission for reinstatement to the department within thirty-six (36) months from the effective date of resignation or retirement. Any member of the Civil Service who resigns or retires from the Fire or Police departments must meet all minimum qualifications for original applicants, to include education, at the time the former member submits his/her request for reinstatement. No applicant shall be reinstated without the specific approval and testing of the Commission. An applicant may be reinstated only once in a lifetime. The decision of the Commission shall be final. (Note: At the Commission's discretion, any officer may have the time limit extended to allow for continuity of City government, or in the event of contingencies, disasters, emergency staffing requirements, or military service obligations.)

**13. REINSTATEMENT PROCEDURES.**

The Commission recognizes that there may be delays in the reinstatement process because of weather, availability of key personnel or examiners; however an effort should be made to complete the reinstatement procedures within a reasonable time frame. The procedures for reinstatement are as follows:

- a. The applicant's written request for reinstatement must be accompanied by letters of favorable recommendation from the Deputy City Manager and the Chief of the department and must be received by the Commission within the eighteen-month period stated above.
- b. The Commission may conduct a personal interview with the Chief of the appropriate department, and review with him the applicant's official personnel file.
- c. The Commission may conduct a personal interview with the applicant.
- d. The applicant may be required to undergo any or all of the following examinations prior to reinstatement: polygraph, substance abuse screening, fitness test, full or partial medical, a background investigation, and any other examination deemed appropriate by the Commission. The applicant must meet the standards of entry-level applicants on all examinations, as required by the Commission.

- e. The applicant shall be notified in writing of the Commission's FINAL decision. A copy of the notification shall be forwarded to the Chief of the appropriate department. There shall be no further appeals to the Commission.
- f. If approval is granted by the Commission, reinstatement must become effective within 180 days of the Commission's approval for hire. No individual may be reinstated after this 180-day period. Such individual, when reinstated, shall retain the rank held at the time of resignation, except that in no case shall an individual be reinstated at any rank higher than Police Officer or Firefighter, Grade I, or Rescue Technician. The reinstated officer shall be eligible to test with the Civil Service Commission for the next higher rank in the first scheduled promotion testing following reinstatement, provided time and service requirements for testing are met. In the event an applicant declines reinstatement when it is offered, such applicant shall not be offered an opportunity for reinstatement again.
- g. Should there not be a vacancy at the time a reinstatement request is approved; the Chief of the appropriate department must notify the Commission in writing of the anticipated date of the first available Civil Service vacancy, which must be no later than 180 days following the Commission's approval for hire.

**14. WORK FORCE REDUCTION (LAYOFF).**

Work force reductions may apply to Civil Service members of the Fire and Police departments whose job position is removed or eliminated through any budgetary consideration upon review and approval of City Council and implementation by the City Manager. The respective department Chief shall notify the Commission of any work force reduction of Civil Service members. Any work force reduction of Civil Service members in either department must be in accordance with the City Manager's Work Force Reduction (Layoff) Plan and Layoff Rules outlined in the City of Aurora Personnel Policies and Procedures Manual, with the following exceptions:

- a. When the Civil Service work force in either department is reduced through budgetary consideration which has been reviewed and approved by City Council and implemented by the City Manager, the Civil Service member last certified for employment to such department shall be the first laid off. For purposes of this rule, Civil Service members on the same certified list shall be laid off in reverse order of their original certification for employment, except members not eligible for veteran's preference under Article XII, Section 15 of the Colorado Constitution shall be separated before those so entitled.
- b. When the Civil Service work force in such department is increased, Civil Service members laid off shall be reinstated in the order of their original certification for employment in accordance with paragraph 79, Reinstatement Procedures for Work Force Reductions, provided the member has notified the Civil Service Commission in writing of his/her desire to be reinstated.

## **15. APPEAL PROCEDURES FOR WORK FORCE REDUCTION.**

Civil Service members of the Fire and Police departments who wish to have a hearing before the Civil Service Commission to appeal their work force reduction (layoff) must submit a written request to the Commission no later than seven (7) business days following the effective date of the work force reduction. The request for hearing before the Commission must include a summary of the reasons for the appeal based on the following considerations. Hearings on such appeals shall be scheduled in accordance with the practices of the Commission. The Commission shall base its decision on the following considerations:

- a. Is there evidence that the City Manager's expressed reasons for affecting the lay-off are not the actual reasons?
- b. Were there procedural defects in executing the layoff, or in granting retention rights, which were detrimental to the employee?
- c. Was the layoff affected in an arbitrary and unreasonable fashion?

## **16. REINSTATEMENT PROCEDURES FOR WORK FORCE REDUCTION.**

A former Civil Service member who is terminated because of a work force reduction may be reinstated by the Commission provided the member meets all minimum medical and fitness qualifications of the position to which the member is seeking reinstatement.

- a. Upon receiving written notification from the Chief of the appropriate department, accompanied by approval from the City Manager, that the department's Civil Service work force shall be increased, the Commission shall send such notification by registered mail to the Civil Service member's last known official residence address on file with the City of Aurora Human Resources Department. Former Civil Service members who were terminated under a work force reduction shall be responsible for ensuring their current residence addresses are on file.
- b. The former Civil Service member must express a desire to be reinstated to the Commission in writing within ten (10) business days from the date of receipt of the Commission's notice that the department's Civil Service work force shall be increased. Former Civil Service members who do not respond during the specified time period shall be ineligible for reinstatement, and no further consideration shall be given, unless otherwise directed by the Commission. If the member was serving during the original appointment probation period when laid off, the member shall complete the remaining portion of such probation period.
- c. The applicant may be required to undergo any or all of the following examinations: polygraph, substance abuse screening, fitness, full or partial medical, background investigation, and any other examination deemed appropriate by the Commission, prior to reinstatement.
- d. The Commission may also conduct a personal interview with the applicant.

- e. The applicant shall be notified in writing of the Commission's FINAL decision. A copy of the notification shall be forwarded to the Chief of the appropriate department. There shall be no further appeals to the Commission.
- f. Upon Commission approval, reinstatement shall be effective on the date established in the department's notification letter pertaining to an increase in the Civil Service work force, or a subsequent date agreed to by the department, the Commission, and the member.

**17. SERVICE IN THE ARMED FORCES.**

- a. A Civil Service member of either department who enters upon active duty or in active duty for training in the Armed Forces of the United States in response to an order or call to active duty shall be entitled to reemployment rights and may be reinstated to the department in accordance with appropriate federal statutory guidelines. If the probation period following an original appointment was interrupted by service in the Armed Forces, the Civil Service member, upon reinstatement, shall complete the remaining portion of such probation period before permanent appointment. The Civil Service member must request reinstatement in accordance with appropriate federal statutory guidelines. The request must include a copy of the member's military discharge, DD Form 214, and a copy of the official notification letter ordering the member to active duty.

### **SECTION III. PROMOTION WITHIN CIVIL SERVICE RANKS**

- 1. GENERAL.** The Commission is required by City Charter to conduct testing for all promotional ranks in the Fire and Police departments. The department Chief shall notify the Commission of his/her intent to create, abolish or modify a current promotional rank, as soon as possible, but no later than 4 months prior to the recommended effective date so that the Commission may evaluate the impact of the proposed change and adjust its rules, policies, procedures and processes. The department Chief or designee will also supply at least 2-3 Subject Matter Experts (SME's) to the Commission whose responsibility it will be to determine a reading list and content of the assessment center in conjunction with the Consultant and assisted by CSC staff. Members of the Civil Service system who desire to participate in promotional testing for Fire or Police positions shall be subject to the qualification and examination procedures stated below. Promotional appointment lists will be created as follows:

  - a.** Examinations for promotional appointment shall take place no less than once per year for each promotional rank. Applicants who are successful in completing all examination requirements will have their names placed on a certified list for promotional appointments in rank order.
  - b.** Each certified list for promotional appointments shall expire after one year from date of certification, except that in the event a vacancy should exist in one of the Departments and the certified list for that position is scheduled to expire and a new list is not available, the Civil Service Commission may extend the list, one time only, for a period not to exceed ninety (90) days.
- 2. APPLICATION PROCEDURES.** Civil Service members of the Fire and Police departments who desire to participate in promotional testing shall register with the Commission by the closing date that is published on the posting. An official college or university transcript(s) must be in possession of the Commission, if applicable to the tested rank, prior to the commencement of testing, per the official posting. Other documents, as determined by the Commission, may be required for each promotional examination. The Civil Service member has sole responsibility to ensure his/her registration and applicable documents are received by the Commission.
- 3. PROMOTION ELIGIBILITY REQUIREMENTS.** All Civil Service ranks of the Fire and Police departments above the rank of Police Officer and Firefighter shall be filled by promotion from within the respective departments under service and educational requirements, and examination procedures outlined by the Commission. Any Civil Service member with cumulative discipline equal to or greater than an 80 hour suspension, to include involuntary demotion, within the two (2) year period preceding the first day of testing shall be ineligible to test. Civil Service members with appeals pending to the Civil Service Commission of cumulative discipline equal to or greater than an 80-hour suspension, to include involuntary demotion, shall be ineligible to test. The date of the discipline shall be the date of the Disciplinary

Order. To be eligible for promotional examinations, candidates for the rank being examined, must meet the following service, certification, education, and training requirements as of the first day of testing in the promotional series:

### Fire Engineer

SERVICE	EDUCATION	TRAINING
3 years regular service with Aurora Fire Rescue <b>AND</b> Currently holding the rank of Firefighter Grade I or Fire Medic.	No college requirement for this position.	Successful completion of the Aurora Fire Department Acting Driver / Operator Training Program.

### Fire Lieutenant

SERVICE	EDUCATION	TRAINING
5 years regular service with Aurora Fire Rescue <b>AND</b> 2 years as an Aurora Firefighter, Grade 1, Fire Medic, Engineer, or any combination thereof totaling 2 years <b>AND</b> Currently holding the rank of Aurora Firefighter, Grade 1, Fire Medic, or Engineer.	60 earned semester or 90 earned quarter hours of college level course work from an accredited college or university.  Minimum cumulative GPA of 2.0 on a 4.0 scale.	Successful completion of the Aurora Fire Department Development Program or the Acting Officer Program on record with Fire Administration <b>AND</b> Successful completion of the Aurora Fire Department Officer 1 Program, or equivalent as approved by the CMCB Board of Directors.

### Fire Captain

SERVICE	EDUCATION	TRAINING
7 years regular service with Aurora Fire Rescue. 2 years as an Aurora Fire Lieutenant. Currently holding the rank of Aurora Fire Lieutenant.	60 earned semester or 90 earned quarter hours of college level course work from an accredited college or university.  Minimum cumulative GPA of 2.0 on a 4.0 scale.	Successful completion of the CMCB Fire Officer 2 program, or equivalent as approved by the CMCB Board of Directors.

### Police Agent

SERVICE	EDUCATION
3 years as Police Officer <b>AND</b> Currently holding the rank of Police Officer, Grade I.	No college requirement for this position.



## Police Sergeant

SERVICE	EDUCATION
2 years as Agent or Police Officer, Grade I, or any combination thereof <b>AND</b> A minimum of 5 years regular, continuous service *Lateral officers are eligible with at least 3 years regular continuous service with the Aurora Police Department <i>and</i> at least 5 years as a full-time paid officer in good standing in any jurisdiction. <b>AND</b> Currently holding the rank of either Police Officer I, or Agent <b>AND</b> (Education requirement, see right)	60 earned semester or 90 earned quarter hours of college level course work from an accredited college or university.  Minimum cumulative GPA of 2.0 on a 4.0 scale.

## Police Lieutenant

Police Lieutenant Service and Education Option A	
SERVICE	EDUCATION
2 years in grade as Sergeant, <b>AND</b> Currently holding the rank of Sergeant, <b>AND</b> (Education requirement, see right)	A Bachelor's Degree from an accredited college or university.

Police Lieutenant Service and Education Option B	
SERVICE	EDUCATION
4 years in grade as Sergeant <b>AND</b> Currently holding the rank of Sergeant <b>AND</b> (Education requirement, see right)	60 earned semester or 90 earned quarter hours of college level course work from an accredited college or university.  Minimum cumulative GPA of 2.0 on a 4.0 scale.

## Police Captain

SERVICE	EDUCATION
2 years in grade as Lieutenant, <b>AND</b> Currently holding the rank of Lieutenant <b>AND</b> (Education requirement, see right)	A Bachelor's Degree from an accredited college or university.

#### **4. SCORING WEIGHTS FOR PROMOTIONAL EXAMINATION:**

The following are examinations administered by the Civil Service Commission with the following scoring percentage weights applied to determine the final score. All exercises in the Assessment Center and Practical are weighted equally in compiling the final score with the overall pass-point set at 70%, unless otherwise determined by the Commission.

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#### **FIRE DEPARTMENT**

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<b>Position</b>	Written Exam	Assessment Center or Practical Exam	Records Evaluation
<b>Engineer-Driver</b>	35%	50%	15%
<b>Investigator Tech</b>	30%	55%	15%
<b>Lieutenant</b>	30%	55%	15%
<b>Captain</b>	30%	55%	15%

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#### **POLICE DEPARTMENT**

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<b>Position</b>	Written Exam	Assessment Center or Practical Exam	Records Evaluation
<b>Agent</b>	30%	55%	15%
<b>Sergeant</b>	30%	55%	15%
<b>Lieutenant</b>	25%	60%	15%
<b>Captain</b>	N/A	85%	15%

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## **EXAMINATIONS FOR PROMOTIONAL APPOINTMENT**

- 5. GENERAL.** Examinations shall be open to all candidates who meet the minimum established qualifications. The Commission shall be responsible for the types of examinations to be used, which may include written, oral, assessment center, practical, records evaluation, or any combination thereof, and any other examination which the Commission may consider helpful in evaluating the candidate's ability to serve in the position. All examinations for promotion shall be competitive among such members of each department as are qualified and desire to submit themselves to examination. The following procedures shall be used as guidance for the conduct of all promotional examinations unless otherwise specified by the Commission.
- a.** If it is determined by the Commission that not enough applicants with the required qualifications sign up to take a specific examination, the Commission may invite additional promotional ranks to test or lower regular service requirements for only that particular promotional examination.
  - b.** At its sole discretion, the Commission shall determine the relative weight for each portion of the examination series and shall set minimum passing scores. Failure in any portion of the examination series shall be grounds for disqualifying the candidate from further participation in the current examination process.
  - c.** Examinations shall be held on specified dates and at times determined by the Commission. Rules for starting time, scoring and conducting an examination shall be posted prior to the examination.
  - d.** Written examinations shall be administered in the presence of a Commissioner, Chief Examiner or designee.
  - e.** Requests for exceptions from the testing schedule, which may include changes to time, date, place, and examiner, will be considered only if the request is submitted in writing at least three (3) working days prior to the first day of testing and (1) the candidate is assigned to military duty, or (2) the candidate is assigned by the department for specialized training or public duty during the time the written test is to be administered. For all requests for exception from the testing schedule, the Commission will consider factors involved in arranging proctoring, etc., in each individual case before granting or denying a request. Applicable USERRA provisions shall be considered in attempting to accommodate promotional candidates assigned to military duty, however all testing shall be completed prior to establishing the certification list.
  - f.** The Commission may, at its sole discretion, make the following exceptions for failure to appear at the scheduled time for promotional written examinations only provided the candidate can be rescheduled during the normal conduct of the examination. However, the Commissioner(s) present at the examination also may use his/her/their sole discretion to excuse an applicant after the examination has begun if one of the following should occur:

- (1) a candidate's supervisor (Battalion Chief, Police Captain or above) contacts the Commission office prior to commencement of the examination to indicate the candidate is on duty and, due to an emergency situation, cannot be removed from his or her duty location.
  - (2) a candidate is hospitalized or suffering from a serious illness, and provides written documentation from a treating physician stating that the candidate is incapacitated. Notification must be provided to the Commission prior to the commencement of the scheduled examination. If approved, the candidate must submit medical documentation to the Commission confirming an improved health condition before the examination is administered.
- g.** Candidates shall not use books, references or other data, except as expressly authorized by the Commission, and shall not confer with each other during the examination.
  - h.** The Commission may review complaints regarding any errors or alleged errors made by examiners or consultants and may order a correction or reexamination where it appears proper.
  - i.** Candidates for promotion will be required to acknowledge confidentiality statements for each examination in the promotional testing series indicating that testing materials and results are confidential until such results are formally released in writing by the Commission. Any candidate who breaches, or attempts to breach, the confidentiality on any examination, or any candidate who uses such information in any manner prior to the proper release of the information by the Commission, may be disqualified from further consideration for promotion in the current testing cycle. In addition, such an individual may be removed from the current certification list for promotional appointment, if already certified.
  - j.** Examination results will be posted by the Commission at the earliest reasonable time as determined by the Commission. Examination results shall be provided to candidates by email prior to posting. Any candidate who does not successfully complete any examination for the promotional position shall be disqualified from further consideration in the current testing process. The decision of the Commission is final. There shall be no further appeal to the Commission.
  - k.** Final examination results certified eligibility lists will be posted at the earliest practical date as determined by the Commission after completion of all examinations. Per City Charter, the Commission shall submit to the appointing authority the list with the names of all members who have satisfactorily passed the entire examination, in the order in which their grades placed them.
  - l.** The Commission may, at its discretion, cancel or postpone an examination as long as such action is not in conflict with applicable Charter provisions.

**m.** The Commission may establish such other examination rules or regulations as are deemed necessary to carry out its duties under the Charter and Ordinances of the City of Aurora.

- 6. WRITTEN EXAMINATION.** Written examinations shall be conducted by the Commission in accordance with the following procedures:
- a.** Examination starting and ending times shall be fixed. Individuals arriving for the examination after the starting time will not be allowed to take the examination at that time except under the conditions outlined in the "General" paragraph above.
  - b.** Only testing material and equipment furnished or approved by the Commission shall be used during the examination. Should the candidate be required to bring personal items, such as a calculator, etc., to the examination, the candidate will be instructed to do so in the written notice of the time and location of the examination.
  - c.** All tests and supplies shall be distributed at the time of the examination.
  - d.** Candidates shall be assigned an identification number (I.D.) which shall be the only personal identifying mark to appear on the examination papers. This identification number shall be used to identify the candidate throughout the promotional testing process. The Commission may prescribe additional safeguards, as deemed necessary, to ensure examination papers remain anonymous.
  - e.** Candidates shall return all testing materials and supplies at the conclusion of the test.
  - f.** In the event of any irregularity or suspected irregularity, the test administrator shall file a written report with the Commission as soon as possible, but no later than five (5) business days after the irregularity is discovered.
  - g.** Promotional candidates who participate in a written examination may be granted a maximum of one hour to review their examination and results by notifying the Commission. The Commission office must receive requests for review by the deadline established by the Commission.
  - h.** In the event a question is challenged, the candidate shall complete a dispute form provided by the Commission stating the reasons in support of his/her challenge. A separate dispute form must be submitted for each question challenged by the candidate. The candidate shall further submit to the Commission by the deadline established by the Commission, any written documentation from the references listed on the reading list for each question challenged that support his/her challenge. The Commission will consider only written documentation submitted by the deadline.
- 7. ASSESSMENT CENTERS.** An assessment center panel (two separate panels are utilized) for promotional testing shall consist of three (3) to five (5) members, optimally: one (1) Aurora citizen selected by the Commission be used (on non-technical panels only), and two (2) Firefighters or Police Officers, from another

jurisdiction and ranked at or above the position level being tested selected by the assessment center consultant. Evaluators should come from the immediate geographical area as determined by the Commission, when possible, and meet the qualifications of the Commission. Ratings shall be averaged to determine the final assessment center score for each candidate. Assessment Center scheduled start times for candidates shall be established in advance. Assessment Centers will not be cancelled or delayed because of the lack of selected evaluators provided that the minimum number is present. Individuals arriving for the examination after the starting time may not be eligible to participate in the examination, at the discretion of the Commission. Whenever practical, feedback will be provided to all candidates participating in the assessment center. All assessment center results are final. There shall be no further appeal to the Commission.

- 8. PRACTICAL EXAMINATION.** A practical examination shall be conducted for the Engineer-Driver promotional rank. Practical examinations will generally consist a minimum of one (1) rater observing each graded part of the examination. The Commission may utilize one of its Commissioners, the Chief Examiner, or their designee to monitor each part of the practical examination.
  - a.** Each rater present shall make an independent rating of each candidate observed. Ratings shall be averaged to determine the final practical examination score for each candidate. Candidates shall be required to achieve a passing score, as determined by the Commission, on each part of the practical examination to be certified as eligible for promotion.
  - b.** A promotional candidate who participates in a practical examination will receive written feedback regarding their performance. Feedback will be summary in nature and the anonymity of the ratings and comments of the individual raters shall be preserved.
  - c.** Practical examination starting times for candidates shall be fixed. Individuals arriving for the examination after the starting time will not be allowed to take the examination.
- 9. RECORDS EVALUATION.**
  - a.** Records evaluations may differ between Police and Fire promotional candidates. Fire Candidates ONLY will not be required to submit anything to the Civil Service Commission. A Civil Service staff member will obtain all documents needed through Fire Administration and score the Records Evaluation accordingly. Police candidates will be required to submit a standardized record evaluation document containing information regarding job performance, and other areas as specified by the Commission. Specific requirements and procedures for the candidate-testing file will be published by the Commission to include: formatting, content and submittal instructions. Note: Some promotional positions may require extensive departmental training; in that case the Commission may elect to validate the training record and promote in lieu of any other testing.

- b. Additional information voluntarily submitted by the candidate will be removed and not considered for scoring.
- c. At the Commission's option either a staff member (for Fire), or experienced personnel from outside agencies (for either Fire or Police), at a rank at or above that being tested, will score the records evaluations books based on the method established by the Commission.
- d. The candidates' scores will be submitted to the Commission for inclusion in the overall scoring process for promotion.
- e. A passing score is not currently established by the Commission for the records evaluation document.

**10. EXAMINATION RECORD RETENTION.** All examination papers and results thereof shall be retained in Commission files in accordance with Colorado State Archives and Colorado Open Records Act, as revised. Results of examinations will be released only to applicants pursuant to the Colorado Open Records Act, C.R.S. 24-72-204.

**11. TIE BREAKING.** In case of a tie for promotional appointment, prior to certification, seniority in the department as members of the Civil Service shall be considered first.



**ELIGIBILITY LISTS FOR PROMOTIONAL APPOINTMENT AND PROBATIONARY PERIOD FOLLOWING APPOINTMENT.**

**12. CERTIFICATE OF ELIGIBILITY LISTS FOR PROMOTION.**

- a. Certificate of Eligibility Lists for promotion to positions in the Civil Service shall contain the names of all candidates who satisfactorily passed all required examinations in the order in which their scores placed them.
- b. Certificate of Eligibility Lists for promotional positions shall expire one (1) year from the date of certification. However, in the event a position vacancy should exist in one of the departments and the list for that position is scheduled to expire or a new list is not available, the Commission may extend such list, one time only, for a period not to exceed ninety (90) days.
- c. Certificate of Eligibility Lists for promotion to positions in the Civil Service are considered confidential until officially released in writing by the Commission. Any candidate who breaches, or attempts to breach, the confidentiality on any examination, or any candidate who uses such information in any manner prior to the proper release of the information by the Commission, may be disqualified from further consideration for promotion in the current testing cycle. In addition, such an individual may be removed from the current certification list for promotional appointment, if already certified.
- d. Once completed, the Commission shall submit to the appointing authority the Certificate of Eligibility List, and the appointing authority, after having received a list duly certified, shall make promotions in the order in which the names appear.
  - (1) Any member of the civil service may decline promotion from the Certificate of Eligibility List when that member is the next to be promoted. That individual must indicate that he/she intends to decline the pending promotion in writing to the Civil Service Commission through the Chief of the Department. The declination of promotion must take place before the effective date of the promotion.
  - (2) If it is the declining individual's first request from the list, it shall be without prejudice, and the individual will remain in the same position on the list and eligible for the next following promotion should one be available before the list expires. The Chief of the Department will then promote the next individual(s) in rank order after the declining individual. Multiple promotions may occur on the same date and will not affect the declining individual's position of remaining at the top of the list. The next subsequent date that promotions are to be made off the list shall constitute a new promotion opportunity and the rules under paragraphs d. 3) through d. 5) apply.
  - (3) If an individual who has requested a first declination of promotion requests a second declination from the same list (following procedures outlined in d. 1)

above), that individual will then be automatically placed at the end of the Certificate of Eligibility List.

(4) If an individual is in the final remaining rank order next to be promoted and declines the promotion, the list will then be declared exhausted without the promotion taking place.

(5) Upon notification in writing by the Department Chief that an individual has declined a promotion, the Civil Service Commission shall republish the promotion eligibility list, reflecting the new order of candidates, or, if applicable, deem the current list exhausted.

**13. PROBATIONARY PERIOD FOLLOWING PROMOTIONAL APPOINTMENT.**

A person receiving a promotional appointment shall complete a one (1) year probationary period after appointment, at the end of which they shall either be permanently appointed to said grade or rank or be demoted to the rank or grade that he/she previously held. (NOTE: If an individual decides to voluntarily vacate a promotion during the probation period, the individual will revert to the last rank held and must retest for any future promotional rank because the action falls outside of the voluntary demotion rules). In the event an individual, in the opinion of the Chief of the department, fails to satisfactorily perform the duties of the position to which promoted, the Chief shall have the right to serve such individual with an order of demotion in accordance with Charter provisions. A copy of the demotion order shall be filed with the Commission. Within ten (10) days after receipt of an order of demotion, the Commission shall approve or deny the Chief's action. The decision of the Commission in this matter shall be final, subject only to judicial review.

**14. POLICE CHIEF BYPASS OF A CANDIDATE ON CERTIFIED PROMOTION LIST.**

For police promotions the Chief of Police, for a specific reason(s) without consideration of any legally protected characteristics pursuant to applicable federal, state, or local law, has the authority to bypass any candidate on the promotion eligibility list and move to consider the next candidate on the eligibility list. If a candidate on the eligibility list is bypassed by the Chief of Police and not promoted, the candidate may appeal the Chief's decision to the Civil Service Commission.

**15. APPEAL PROCESS FOR POLICE CHIEF BYPASS OF A CANDIDATE ON CERTIFIED PROMOTION LIST.**

Within 10 days of a candidate becoming eligible for promotion based on an open position and the candidate's position on the certified eligibility list, the Police Chief shall file a written Declaration Of Bypass with the Civil Service Commission and the candidate to be bypassed. The Declaration Of Bypass shall contain the specific reason(s) for the bypass of the candidate. Once a Declaration of Bypass has been filed, that promotion spot on the certified eligibility list shall be held until the conclusion and outcome of the appeal process. If the candidate wishes to appeal the bypass, the candidate shall file a written appeal to the Commission within ten (10) days of the Declaration Of Bypass. Within ten (10) days after the receipt of the written appeal from the candidate, the Commission


shall review both the Declaration Of Bypass and the appeal from the candidate and approve or deny the Chief's action. In making the determination, the Commission shall evaluate if there was a valid specific reason(s) identified by the Police Chief in arriving at the decision to bypass the candidate, without consideration of any legally protected characteristic(s) pursuant to applicable federal, state or local law. The Commission shall notify the Police Chief and the candidate of their decision in writing. The Commission may either overturn the Chief's decision and the candidate would be placed back on the certified promotion list in the order in which they were certified, or the Commission may uphold the Chief's decision and the candidate would be removed from the certified promotion list. Nothing in the Commission's ruling on this appeal would prevent the candidate from participating in future promotional opportunities, provided the applicant meets all requirements to test for that process. Upon completion of any appeal from a bypassed candidate, promotions may then resume from the certified eligibility list.

#### **SECTION IV. APPEAL OF DISCIPLINARY ACTIONS: FILING PROCEDURES, RULES OF PROCEDURE FOR APPEAL HEARINGS.**


**Section Summary:** These rules and regulations establish a community review, through the Civil Service Commission, of disciplinary decisions of Civil Service members of each department. These rules and regulations are intended to inspire public confidence and ensure transparency while providing due process to Civil Service members through de novo hearings in appeals of discipline.

The full process for disciplinary appeals is detailed in the flowchart below:


Current APD/AFR Civil Service members who receive a discipline greater than a written reprimand may appeal that discipline to the Commission within 10 business days from the date of the reprimand.




The appeal shall be in writing and contain a copy of the discipline, a summary of reasons for the appeal, and whether the appellant desires an open or closed hearing.



The Commission shall set a hearing date 15-30 days from the date the appeal is received by the Commission. This date may be continued upon agreement of all parties or good cause shown to the Commission.



Parties shall participate in Discovery as guided by the Commission's Rules and Regulations.




Pre-hearing conferences are held by the Commission's Hearings Counsel. The conferences are intended to create a list of stipulated facts to present to the Commission at the hearing and limit testimony only to those facts in dispute.


Flowchart continued on next page.

The full process for disciplinary appeals is continued in the flowchart below:


Witness lists and exhibits are exchanged 7 days prior to the hearing. Subpoenas may be issued by the Commission for service by the party seeking the subpoena.



De Novo hearings follow trial procedure with opening and closing statements, witness testimony, offering of evidence, and live transcription.



After conclusion of the hearing, the Commission deliberates with their Hearings Counsel. Written findings are issued typically 1-2 weeks following the conclusion of the hearing.



Records of appeals, pleadings and findings of the Commission are published on the Commission's webpage at [auroragov.org](http://auroragov.org).

**1. DISCIPLINARY ACTIONS SUBJECT TO APPEAL.** Civil Service members of the departments may appeal any disciplinary action, except written and oral reprimands, to the Commission. Written and oral reprimands are not subject to the Commission appeal and hearing procedure.

**2. FILING PROCEDURES FOR DISCIPLINARY APPEALS.**

- a. Any member of the Civil Service against whom a covered disciplinary order has been issued, and who desires to appeal, shall have ten (10) business days, as defined in Article III, Section 3-16(8)(e) of the City Charter, from the date of service of the disciplinary order in which to file an appeal of the order with the Commission.
- b. The petition for appeal shall be in writing; contain the name and address of the appellant; a copy of the written command order being appealed; and a brief summary of the reasons for the appeal.
- c. A member of the Civil Service system who has filed an appeal may be represented by someone of his/her choosing. The representative's name and mailing address shall be provided, in writing, to the Commission prior to scheduling a hearing date.
- d. The petition for appeal shall state whether the appellant desires to have the hearing open or closed to the public, a brief summary of the reasons for this position, and include the requirements outlined in Section IV Rule 6 Pleadings, of these Rules and Regulations.
- e. Upon receipt of an appeal, the Commission shall promptly provide a copy of the appeal to the office of the City Attorney. The City Attorney's Office shall have five (5) business days to provide any response opposing the position of the appellant for the desire to have the hearing be open or closed to the public with a brief summary of the reasons for this position.
- f. In the event the parties agree that the hearing shall be open or closed to the public, the Civil Service Commission shall accept this agreed upon position. In the event the parties disagree whether the hearing shall be open or closed to the public, the Civil Service Commission shall decide following the procedure outlined below in Section IV, Rule 11 Motions.
- g. The Commission will comply with the Open Meetings Act, C.R.S. 24-6-402 in determining whether a hearing shall be open or closed to the public.

**3. PROCESSING DISCIPLINARY APPEALS.**

- a. Upon receipt of an appeal of a disciplinary action, the Commission shall set a date for a hearing on the appeal, to be held no less than fifteen (15) calendar days nor more than thirty (30) calendar days from the date the appeal is received by the Commission.
- b. After a hearing date has been set, it may be continued only upon agreement of all the parties or upon good cause shown to the Commission. Commission staff

will notify the parties of the new hearing date within ten (10) working days of the Commission approving the continuance.

- c. Failure of the member to cooperate in the resetting may result in a finding that the member has waived his/her right to appeal.
- d. The new date shall be set within 60 days of the granting of the continuance unless good cause is shown to the Commission.
- e. The hearings shall be recorded by a court reporter or an electronic recording device. When the Commission deems it advisable, the hearings may be chaired by the appeals counsel for the Commission.

#### **4. OTHER LEGAL MATTERS.**

- a. When an appeal concerning a disciplinary action is filed with the Commission, or when there is a subsequent judicial appeal from a decision of the Commission, the Commission may retain an attorney to render impartial advice and/or advocate the Commission's position before the reviewing court.
- b. When the Commission renders its decision concerning the disciplinary action originally imposed by the City on a civil service member, and there is an appeal filed by the civil service member, the Commission may request that the City Attorney represent the Commission before the reviewing court, unless the City has filed or intends to file an appeal based upon the Commission's modification of the disciplinary action.
- c. In situations where either the City is appealing a decision of the Commission or where both parties are appealing the decision, the Commission shall retain its own attorney. Nothing stated herein shall infringe upon the Commission's right to exercise at any time its discretion to retain legal counsel concerning any matter.
- d. The Civil Service Commission recognizes the Independent Review Board (IRB) as a process that encourages open and frank discussions between the parties, their representatives, and within the IRB board itself. To facilitate the use of the IRB without limiting the Commission's consideration of disciplinary appeals as authorized by Charter, recommendations or conclusions of the IRB shall not be presented or disclosed during a disciplinary appeal hearing before the Commission, as long as it is clear that the existence of the IRB does not interfere with an Officer's access to appeal a discipline to the Commission and that the ability of the Civil Service Commission to conduct a fair and impartial hearing is preserved.
- e. Any dispute over the admissibility of recommendations or conclusions of the IRB shall be resolved by motion prior to the hearing.
- f. Consistent with a de novo presentation of evidence to the Civil Service Commission during disciplinary appeal hearings, a witness who testifies before the IRB can testify in a Commission disciplinary hearing without impeachment from their testimony to the IRB.



- g. Under no circumstances will settlement discussions between the parties be admitted during Commission disciplinary hearings.

### **Rules of Procedure For Disciplinary Hearings**

**5. GENERAL.** Rules of procedure governing the conduct of Disciplinary Appeal Hearings follow. These Rules are intended to be supplemental to and not in derogation of the provisions set forth in Section IV of the Commission Rules and Regulations as well as other provisions of the Aurora City Charter.

**6. PLEADINGS.**

- a. The appeal to the Commission shall be initiated by a petition for appeal. In addition to the requirements set forth in Section IV, Rule 2 of these Rules and Regulations, the Petition shall conclude with a concise paragraph describing with specificity, each reason the Petitioner asserts the disciplinary action was incorrect.
- b. Any issue not specifically raised in the Petition will not be heard by the Commission. The Petition may be amended to include additional issues identified as a result of discovery and preparation for the hearing, but such amendments must be made in a timely manner. Copies of the Petition, as well as any amendments must be provided to the City. No written response to the Petition or any amendments is required by the City except as otherwise noted in determining whether a hearing will be open or closed to the public.

**7. HEARING DATES AND CONTINUANCES.**

- a. The City Charter requires the Commission to conduct a hearing on the appeal not less than fifteen (15) nor more than thirty (30) days after receipt of a petition for appeal.
- b. The Civil Service Commission shall reserve a minimum of two continuous days each month in a calendar year for a potential hearing. These reserved hearing dates shall be provided to the City Attorney's Office and hearings counsel for the respective labor groups by the end of November for the subsequent year. Any hearing shall be completed in succession once started regardless of how many days it takes.
- c. Upon receipt of a petition for an appeal of discipline, the next available set of previously reserved days shall become the days for the hearing for that petition. A Notice of Hearing shall then be provided to all parties.
- d. The Charter further provides that after a hearing date has been set, it may be continued only upon agreement of all parties or upon good cause shown to the Commission. Continuances are discouraged.
- e. Commission hearings may be conducted by less than all of its members, but in no event will a hearing be conducted by less than a majority of its members.
- f. At the time of setting, each party shall be responsible for informing the Commission if they believe the hearing would last more than two continuous

days. The Commission shall attempt to set such dates in consultation with the parties or their representatives.

- g.** If the date for a hearing was cleared in advance with the parties or their representatives, no continuance will be granted except upon a showing of good cause, which could not reasonably have been foreseen at the time the hearing date was initially set.

## **8. DISCOVERY.**

- a. Initial disclosures.** Each party shall, without awaiting a discovery request, provide to the other party:

- (1) The name and, if known, the address and telephone number of each individual likely to have discoverable information relevant to the issues set forth in the Petition or the underlying event that resulted in disciplinary action; and
- (2) A listing, together with a copy of, or a description by category and location of all documents, data compilations, and tangible things in the possession, custody, or control of the party that are relevant to the issues set forth in the Petition or that relate to the underlying event that resulted in disciplinary action.

Such initial disclosures shall be provided by the earlier of (a) twenty (20) days of the date the Commission receives the petition for appeal, or (b) ten (10) days before the date of the appeal hearing.

- b. Supplemental discovery.** In addition to the initial disclosures, either party may file a request for production of documents. Written responses must be provided to such requests by the earlier of (a) twenty-five (25) days of the date of such request for production of documents, or (b) ten (10) days before the date of the appeal hearing, unless some other date is mutually agreed to by both parties.
- c. Claims of Privilege or Protection of Trial Preparation Materials.** If a party, in connection with its initial disclosure or in response to a supplemental discovery request, withholds information required to be disclosed by claiming that it is privileged or subject to protection as trial preparation material, the party shall make the claim expressly and shall describe the nature of the documents, communications, or things not produced or disclosed in a manner that, without revealing information itself privileged or protected, will enable the other party to assess the applicability of the privilege or protection.
- d. Duty to Supplement Disclosures or Responses.** A party is under a duty to supplement its disclosures and responses when the party learns that in some material respect the information disclosed is incomplete or incorrect and if the additional or corrective information has not otherwise been made known to the other party during the disclosure or discovery process.

- e. **Signing of Disclosures and Responses.** Every disclosure, supplemental discovery request or discovery response, including objections thereto, made pursuant to the provisions of this Rule shall be signed by at least one attorney of record in the attorney's individual name. A party not represented by an attorney shall sign the disclosure and state the party's address. The signature of the attorney or party constitutes a certification that to the best of the signer's knowledge, information, and belief, formed after a reasonable inquiry, the disclosure is complete and correct as of the time it is made and that the request, response or objection is made in good faith and not interposed for any improper purpose such as to harass the other party, or delay the proceeding or needlessly increase the cost of the hearing.
- f. **Filing of Disclosures, Supplemental Discovery Requests and Responses.** Initial disclosures by the parties, supplemental discovery requests and discovery responses need not be filed with the Commission unless a dispute arises which requires the Commission's involvement to resolve.
- g. **Discovery Disputes.** The parties are encouraged to conduct discovery informally and freely exchange materials without involving the Commission. If it becomes necessary for a party to file a formal motion to compel discovery with the Commission, such request shall include a certification by the party or their representative that all reasonable efforts have been made to resolve the discovery issue informally between the parties.

**9. SUBPOENAS.**

- a. Upon request of either party or their representative, the Chair or Vice Chair or the Commission shall issue subpoenas to desired witnesses requiring their attendance at the hearing.
- b. It shall be the responsibility of the party seeking the subpoena, to have it served on the witness, in the manner provided by the Colorado Rules of Civil Procedure.
- c. If a witness has been properly subpoenaed and fails to appear for the hearing, the Commission may apply to a court of competent jurisdiction for issuance of a subpoena, enforceable through the contempt powers of the Court.

**10. WITNESSES AND EXHIBITS.**

- a. No later than seven (7) days before the hearing each party shall provide the opposing party or their representative with a list of each witness they intend to call and a copy of each exhibit they intend to introduce.
- b. Any witness not disclosed to the opposing party shall not be permitted to testify at the hearing, except upon a showing of good cause for such failure.
- c. Any exhibit not disclosed to the opposing party shall not be admitted at the hearing, except upon a showing of good cause for such failure.
- d. All exhibits shall be marked in advance of the hearing. The City shall mark their exhibits using numbers and the Petitioner shall mark their exhibits using letters.

- e. Copies of all exhibits, preferably arranged in a notebook, shall be provided to the Commission members at the time of the hearing.
- f. Parties are encouraged to stipulate to the admissibility of as many exhibits as possible in advance of the hearing and through their cooperative efforts to avoid duplication of exhibits.

**11. MOTIONS.**

- a. In general, written motions are discouraged, but permitted. One copy of the motion and any attachments must be filed with the Commission. In addition an electronic copy of the motion and attachments must be provided to the Commission and the opposing party.
- b. All written motions must be filed no less than ten (10) days before the hearing, unless good cause is shown for the failure to do so. The opposing party shall have five (5) days to file a written response to the motion, if so desired. No reply shall be permitted by the moving party, except with the express consent of the Commission or hearing counsel.
- c. In addition to the printed copy of the response filed with the Commission, an electronic copy of the response must be provided to the Commission and the opposing party.
- d. In their discretion the Commission or hearing counsel may request oral argument or an evidentiary presentation on the motion or they may resolve the motion based solely on the written submissions by the parties.
- e. In the discretion of the Commission, motions may be ruled on prior to commencement of the hearing.
- f. The Commission may, in its discretion, delegate resolution of pre-hearing motion to hearing counsel. Any decision or ruling by hearing counsel may be revised by the Commission prior to the hearing.

**12. PRE-HEARING CONFERENCES.**

- a. The parties or their representatives shall be required to attend, either by phone or in person, a pre-hearing conference to be conducted by hearing counsel for the Commission. The Commission may or may not be present at such pre-hearing conference.
- b. The parties shall be prepared to address the following issues at the pre-hearing conference:
  - (1) Procedural issues, including but not limited to timing and availability of witnesses, whether the hearing will be open or closed, and anticipated length of hearing.
  - (2) Discovery issues
  - (3) Exhibits
  - (4) Issues to be presented at the hearing. Parties shall be prepared to identify and confirm, with specificity, the actual issues to be presented to the

Commission at the hearing. All issues that a party no longer intends to pursue shall be identified and eliminated from the proceedings.

- (5) Stipulation as to undisputed facts. Upon request of hearing counsel, prior to the pre-hearing conference the parties shall exchange lists of disputed and undisputed facts that they believe are relevant to their case or defense. A party shall stipulate to any fact that they do not have a good faith, articulable basis for disputing.
- (6) Motions. Hearing counsel may resolve all motions at or as a result of the pre-hearing conference.
- (7) Other pre-hearing matters requested by the parties or raised by hearing counsel. Such pre-hearing conferences may be conducted at any time prior to the hearing.

**13. OPENING AND CLOSING STATEMENTS.**

- a. Opening statements are to be limited to ten (10) minutes per party, unless a greater amount of time has been granted to the party in advance by the Commission.
- b. Closing statements will generally be permitted to be made orally but should be kept as concise as possible. In its discretion, the Commission may request that closing arguments be submitted in writing.

**14. ORDER OF PRESENTATION.**

- a. The City has the burden of persuasion and shall present its case in chief first. This shall be followed by the case in chief of the Petitioner.
- b. In the discretion of the Commission either party may be permitted to provide rebuttal evidence. The Commission may inquire into the purpose of rebuttal evidence prior to its presentation.

**15. EVIDENCE.**

- a. All witnesses shall take an oath or be sworn by the reporter or by hearing counsel for the Commission.
- b. In general, the Colorado Rules of Evidence shall govern the admissibility of evidence presented to the Commission. However, the Commission may receive and consider evidence not admissible under such Rules if it possesses probative value commonly accepted by reasonable and prudent persons in the conduct of their affairs, and if the Commission concludes such evidence is necessary to enable the Commission to ascertain the facts affecting the substantial rights of the parties.
- c. The Commission may consider discipline imposed upon other civil service personnel on matters of a similar nature if it possesses probative value commonly accepted by reasonable and prudent persons in the conduct of their affairs. All comparisons shall indicate the Chief that imposed the discipline. Deference shall be given to discipline imposed by the same Chief of Police or Fire Chief who imposed the discipline which is on appeal.

- d. The Commission may also consider any disciplinary matrix adopted by, as applicable, the Police or Fire Department.
- e. Hearing counsel for the Commission shall initially rule on all evidentiary matters during the hearing or, for the purposes of judicial economy, prior to the hearing. If any Commissioner disagrees with the ruling of hearing counsel to the Commission, then the issue will be resolved by a vote of a majority of the Commissioners presiding over the hearing. All votes taken shall be on the record. In the event of a tie vote, the evidence or material will be admitted. A record may be made setting forth the reasoning behind a dissenting vote.

**16. QUESTIONS BY THE COMMISSION.**

- a. Commissioners shall be permitted to ask questions during a hearing of any witness, party, or representative of a party.

**17. TEMPLATE FOR FINDINGS**

- a. The template contained in Appendix B shall be utilized for all disciplinary hearing findings of the Civil Service Commission

**18. PUBLICATION OF CIVIL SERVICE COMMISSION DISCIPLINARY DOCUMENTS.**

- a. The Civil Service Commission shall publish all petitions for appeals of discipline received on the webpage within the City of Aurora website dedicated to the Civil Service Commission. The associated pleadings and discipline decisions and all requests for continuances shall also be published. Specific identification of what is not public and the basis for keeping it not public shall also be published.
- b. The Civil Service Commission shall announce at their public meetings any new receipt of a petition for appeal of discipline as well as any newly published findings.

**19. TRANSCRIPT ON APPEAL.**

- a. In accordance with the Colorado Rules of Civil Procedure, if a party chooses to appeal the Commission's decision, such appeal shall be filed in the District Court. If an appeal is filed, the Commission is required by the court to file the record of such disciplinary hearing. The cost of preparing the record, including the transcript fee, shall be advanced by the appellant, unless the Court otherwise orders.
- b. Upon receipt by the Commission of written notice that an appeal has been filed in District Court, the Commission shall transmit to the appellant an estimate of the cost of preparing the record. The appellant shall advance to the Commission the estimated cost of preparing the record, including the transcript fee. Upon receipt of such payment, the Commission shall prepare the record, including the transcript, and submit it to the District Court, as provided by the Colorado Rules of Civil Procedure. Failure of the appellant to tender the requisite fee in a timely manner may be brought to the attention of the Commission, who may then

recommend appropriate action including requesting dismissal of the appeal for failing to tender the requisite fee in a timely manner.

## **APPENDIX A**

The following supplements the information contained in Section I of these Rules and Regulations pertaining to "General Intent and Structure of the Civil Service Commission":

- 1. Attendance Standards** - Commissioners shall attend 80% of regular meetings during their term. With a minimum of one Commissioner per testing series, each Commissioner shall attend one written exam, one assessment center and one additional exam per year. Three Commissioners are required, as a minimum, for each disciplinary appeal hearing. Three Commissioners are required, as a minimum, for each Approval/Disapproval of entry-level candidate files.
- 2. Press/Public Policy** - The Chair, on behalf of the Commission, shall conduct all interviews with members of the press, authorize statements, and be the primary media contact. Requests to address, or Commissioner initiatives to attend groups, shall be referred to and coordinated with the Chair. In the absence of the Chair, the Vice-Chair may speak to the press on behalf of the Commission. Due to the sensitive and confidential nature of Public Safety information, only publicly available information should be discussed with the Press/Public.
- 3. Organizational Structure** – Pursuant to the Aurora City Charter, the Commission shall hire an Administrator who serves at the pleasure of the Commission. The Administrator shall be responsible for hiring the staff and assigning tasks and duties in any manner that will ensure the successful completion of Charter requirements. The staff works for, and is responsible to, the Administrator although hiring and termination of staff employees shall be at the recommendation of the Administrator with approval from the Commission. The Commission shall direct requests for special projects to the Administrator who will determine how best to accommodate such requests. The Commission, as a whole, shall function as the Department Director. Issues regarding staff conflicts and complaints shall be resolved by the Administrator with the Chair and/or Legal representative involved when full resolution is not possible.
- 4. Overtime Compensation for Exempt Employees** – The City of Aurora and Civil Service Commission recognize that there are certain times when employees who are classified as "exempt" for purposes of the Fair Labor Standards Act should receive compensation for hours worked beyond the normal 40-hour work week. Compensation shall be only in the form of compensatory time and will not be granted on a direct hour-to-hour basis but will be determined by the Administrator. In the event an employee terminates his or her employment with the City, the employee shall not be compensated for any compensatory time not used.
- 5. Procedure for Violations of these Policies** – Alleged violations of these Policies and subsequent remedial steps shall be determined by the Commission with



assistance, as necessary, from other Departments within the City as requested by the Commission.

**APPENDIX B**

The following template shall be utilized for all disciplinary hearing findings of the Civil Service Commission:

CIVIL SERVICE COMMISSION, CITY OF AURORA, COLORADO

**FINDINGS, CONCLUSIONS AND ORDER**

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IN THE MATTER OF DISCIPLINARY PROCEEDINGS AGAINST: \_\_\_\_\_, A MEMBER OF THE AURORA CIVIL SERVICE, AURORA \_\_\_\_\_ DEPARTMENT, Petitioner.

[SUMMARY OF APPEAL] This matter involves Officer/Firefighter \_\_\_\_\_'s appeal of discipline imposed by Aurora \_\_\_\_\_ Chief \_\_\_\_\_ based on allegations that Petitioner violated Directive(S) \_\_\_\_\_, \_\_\_\_\_, resulting in Chief \_\_\_\_\_ imposing \_\_\_\_\_ as discipline.

Date and place of hearing:

The Petitioner elected to have the hearing be open/closed.

Commissioner's present:

Parties and their counsel:

**1. PROCEDURAL HISTORY**

Date of disciplinary order:

Discipline imposed:

Date of filing appeal petition:

**2. DIRECTIVES INVOLVED**

**a. First Directive**

(1) Title of Directive

(2) Relevant text of Directive:

**b. Second Directive**

(1) Title of Directive:

(2) Relevant text of Directive:

**3. FINDINGS AND CONCLUSIONS**

**a. Whether the City established that Petitioner violated the First Directive**

[Insert findings and conclusions based on the evidence presented as to the first Directive]

Accordingly, the violation of the First Directive, Directive \_\_\_\_\_ – \_\_\_\_\_, is SUSTAINED/NOT SUSTAINED.

**b.** Whether the City established that Petitioner violated the Second Directive

[Insert findings and conclusions based on the evidence presented as to the Second Directive]

Accordingly, the violation of the Second Directive, Directive \_\_\_\_\_ – \_\_\_\_\_, is SUSTAINED/NOT SUSTAINED.

**4. DISCIPLINE**

**a.** After giving due consideration to the Chief’s need for administrative control over the Department, was the discipline imposed by the Chief appropriate for the sustained violations?

[Insert findings based on evidence presented]

**b.** If the discipline imposed by the Chief was not appropriate, what lesser discipline should be imposed?

[Insert findings based on evidence presented]

**5. ORDER**

Based on the foregoing findings and conclusions, the Commission hereby [sustains/does not sustain] the violations and [approves the Chief ’s discipline/orders that Petitioner’s discipline be modified as follows: \_\_\_\_\_].

ENTERED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 202\_.

AURORA CIVIL SERVICE COMMISSION

\_\_\_\_\_  
Chair

APPENDIX C:  
APD'S 2024 RECRUITING PLAN

Together, We Can **Make a Difference**



# Recruiting Plan



January 2024





# What Drives Our Recruiting Efforts

Aurora Police Department's vision and core values direct our recruiting efforts. We believe in and embody diversity, equity, inclusion, respect, innovation, and quality.

## Vision

The Aurora Police Department is committed to keeping our community safe and sustaining a relationship of trust within our community through equitable, transparent, and effective policing. We recruit candidates that embody our vision and values.

The Recruiting Unit's vision reflects Aurora Police Department's vision for recruiting, which is founded in the organization's broader vision.

## Core Values

We value the individual commitment to duty, honor, integrity, community partnerships, and accountability.

# Recruitment Goals

1

Our vision of excellence

2

Build program structure, staffing, and funding

3

Enhance and maintain a well-qualified candidate selection pool and increase under-represented population candidates

4

Improve applicant retention

5

Create pathways for youth to explore and obtain a career in law enforcement

6

Community-based engagement that creates relationships and recruiting opportunities

7

Establish a whole-person approach philosophy to hiring all applicants

8

Formalize APD's pre-hire employment program





## Goal 1:

# Our Vision of Excellence

**We approach our recruiting efforts with the same energy, commitment, care, and compassion as one would treat a family member. Embracing this philosophy, we will achieve robust academy attendance numbers to include people who are in underrepresented populations.**

**STRATEGY 1: Recruiting individuals who embrace our vision and values.**

APD will recruit individuals who represent the rich diversity of our community. We demand excellence in the desired qualities of service, courage, and integrity when seeking candidates. We are also committed to obtaining feedback from our recruits, employees, and community members.

Any feedback collected will be managed and analyzed by the chief recruiting and hiring officer (CRO). The data will be reviewed with recommendations and proposed changes to the recruitment process. The data analysis will drive our long-term goals and strategic plans.

#### APD COLLECTS THE FEEDBACK DATA BY:

- Providing specific survey questionnaires and personal outreach to recruits to inquire about the ease and effectiveness of APD's advertising. This will include questions about APD's social media sites and use, website visuals and navigation, word-of-mouth referrals, and available external information.
- Establishing communication feedback loops within APD between all current employees and department recruiters to glean information for better recruiting practices. There will be an intentional focus on employees who represent underrepresented populations.
- Conducting surveys with those recently hired to determine APD's effectiveness in attracting applicants, maintaining their interest through the hiring process, and resulting in the final decision to apply for APD.
- Using innovative, convenient means to communicate (in person through effective conversations).
- Attending community events to solicit ideas for effective recruiting.
- Partnering recruiters with community members to provide two-way communication with underrepresented populations to provide education, awareness, communication, and application mechanisms for hiring with APD.
- Utilizing web forms via APD's social media advertising platforms to solicit interest from prospective applicants about job openings. Web form submissions will allow for precise tracking of activity and applicant screening.



## **STRATEGY 2: Strategic planning that promotes long-term stability.**

APD will include recruiting and hiring efforts in the department's organizational strategic planning. The Recruiting Unit will ensure that the relevant recruiting data collected is analyzed for optimum use in strategic plans.

## **STRATEGY 3: Create a marketing campaign that reflects our vision.**

APD partners with a public safety recruiting and marketing company to develop and promote our recruiting and marketing campaign. The marketing campaign includes geo-targeting, website design, photography and video production. APD routinely refreshes video and photographic content to promote updates in our recruiting initiatives.

APD utilizes marketing materials designed to generate interest and attract candidates. These materials will include brochures, pamphlets, billboard advertisements, and unique promotional items to promote APD.

## **STRATEGY 4: Maintain a website that reflects our vision.**

Through APD's collaboration with a public safety recruiting and marketing company, we have created a website reflecting our vision, values, and an emphasis on hiring those who represent diverse populations within our community. The importance placed on inclusivity will result in hiring the best for the city of Aurora. The website is regularly updated to display and promote APD's continuing long-term goals. The website is accessible via [JoinAuroraPD.com](http://JoinAuroraPD.com).

## **STRATEGY 5: Incorporate our recruiting vision and values in all facets of the Aurora Police Department.**

APD ensures our vision and values are presented in the recruiting process for potential applicants and the academy process for new hires. The vision and values are incorporated through APD's continuous in-house training and distributed material for members. The goal is to have members continue the recruiting mission by paying it forward internally by holding each other accountable for living up to our standards and externally by representing APD in a professional manner within the community. APD strives to reflect the organization's vision and values in employee evaluations to reinforce the operational guidance expected of its members. It is recognized that recruiting is a team effort and any member, regardless of their assignment, can take pride in recruiting a qualified applicant who reflects our core values.

APD continually reviews publicly distributed items and presentation materials to ensure they represent our vision and values.



## Goal 2:

# Build Program Structure, Staffing, and Funding

### STRATEGY 1: Organizational chart for recruiting and hiring.

The Recruiting Unit is housed where it can be most effective in accomplishing its goals. Currently it is within the department's Professional Standards Section. A CRO position has been established and is filled by an APD sergeant who has the drive and ability to lead the Recruiting Unit to accomplish the unit's mission and goal of increasing qualified, diverse hiring demographics.

The CRO oversees the recruitment process from marketing, recruiting, hiring, and mentoring candidates throughout the hiring process until their academy assignment. The CRO leads the recruiters and auxiliary recruiters. The CRO is responsible and held accountable for the oversight of the Recruiting Unit and Background Unit members.

The CRO partners with the city of Aurora Public Safety Talent Acquisition Specialists to ensure efficient and responsive applicant recruiting and retention efforts and methods are occurring. Goals and objectives will be established for consistency with APD's road map and quarterly strategies to ensure continuity between the two. The CRO will provide routine progress checks for accountability and adherence to APD's recruitment goals.

The CRO maintains a working relationship with the Civil Service Commission to foster open communication regarding APD's recruiting and hiring efforts.

The CRO will document and monitor the following recruitment goals and benchmarks for the unit:

#### METRIC #1: DIVERSITY

This metric will measure progress in attracting and retaining a more diverse workforce. We will utilize our current department demographics as a baseline and conduct a review of market availability to measure our efforts in contrast to up-to-date market availability (the estimated percentage of minorities and women in the labor market who are qualified and interested in a career in sworn law enforcement). Our aspiration is to consistently pursue a workforce that reflects the community we serve. Community demographic will be included as part of this analysis along with the comparison to market availability.

#### METRIC #2: ENTRY-LEVEL OFFICERS

The goal of this metric is to accomplish a minimum baseline hiring number of 30 entry-level officers per academy class.

#### METRIC #3: LATERAL OFFICERS

This metric focuses on hiring the highest number of lateral officers hired while being cognizant of the 50% ratio of laterals to entry-level officers hired, per city charter rules.

## **STRATEGY 2: Auxiliary recruiting personnel.**

The CRO maintains an active roster of auxiliary recruiting personnel. Auxiliary recruiters are a robust, diverse team who consist of sworn and non-sworn personnel. The following qualities and characteristics are necessary to be considered as an auxiliary recruiter:

- Strong Communicator
- Genuine Enthusiasm
- Sincere about contributing
- Strong commitment to quality growth of Department
- Recognize the goal of creating a Department that values the contributions of all people, including underrepresented populations, in serving the community of Aurora
- Willingness to travel
- Willingness to mentor candidates as they navigate the processes

## **STRATEGY 3: Continuous updates of Recruiting Unit Standard Operating Procedures (SOPs) to support the new unit structure.**

The Recruiting Unit SOPs are reviewed and updated annually to reflect changing recruitment processes and strategies. All personnel roles are identified, with responsibilities for each position clearly defined. Formal policies addressing short-term and long-term action items will be included in the SOPs.

## **STRATEGY 4: Maintain a defined recruitment process.**

APD has identified each step in the hiring process to assess where inefficiencies are present and where dead spots within key portions of the process exist. APD strives to eliminate or mitigate these problem areas that may result in the applicant opting out of the process by seeking internal solutions or collaborating with the affected partnering entity.

APD ensures a process exists where application periods do not appear to open and close but rather remain indefinitely open. APD works in partnership with City of Aurora Human Resources to continuously improve the hiring process and retain highly qualified applicants.

When applicants submit their application, immediate contact and follow-up is made by a recruiter to ensure the applicant has completed or is scheduled to complete their initial entrance testing.

Recruiters conduct continuous outreach with applicants to maintain communication and ensure they are informed on pertinent aspects of the process. The applicant's Personal History Statement (PHS) is issued upon submission of their application to streamline applicant responses and to further engage applicants in the hiring process.





### **STRATEGY 5: Track applicant progress and follow-up contacts.**

Recruiters are diligent in tracking the status of all applicants. Follow-up contact methods with applicants include individual in-person, phone, and electronic methods and bulk group electronic methods.

### **STRATEGY 6: Ongoing Recruiting Unit assessment.**

APD utilize available software systems to create and track the unit's return on investment in recruitment advertising campaigns and referrals. This requires the use of web-based forms on our social media sites where APD's marketing materials are distributed.

### **STRATEGY 7: Budget.**

The Recruiting Unit CRO creates an annual budget projection to include the following items:

- Digital marketing
- Promotional items
- Travel costs
- Special events and registration fees
- Marketing materials
- New recruiting vehicles
- Vehicle marketing wraps
- Uniforms



# Goal 3: Enhance and Maintain a Well-Qualified Candidate Pool and Increase Under-Represented Population Candidates

## STRATEGY 1: Define entry level recruiting initiatives.

APD utilizes the following platforms to cast a wide recruiting net, which may include but is not limited to:

- Social Media Advertising
  - Facebook
  - Twitter
  - Instagram
  - YouTube (video tutorials)
  - APD public website
  - Nextdoor.com
  - JoinAuroraPD.com
  - InterviewNow.com
  - GoLawEnforcement.com
  - EventBrite.com
- Future Women of APD seminars (targeted recruiting)
- APD Community Police Academy (general recruiting interest)
- APD Explorer Program (general recruiting interest)
- Large community events
- Places of worship
- Non-profit business recruiting efforts
- City Council member hosted recruiting events.
- Participation in Community Relations Section (CRS) events
- College job fair attendance preparation (final attendance is tentative based on recruiting priorities during the time of the event)
- Application-related engagement efforts (e.g., constant engagement with applicants from point of initial interest through on-boarding)
- Strategic in-state and out-of-state billboard advertising
- Recruiting roadshow pre-marketing and recruitment travel
- Professional marketing
- Military recruiting

## STRATEGY 2: Define lateral officer recruiting initiatives.

Recruiters ensure the status of all lateral applicants is tracked. Follow-up contact methods will include individual in-person, phone, and electronic methods and bulk group electronic methods.

- Social media advertising, such as:
  - Facebook
  - Twitter
  - Instagram
  - YouTube (in progress)
  - APD Public Website
  - Nextdoor.com
  - JoinAuroraPD.com
  - InterviewNow.com
  - GoLawEnforcement.com
  - EventBrite.com
- Large community events
  - Participation in Community Relations Section events
  - Strategize with Community Relations Section
- Lateral police officer applicant recruiting engagement efforts.
  - Constant engagement with applicants from initial interest or application through the background investigation process until hired.
  - Frequent in-person contact
  - Frequent follow-up contact and guidance to navigate the hiring process
  - Fitness guidance and training assistance
  - Follow-up phone calls and email engagement
- In-state and out-of-state billboard advertising location identification
- Recruiting marketing campaigns

## STRATEGY 3: Identify opportunities to attract underrepresented populations.

APD partners with the Community Relations Section (CRS) to identify opportunities to engage with diverse candidates. Expectations will be set for refugee and immigrant-based recruiting. Marketing materials will reflect the priority of hiring a workforce that is reflective of our community and will review how this priority is reflected during updates in marketing and other pertinent material.

APD focuses on the following efforts to recruit diverse populations, which may include but is not limited to:

- Specialized recruitment geared toward women and diverse populations
- Develop and incentivize a second language program
- Utilize employment boards
- Incorporate a 30 x 30 initiative
- Continued support of the Future Women of APD seminars
- Partner with City Council members for community opportunities
- Target area high schools through a future cadet program
- Work closely with public schools to establish pipeline opportunities
- Develop recruiting strategies targeting HBCUs, community colleges, and other educational institutions
- Conduct quarterly and annual assessments of efforts and program impact



## Goal 4:

# Improve Applicant Retention

### **STRATEGY 1: Shorten and streamline the application process.**

APD reviews its hiring process in collaboration with the city's Human Resource Department annually. The overall goal for the application process is to ensure an efficient and streamlined process to hire the best and most qualified applicants while providing a seamless process for applicants.

This includes reviews and assessments of job postings, active advertising and recruiting efforts, application review and applicant certification, pre-employment and job offers, and the on-boarding of applicants.

### **STRATEGY 2: Formalized recruiter and applicant communication improvement.**

The Recruiting Unit maintains a uniform procedure and language used for initial contact when prospective applicants inquire about employment with APD. The CRO will ensure quality control of messaging by reviewing all applicable material prior to distribution as well as when changes in information occur.

### **STRATEGY 3: Delivery of pre-hire educational seminars.**

APD hosts a bi-monthly pre-hire educational seminar program for prospective applicants. These seminars effectively prepare applicants for the pre-employment process and provide them with the necessary tools and information to successfully navigate the hiring process. The seminars include a classroom information section as well as a physical fitness presentation.

### **STRATEGY 4: Creation of video tutorials to assist applicants through the stages of the hiring process.**

Using APD's videographer, the Recruiting Unit has created a series of videos to assist prospective applicants throughout the hiring process. The videos consist of topics such as: The Hiring Process, Fitness, Personal History Statement (PHS), Oral Interview, and Academy Life videos will provide focused on respective topics.

The Hiring Process videos address the following topics:

- Initial application
- National Testing Network (NTN) Exam (to include pre-test info- not recommend/ obligated but for awareness)
- Polygraph
- Job suitability assessment
- Psychological
- Medical
- Drug screening
- Final offer



## **STRATEGY 5: Maintain a fitness test preparation program.**

The Recruiting Unit hosts bi-monthly regular fitness seminars to help applicants prepare for the fitness test and for academy life. Applicants are encouraged to attend these seminars regularly to gauge their level of fitness and to seek support with fitness goals. The fitness seminars are attended by recruiters, academy staff and auxiliary recruiting members.

## **STRATEGY 6: Create a mentor relationship between recruiters and applicants.**

APD emphasizes direct involvement between recruiters and applicants by having them reach out during each juncture within the hiring process. Recruiters engage applicants during the following phases:

- Application
- NTN Test
- PHS
- Background
- Post-conditional offer



## **STRATEGY 7: Continue broad outreach activities for police engagement with local youth and underrepresented populations.**

The Recruiting Unit will constantly look for opportunities to engage with underrepresented community populations to promote diversity in hiring. Youth engagement is a part of recruiting efforts at all recruiting functions and especially at community events. Recruiters are well-informed on the Explorer Program and the Pilot Cadet Program and recruit for these programs whenever possible.

## **STRATEGY 8: Exemplify why applicants should choose the Aurora Police Department.**

Applicants are presented with the numerous benefits of choosing APD over other agencies. This includes the ability to work in a plethora of specialized assignments and opportunities for upward mobility. APD has competitive, top-tier salaries and benefits as compared to other agencies in the state. Newly hired members of the agency not only receive this exceptional pay and benefits on day one of the academy, but they receive some of the finest training in the region. Success for new members ultimately comes in the form of support from department leadership, enhanced wellness initiatives, and a targeted approach to ensuring specific needs are met.

During the entirety of the application process, officers in the Recruiting Unit are available and dedicated to helping applicants navigate the process. *APD will proactively support applicant's success beginning with the recruitment and hiring process through the length of their career.*



## Goal 5:

# Create Pathways for Youth to Explore a Career in Law Enforcement



### **STRATEGY 1: Engage community youth members through multiple channels.**

The Recruiting Unit actively supports various department initiatives aimed at engaging youth in our community. The goal is to maintain a relationship with youth who show an interest in law enforcement until prospective APD hiring positions are applicable.

The Recruiting Unit partners with School Resource Officers (SROs), Explorer programs, Global Teen Academy, any CRS activities and potential recruiting opportunities based on age group or another demographic potential, Cadet Pilot Program, FIVE-O trailer, and local school district collaborative initiatives. The school district initiatives will focus on establishing a pipeline for recruiting.

The partnership with SROs will involve a heightened level of communication in order to equip them with up-to-date information pertaining to youth programs and recruiting initiatives.

Collaborative efforts with local school districts will include proactive participation and attendance at relevant school functions to include career fairs. Continuous engagement with school administrators will serve to identify opportunities for additional APD initiatives and involvement with students.



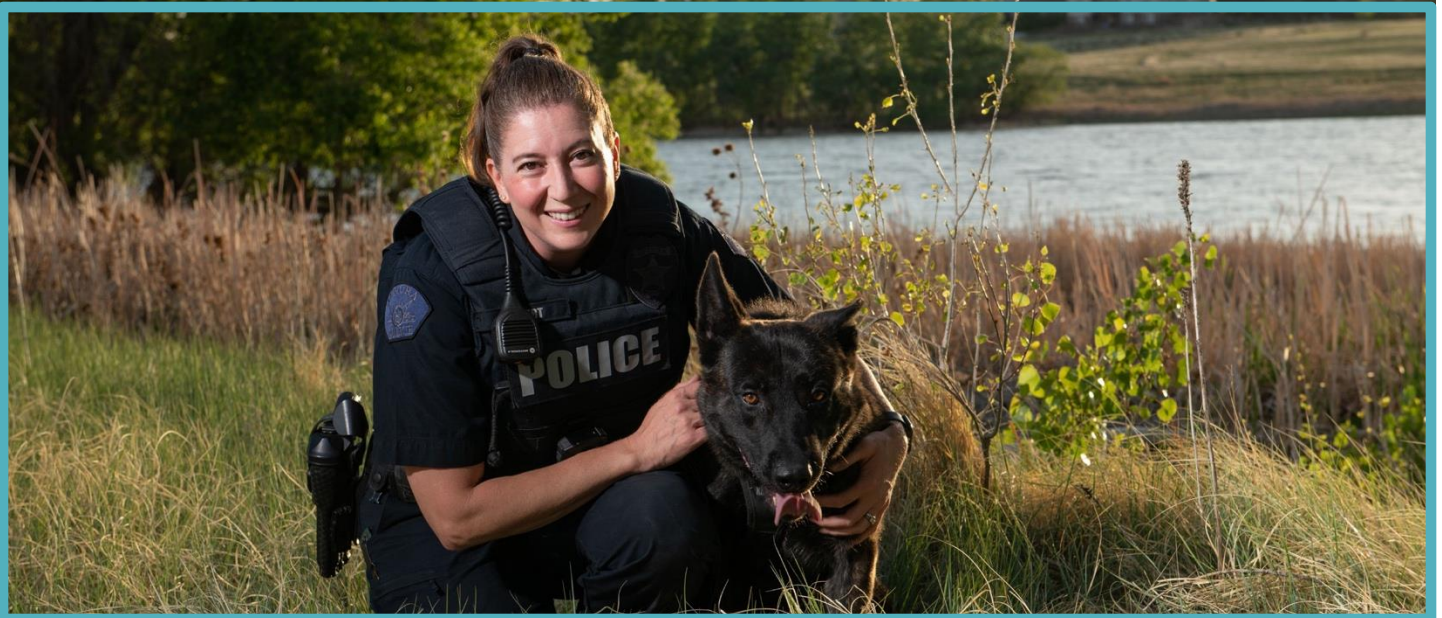
Goal 6:

# Community-Based Engagement that Creates Relationships and Recruiting Opportunities

**STRATEGY 1: Look beyond the obvious for recruiting opportunities.**

The Recruiting Unit will continually identify opportunities to tap into community feedback for effective recruiting opportunities. We will participate in community ward meetings, veteran's outreach and military transition center efforts, faith-based community outreach, and non-profit engagement opportunities. Officers who attend will be equipped with approved recruiting talking points.





## Goal 7:

# Establish a Whole-Person Approach Philosophy to Hiring All Applicants

**STRATEGY 1: Adhere to irrelevant automatic disqualifiers in the application process.**

In December 2022, APD partnered with the Aurora Civil Service Commission (CSC) in an agreement that resulted in the following modifications:

- Only POST-related disqualifiers will remain.
- CSC and APD specific automatic disqualifiers will be modified or eliminated.

**STRATEGY 2: Maintain routine review and assessments of minimum qualifications and outcomes.**

**STRATEGY 3: Maintain a system of checks and balances that prevents disparate impacts.**



## Goal 8:

# Formalize APD's Pre-Hire Employment Program

### **STRATEGY 1: Formalize the Pre-Hire Program.**

APD will develop a curriculum based on the length of the pre-hire period. The program will expose employees to department functions with an emphasis on learning and engagement. Defined learning objectives will be developed in conjunction with the Academy for maximum benefit for the employee's success in the Academy. The activity and objectives achieved during the program will be tracked.

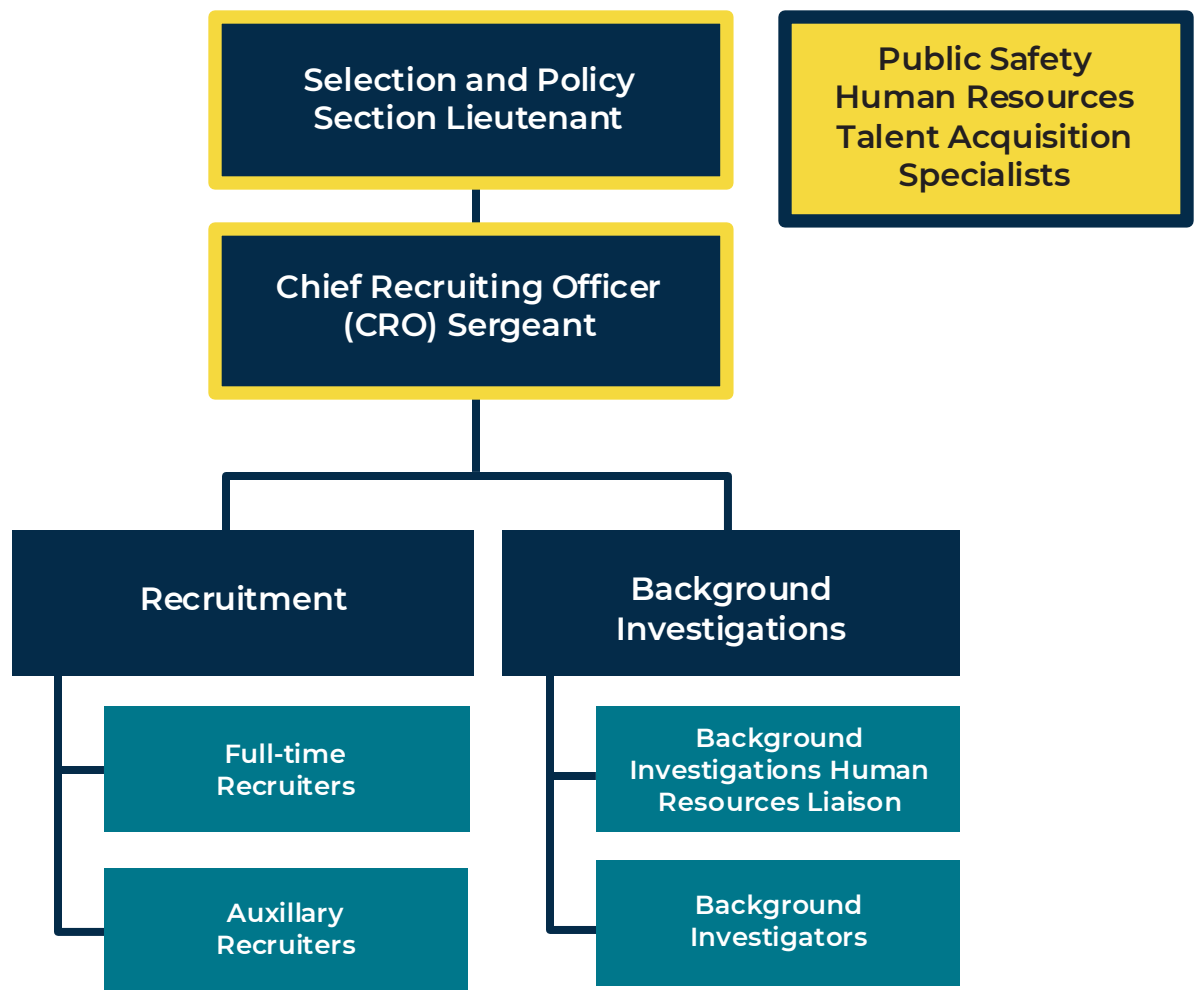
### **STRATEGY 2: Implement the pre-hire program.**

The implementation of the pre-hire program will include collaboration, input, and review by the affected department units. Upon successful consensus, the program will be implemented.

### **STRATEGY 3: Assess the success of program.**

The pre-hire program will be assessed through feedback from the participants upon their completion of the field training and evaluation program. Participants will provide feedback about the program's learning objectives relevant to preparation and success in the academy and field training and evaluation program.

# APD Recruiting and Hiring Unit Organizational Chart









APPENDIX D:  
AFR'S 2023 RECRUITING PLAN



# A

# Recruiting Plan



2023 Aurora Fire Rescue





# 2023

## What Drives Us

### **01. RECRUITING PLAN: VISION**

To be a diverse, full service (Fire/ EMS/All Hazards) organization that embraces our community through compassionate response and risk reduction.

### **02. RECRUITING PLAN: VALUES**

Our values drive our recruiting efforts. We are searching for individuals who live out the following core values: Professionalism, Integrity, Respect and Customer Service.

## Goal 1

**Obtain and maintain the appropriate staffing resources and funding to ensure that the individuals tasked with recruiting new public safety members are successful pursuant to Goals set by the Fire Chief.**

Strategy: Department recruiter will offer support to the hiring lead and will oversee regular communication to applicants who are in a current hiring process. This would require AFR or the Human Resources Department to hire 2 Human Resources-focused talent and acquisition professionals (civilian) who would take over the hiring process for lateral applicants. These talent and acquisition professionals will have experience in marketing open positions to underrepresented candidates, working with vendors to complete pre-hire assessments, and developing a hiring flow chart. This will free up the department recruiter to do proactive recruitment work in conjunction with the Community Engagement Team.

\*Attachment - Current Department Recruiter Job Description and the desired Department Recruiter Job Description

Strategy: Each year the Department Recruiter will set goals and define activities that focus on lateral recruiting. This could include travel to like-size metro areas and agencies, and outreach using our own lateral-hires who have come from other agencies. An outside marketing/recruiting firm can provide professional branding and campaign management support.

Strategy: Each year the Department Recruiter will set goals and define activities that focus on entry-level hiring with a focus on Aurora's own backyard. This should include coordination with local colleges and high schools who have specific programs for those interested in Fire and EMS. An outside marketing/recruiting firm can provide professional branding and campaign management support.

## Goal 2

**Enhance and sustain a diverse and well-qualified candidate selection pool, ensuring that under-represented candidates are broadly represented and prepared for the application process.**

Strategy: Fund the AFR Explorer Post, Camp Spark and other youth recruiting programs as methods to attract under-represented candidates to Aurora Fire Rescue.

Camp Spark is an original Aurora Fire Rescue program intended to bring awareness to fire service careers and provide leadership growth for young women ages 12-18. These young women receive on on-one time with local female leaders and leave with confidence and skills to use in the real world. Please follow this link for more info on Camp Spark.

The Fire & EMS Explorer Post is a hands-on program open to young men and women from 6th grade to 20 years old with an interest in learning more about careers in the field of fire or emergency services.

Strategy: The Fire Chief will provide annual direction for the Recruiting Officer which outlines measurable targets and project deliverables. This direction will also be used to create the internal operating procedures for the hiring process.

Strategy: Coordinate with the Human Resources Department to develop reports that identify, assess and compare community and workforce demographics to ensure this Goal is met.

Strategy: Support the Human Resources Department's efforts to conduct an applicant lifecycle barrier analysis to determine why and where in the recruiting/hiring process under-represented applicants are not retained.

## Goal 2 *continued*

Strategy: With the support of the Human Resources Department, analyze the current composition of the department and what high schools, what local areas and where we've found recruiting success in the past.

Strategy: With an eye toward future recruiting, the Recruiting Officer will coordinate with other members of the AFR Community Engagement Team to create and implement community-based programs to attract qualified local candidates and to enhance the reputation of the department.

This includes working with local community non-profits, agencies and organizations like: the Aurora Key Community Response Team, Community College of Aurora, Aims Community College, Red Rocks Community College, Aurora Public Schools, Cherry Creek School District, specific minority groups who have an association with public safety, military medic associations, and some fraternities and sororities.

Strategy: Work closely with the local armed forces liaison to connect with the appropriate local contacts at military bases in order to capture soon-to-be retirees, specifically those who served as a paramedic.

# Goal 3

**Develop a Standard Operating Procedure to maintain a recruiting plan and to set consistent hiring practices.**

Strategy: Establish consistent and reoccurring contact with qualified candidates who have applied in order to strengthen relationships with these applicants.

\*Attachment - 2023-01 Applicant Report

Create additional touchpoints for qualified priority candidates who fail to take the entry level exam. Statistically this is one of the largest critical-fail aspects of the entry level hiring process.

Strategy: Ensure that the minimum qualifications for candidates are well-defined and include a “whole person concept” which will increase the number of candidates who meet the expectations of Aurora’s vision for excellence. The minimum qualifications standards and the “whole person concept” must be a coordinated effort between the Civil Service Commission, the department and the Human Resources Department to ensure consistency in the hiring process.

Strategy: Establish annual assessment process with the Human Resources Department and CSC to Monitor, Evaluate and Learn (MEL) how the current recruitment and hiring processes/requirements impact applicants.



## Goal 4

**Prepare and develop people who are interested in joining Aurora Fire Rescue to reduce the attrition in the recruiting, application, hiring and academy/training process.**

Strategy: Recruiters will offer preparation and development courses for those interested in a career in the fire service. This could come in the form of Field Days which include preparedness for Physical, Test Prep, Interview Skills.

Strategy: Monitor the success rate of those who completed the preparation and development courses.

Strategy: Help provide all applicants with a deeper understanding of the psychological and background investigation assessments. Stress the importance of full disclosure of all previous mental health and counselling sessions at the beginning of the hiring process, rather than trying to hide something that they believe could get them removed from the process.

\*Attachment - 2022 Applicant Emails using Constant Contact

Strategy: Train the lateral committee members in implicit bias, appropriate questions in oral boards, and recruiting in a personal way to reduce attrition of targeted candidates who have applied.

The Aurora Fire Rescue Lateral Committee reviews potential lateral employees in search of applicants who embody AFR's mission statement and the city of Aurora's core values of Professionalism, Customer Service, Professionalism and Integrity.



## Goal 5

**Ensure that the vision/values of this plan are broadly communicated internally and externally.**

Strategy: Leverage existing AFR Members' presence and participation in national conferences and organizations to make connections for the purpose of recruiting and awareness of our organizational values.

Strategy: Leverage online sites like Indeed, LinkedIn, etc. using an experienced talent acquisition specialist who has a background in marketing for Human Resources.

Strategy: Utilize the platforms below to broadly distribute information about career opportunities, compensation, hiring, the testing process, deadlines and minimum qualifications. Community Engagement Team should review the content posted on the website and other promotional items listed above to ensure they reflect the current recruiting priorities.

- website
- social media platforms
- printed materials
- direct mailers
- direct mail/digital campaigns

Strategy: Include information about the hiring process and about recruiting efforts in AFR internal memorandums.

Strategy: Include values statements in AFR Memorandums about the hiring process and about recruiting efforts.

\*Attachment - 2022 Memorandum on Hiring.

# Our Commitment to Community



01.

INVESTING IN LOCAL YOUTH



02.

DEVELOPING RELATIONAL RECRUITMENT



03.

INSPIRING THE NEXT GENERATION



# Department Recruiter

## Desired Job Description

### Duties of the Recruiter

The Department Recruiter implements recruitment tactics aimed at attracting excellent candidates for both the entry and lateral hiring processes. The recruiter will have a responsibility to coordinate and schedule the Lateral Hiring Committee and will ensure that the committee meets regularly. The recruiter has the opportunity to gain a great deal of experience by working with all levels of AFR leadership and a variety of city of Aurora staff members.

Recruitment activities include attending community events which cater to our target recruitment audience, engagement and regular follow up with top applicants, developing informational materials, and working with staff members in Human Resources and Civil Service to ensure an efficient lateral application process.

The department recruiter supports the hiring coordinator(s) to ensure all candidates in a given application period understand tips for success, next steps, and offers mentoring opportunities through the Lateral Committee.

### Tasks include but are not limited to:

Have knowledge of current steps within a given hiring process, and awareness of upcoming dates/ deadlines for future academy classes and hiring processes.

Provide social media content ideas, and even supply the PIOs with photos, videos and text to be posted on social media in an effort to attract top candidates.

Manage any outside vendor contracts and technology systems that promote or aid in the recruiting process.

- Work closely with the Human Resources Talent Acquisition Specialist, Civil Service Commission Staff and Background Investigators.
- Provide direction for and communicate clearly and regularly with the Lateral Committee and the DEI Team. Even when a hiring process isn't happening the recruiter should keep these groups engaged in the process and informed of significant changes.
- It is the responsibility of the Department Recruiter to ensure that the steps and important deadlines are clearly communicated to applicants in both the entry and lateral hiring process.
- Create and maintain a spreadsheet of recruiting events to be attended by AFR each year. This will require the recruiter to sign up for career fairs, community events and find staffing for these events.
- Maintain a relationship with the Civil Service Commission and regularly attend meetings in order to make recommendations to the Fire Chief on process enhancements. The recruiter will clearly communicate any barriers for applicants within the hiring process.

*continued...*

### **Skill, Knowledge, and Abilities**

- Knowledge of basic office principles and procedures along with Microsoft office software applications. Ability to learn new programs such as best practices for social media.
- Skills in written, verbal, & nonverbal communication, must relate to others and relay messages/ information with tact and diplomacy regardless of the communication channel.
- An ideal candidate will be familiar with AFR, it's current recruiting strategy and has the ability to quickly build rapport and professional relationships with incumbent members. This familiarity comes from experience on the line and by maintaining a connection with line personnel even while in the administrative position.
- Ability to remain flexible in an ever-changing environment where both in-office projects and special events are scheduled often after hours or on weekends
- Supervisory skills to lead and direct a modified duty member of AFR or a cadet.
- Maintain an organized approach to following up with qualified candidates, keeping a tight timeline for recruitment and hiring, and providing consistency to the position.

**Because the Department Recruiter works as part of the Community Engagement Division, it is expected that other duties may be assigned. These duties can include:**

- Ordering department promotional merchandise
- Understanding and implementing recruitment initiatives
- Promoting upcoming department activities to the public (marketing and promotion)
- Cross-training with the Community Health Lieutenant and PIOs to understand the basic job duties
- Attending and supporting community events as a representative of AFR

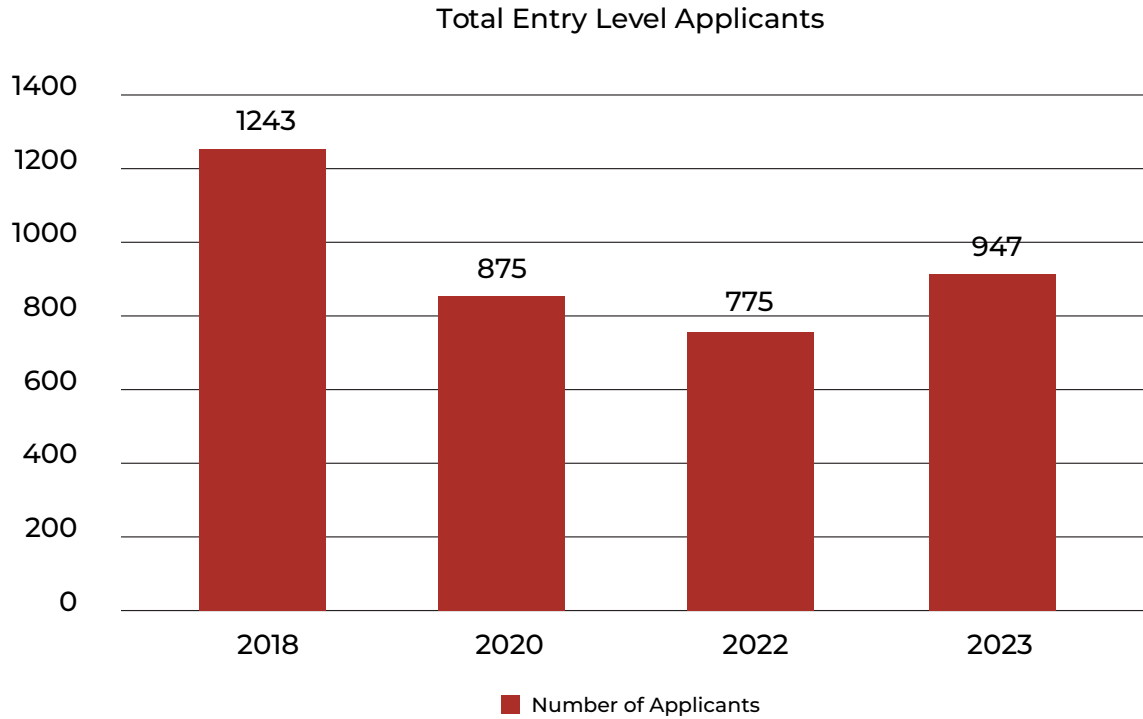
## Hiring and Application Outreach Report

Tuesday, January 17

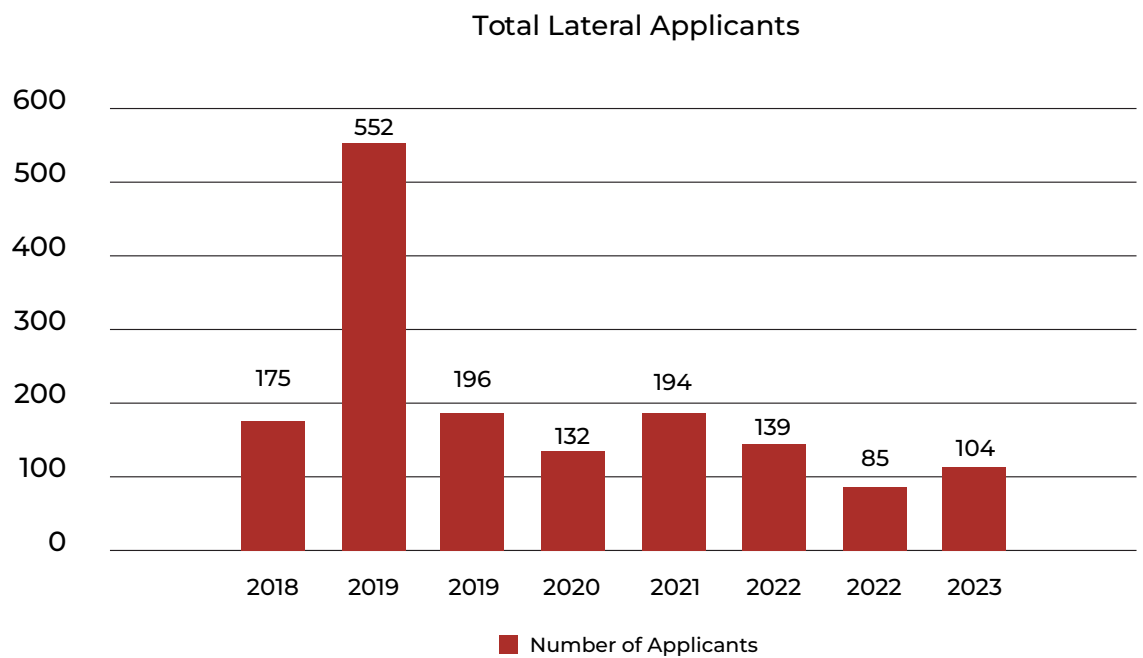
947 Total Entry Applicants | 104 Total Lateral Applicants

Currently remaining in Lateral Process: 23 Fast Track and 29 Traditional

### PAST YEARS ENTRY LEVEL APPLICANTS



### PAST YEARS LATERAL LEVEL APPLICANTS





# Meta Digital Advertising (Facebook and Instagram)

A screenshot of a Facebook post from Aurora Fire Rescue (@AuroraFireDpt) dated Dec 1, 2022. The post features a black background with white text. At the top left is the Aurora Fire Rescue logo. The text reads: "Join us as a New Firefighter or Experienced Lateral Firefighter." followed by "You'll become part of our team & make a difference every time you come to work." and "We're looking for people who share our values of Integrity, Professionalism, Respect & Customer Service." Below this is a link: "bit.ly/Firefighter\_Jo...". The main image is a red and white graphic with the Aurora Fire Rescue logo and "AURORA, COLORADO" in the top left. The central text says "WE'RE HIRING FIREFIGHTERS" in large, bold, white letters. Below this, it says "Apply by January 8." In the bottom right corner of the graphic, it says "\$10,000 signing bonus" in a stylized font. The bottom of the screenshot shows social media interaction icons: a comment bubble, a share icon with the number "1", a heart icon with the number "6", a bar chart icon, and an upload icon.

An advertisement for Aurora Fire Rescue featuring a photograph of a fire scene. A red fire truck with the number "6" is visible on the left. In the background, a house is on fire with thick smoke rising. The Aurora Fire Rescue logo and "AURORA, COLORADO" are in the top left corner. A red and yellow banner at the bottom contains the text "\$10,000 signing bonus" on the left and "NOW HIRING FIREFIGHTERS" in bold white letters on the right.

An advertisement for Aurora Fire Rescue featuring a photograph of an accident scene. Firefighters in gear are working on a damaged white car. A sign in the background reads "ROAD WORK SUN 12 - 4:00 PM FOR INFORMATION 833-70-INFO". The Aurora Fire Rescue logo and "AURORA, COLORADO" are in the top left corner. A red and yellow banner at the bottom contains the text "\$10,000 signing bonus" on the left and "NOW HIRING FIREFIGHTERS" in bold white letters on the right.

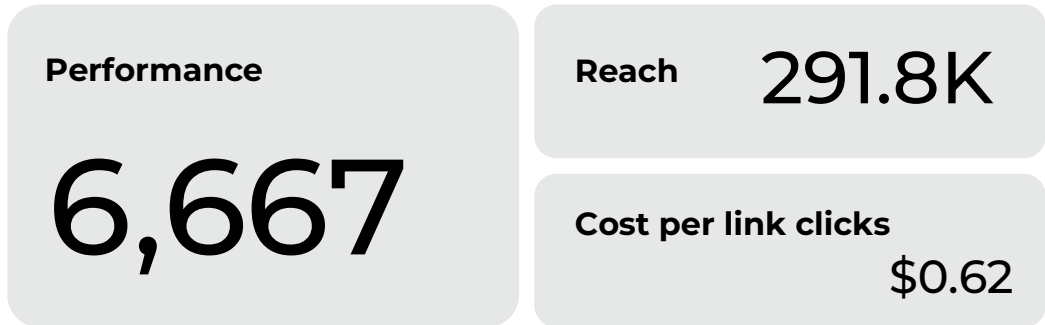
An advertisement for Aurora Fire Rescue featuring a photograph of five firefighters in their dark blue uniforms standing together and smiling. The Aurora Fire Rescue logo and "AURORA, COLORADO" are in the top left corner. A red and yellow banner at the bottom contains the text "\$10,000 signing bonus" on the left and "NOW HIRING FIREFIGHTERS" in bold white letters on the right.

An advertisement for Aurora Fire Rescue featuring a photograph of five firefighters in their dark blue uniforms standing together. The Aurora Fire Rescue logo and "AURORA, COLORADO" are in the top left corner. Below the photo, the text reads "JOIN OUR TEAM" in bold, followed by "We're hiring firefighters who share our values:" and a list of values: "Integrity • Respect • Professionalism • Customer Service". A red and yellow banner at the bottom contains the text "\$10,000 signing bonus" on the left and "NOW HIRING FIREFIGHTERS" in bold white letters on the right.

# Performance Overview

## Performance

\$4,138.91 spent over 28 days.



## Activity

Post engagement



Link clicks



Post reactions

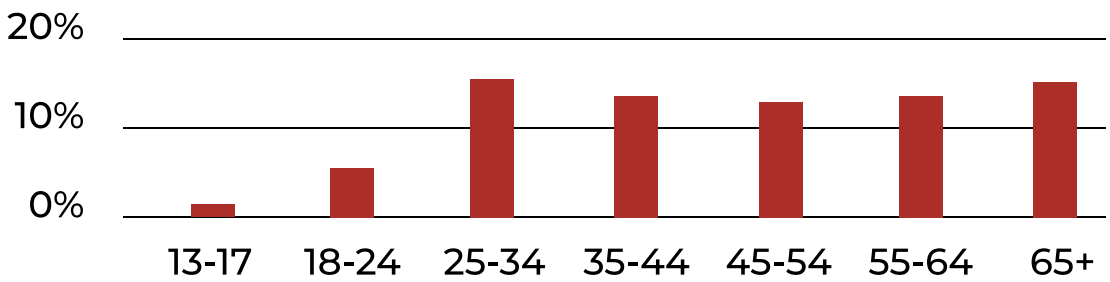


Post shares



## Audience

This ad reached 219,776 people in your audience.





## Performance Overview continued

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### Performance

This ad reached 291,776 people in your audience.

#### Colorado



#### Georgia



#### Texas



#### Virginia



#### Florida



#### Maryland



#### New Mexico



#### Arizona



#### Utah



### Constant Contact Email Marketing

#### *Emails sent:*

- Dec. 2 - 108 Recipients
- Dec. 9 - 113 Recipients
- Dec. 10 - 451 Recipients
- Dec. 29 - 75 Recipients
- Dec. 30 - 480 Recipients



## Memorandum #63

Aurora Fire Rescue

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To: AFR

Date: November 28, 2022

Subject: **Entry and Level Application Period**

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Aurora Fire Rescue (AFR) is committed to attracting, hiring, and retaining values-driven individuals. It is an exciting time to work for Aurora Fire Rescue as we experience a period of tremendous growth. This memorandum is intended to notify you of the hiring process for our next academy, Recruit Class 2023-01.

Now through January 8 we will be accepting applications for both Entry Firefighters and Lateral Firefighters. The next academy class is expected to begin June 5, 2023. Some lateral candidates may be invited to try out for an earlier and expedited "Fast Track" academy depending on experience and certifications. Some of the requirements for a lateral candidate to be considered for the Fast Track Academy include:

- Possess Firefighter I Certification (issued by Pro Board or IFSAC preferred)
- Possess Firefighter II Certification (issued by Pro Board or IFSAC preferred)
- Possess Hazmat First Responder Operations Level Certification (issued by Pro Board or IFSAC preferred)
- Possess current EMT-B or Paramedic (State of Colorado or NREMT)
- Candidates must complete introductory and ongoing skills evaluations

### **Bonus Programs**

Our current city employees serve as our most effective form of advertising. Because of that, we are offering a \$1,500 referral bonus to our current AFR members who qualify. You can read more about this program and find out how you can become eligible for this bonus in the attached document. Each applicant may only list one city employee in the referral section of the application.

Firefighters who are hired during this application period will be eligible for a \$10,000 signing bonus. New hire entry and lateral firefighters will receive the bonus incrementally on their paychecks.

In order to best share information about our upcoming lateral hiring process with others, we ask that you provide this link to our recruiting website to anyone who is interested. This link provides a good outline of the benefits offered at Aurora Fire Rescue and includes links to online applications.

### **Fire Recruiting Information**

The process for hiring entry level candidates will continue to be managed by the Civil Service Commission consistent with the board's rules and regulations. AFR leadership is dedicated to making progress by complying with the recommendations of the consent decree. Entry level candidates will come from a list developed by the Civil Service Commission, and the department will have more involvement in the hiring process by having access to all applicant contact information in order to communicate with individuals who express interest in becoming an Aurora Firefighter. We also expect to once again have panelists and input during an oral board for entry candidates.

The hiring process for lateral candidates will continue to be managed by Aurora Fire Rescue with direction and input from members of the Community Engagement Team, the Lateral Committee, and the AFR Executive Team. Lateral applicants must have 3 years of relevant public safety experience within the last 4 years in order to apply.

Entry and Lateral applicants will complete a rigorous background investigation, the Candidate Physical Ability Test (CPAT), and other job suitability examinations. Additionally, our department will continue to place importance on interviews in order to find candidates who match our core values of Professionalism, Respect, Integrity and Customer Service.

Members of the AFR Lateral Committee volunteer their time and serve as leaders and mentors during the hiring process. In the coming weeks you will receive a solicitation memo in an effort to add to our current list of volunteers who serve on the committee.

As always, please reach out to a member of the Community Engagement Team at **AFRRecruiting@AuroraGov.org** or **303.326.8964** if you would like to discuss prospective candidates you know personally.

APPENDIX E:

APD ENTRY LEVEL OFFICER JOB POSTING  
FOR JANUARY 2025 ACADEMY



Apply

# A World of CAREER OPPORTUNITIES

City of Aurora



## 2025-1B Entry Level Officer (Group C)

Apply



CAPSTC Training Center

Full time

Posted 20 Days Ago

JR104809

### APPLY BY

October 21, 2024

### JOB LOCATION

25950 E Quincy Ave Aurora, Colorado 80016-2026

### City of Aurora, Colorado

It is an exciting time to work for the City of Aurora, we're growing and looking for dedicated and collaborative individuals to join our team of talented and valued employees. Excellent organizations have a set of principles, or core values, that are used to implement their mission and vision. Those values represent the touchstone for the organization, guiding the decisions of the individuals and the organization. At the City of Aurora, we demonstrate our excellence by modeling the CORE 4 Values of: **Integrity, Respect, Professionalism, and Customer Service**, and we welcome all who share these values to apply.

# 2025-1B Entry Level Officer (Group C)



Apply

- Well-Funded General Employees Retirement Plan
- Light rail station minutes away
- On-site fitness center and overall employee well-being programs
- Internal educational programs to assist with career advancement
- Access to innovation workspaces

## PRIMARY DUTIES & RESPONSIBILITIES

If hired with a start date in 2024, the hiring rate for Patrol Officer Grade IV is \$31.71875 hourly/\$65,975 annually.

If hired with a start date in 2025, the hiring rate for Patrol Officer Grade IV is \$32.67068 hourly/\$67,955 annually.

This position is considered non-exempt. You will be eligible for overtime per the Fair Standards Labor Act.

### **\*\*PLEASE READ CAREFULLY\*\***

The Aurora Police Department is accepting applications until 11:59pm MST on October 21, 2024 to establish the third Certified Eligibility List for the projected academy on January 13, 2025. The date is subject to change. Once you apply and pass the minimum qualifications screening, all updates and/or instructions regarding the hiring process will be sent via email as it becomes available.

The comprehensive breakdown of the rates of pay per the 2024 Collective Bargaining Agreement (CBA) contract is listed below.

Year 1, Grade IV: \$31.71875 hourly/\$65,975 annually  
Year 2, Grade III: \$35.13510 hourly/\$73,081 annually  
Year 3, Grade II: \$38.82260 hourly/\$80,751 annually  
Year 4, Grade I: 42.07260 hourly/\$87,511 annually  
Year 5, Grade I(B): \$50.96663 hourly/\$106,011 annually

The comprehensive breakdown of the rates of pay per the 2025 Collective Bargaining Agreement (CBA) contract is listed below.

Year 1, Grade IV: \$32.67068 hourly/\$67,955 annually  
Year 2, Grade III: \$36.18943 hourly/\$75,274 annually  
Year 3, Grade II: \$39.98750 hourly/\$83,174 annually  
Year 4, Grade I: \$43.96635 hourly/\$91,450 annually  
Year 5, Grade I(B): \$55.04424 hourly/\$114,492 annually

**SUCCESSFUL CANDIDATES WILL BE OFFERED AN OPPORTUNITY TO JOIN THE AURORA POLICE DEPARTMENT IN THE PRE-HIRE PROGRAM PRIOR TO THE ACADEMY START DATE. THE PAY IS IDENTICAL TO THE PATROL OFFICER GRADE IV PAY AT 40 HRS/WEEK.**

The Aurora Police Department is looking for individuals who represent diversity in thought and experiences, which are shared by our citizens. Candidates must have strong communication skills, both verbally and in writing. Candidates should possess good interpersonal skills, common sense, and have the ability to problem solve.

# 2025-1B Entry Level Officer (Group C)



Apply

- Make sound decisions using knowledge, training and experience.
- Positively interact with the public.
- Problem solves complex community issues and look for innovative solutions to reduce repeat calls for service.

## UPCOMING DEADLINES:

### - October 21st, 2024 at 11:59pm - Frontline Exam DEADLINE

Applicants meeting the minimum qualifications will be required to complete and pass the FrontLine exam through the National Testing Network (NTN). To register for the exam, [go to the National Testing Network website](#).

When registering, please ensure that you select 'Aurora Civil Service Commission' as one of the agencies you want to submit your scores to or go back and add Aurora Civil Service Commission if you have already registered with NTN.

*\*Any extensions must be approved by the Aurora Civil Service Commission by email at [civilservice@auroragov.org](mailto:civilservice@auroragov.org).*

### - October 26th, 2024 - Physical Fitness Test

Start preparing now for the physical fitness test by [watching a descriptive video](#) of the test.

\*Invitations to schedule the fitness test will be sent at a later time.

### - October 28-29th, 2024 - Virtual Oral Board Interviews

\*Invitations to schedule interviews will be sent at a later time.

\*\*Out of state candidates may reach out to [backgrounds@auroragov.org](mailto:backgrounds@auroragov.org) for assistance to coordinate testing and appointments.

*If unsuccessful in meeting deadlines or receiving a passing score, an applicant will not be able to move forward in the testing process and it will result in removal from the recruitment.*

## MINIMUM QUALIFICATIONS & WORKING CONDITIONS

### Minimum Qualifications & Working Conditions

- Minimum qualifications and automatic disqualifiers are available for your review in Section II, Rule 2a & 2b in the [Civil Service Commission Rules and Regulations](#).
- Review [disqualifying incidents](#) that may impact your eligibility per CO POST.
- Proficiency in English, both written and verbal, is required

### Benefits

### Uniforms:

- A Glock Model 45 will be furnished by the Department at no cost.
- Officers receive a \$1500 soft body armor vest allowance once every four years.



# 2025-1B Entry Level Officer (Group C)



Apply

- *Paid Holidays*- 10 days annually
- *Personal Leave*- 28 hours annually after completion of 1 year of continuous service

## Sick Leave:

- 120 hours annually

## Health, Dental, Vision, and Life Insurance:

- The City of Aurora offers contributions to a variety of health insurance plans, including some where the monthly premium is completely covered by the city. Employees have optional dental, vision and life insurance plans available to them. Employees can also add life insurance coverage for their dependents. Flexible spending accounts are an option. Insurance does not take effect until the 1st day of the month following the date of hire (ex. Hire date of May 5th, insurance effective June 1st).

## Disability:

- The City contribution provides death and disability coverage through the Fire & Police Pension Association (FPPA).

## Retirement:

- Options include the Aurora Police Money Purchase Pension Plan or the Police Defined Benefit Hybrid Option plan. To view more information, please visit the [APMPPP website](#).
- Officers and the City both contribute 12% bi-weekly into a 401(a) Defined Contribution Plan with a 5-year vestment.

## Deferred Compensation:

- Officers can contribute a percentage of their pre-tax salary on a bi-weekly basis into a 457(b) Deferred Compensation plan, managed by Nationwide Retirement Solutions.
- Additionally, officers will also have the option to contribute funds (post-tax, and up to a certain dollar amount) into a Roth plan, also managed by Nationwide Retirement Solutions.

## Training:

- Annual in-service training. Officers are also eligible for job-related sponsored training.

## Other:

- **PRE-HIRE PROGRAM:** The City of Aurora and Aurora Police Department has an optional pre-hire program for all successful candidates. This will allow you to start with the department prior to the academy start date. Please contact [careers@auroragov.org](mailto:careers@auroragov.org) for further information about the program.

**For Veterans points:** Please show all of your employment history, including military service and related documentation (DD214) on the application.

The City of Aurora is an equal opportunity employer. We are required by state and federal agencies to keep certain statistical records on applicants. It will not be used in any way to discriminate against you because of your sex, race, age, sexual orientation, creed, national origin, disability or military status, gender identity, unless

# 2025-1B Entry Level Officer (Group C)



Apply

## Drug Testing, Thorough Criminal Background Check, and Employment References:

As a condition of employment, all applicants selected for employment with the City of Aurora must undergo a thorough criminal background check and drug screening. Employment references will be conducted on finalists for City of Aurora vacancies.

## About Us



## Why Work for Aurora?

- Competitive total compensation package
- Rich benefits package with low employee costs
- Generous paid-time-off program (Vacation, Sick and Personal leaves)
- Retirement pension plan
- Rewarding public sector work impacting a large and diverse community
- Growing city and employee population
- Expansive perk benefits such as free Recreation Center Membership, wellness programs, tuition assistance, career advancement, performance bonus programs, etc.
- On-site fitness center and wellness programs
- Remote work opportunities

[Benefits & Retirement - City of Aurora \(auroragov.org\)](#)

[Read Less](#) ^

- Please show all your employment history, including military service and related documentation (DD214) on the application.
- Leaving blanks or omitting previous employment may result in your disqualification from employment.
- City policy requires that selected candidates provide documentation in the form of official transcripts of the highest level of education attained by the candidate that is listed on their application materials.
- The City of Aurora requires all applicants for employment, who are offered positions with the City, to undergo a thorough criminal background check, drug testing for safety sensitive position and possible credit check for select positions. All job applicants shall be asked to electronically consent to or sign a release authorizing a criminal background check and submit a urine sample for the purpose of testing for a wide variety of prohibited and/or controlled substances. Please click the following link to access the [summary of your rights](#).
- Applicants who hold a Commercial Driver's License will also be required to undergo alcohol testing using an Evidential Breath Testing Device.

**Note: The recent legalization of recreational marijuana by the state of Colorado does not change the city's policy. Applicants who test positive for marijuana during a pre-employment drug test will not be hired, and will be ineligible to be employed with the city for one year.**

The City of Aurora uses [E-Verify](#) to determine if employees are legally eligible to work in the United States. [Know your rights!](#) The City of Aurora is an [equal opportunity employer](#). No applicant for employment or employee shall be discriminated against because of age, race, color, sex, gender identity, sexual orientation, religion, creed, national origin, ancestry, disability or military status. The

# 2025-1B Entry Level Officer (Group C)

Apply



nt related

r office at:

## Core 4 Values

Excellent organizations have a set of principles, or core values, that are used to implement their mission and vision. Those values represent the touchstone for the organization, guiding the decisions of the individuals and the organization. At the City of Aurora, we demonstrate our excellence by modeling the CORE 4 Values of:

- Integrity
- Respect
- Professionalism
- Customer Service

And we welcome all who share these values to apply.

[Read Less](#) ^

Follow Us

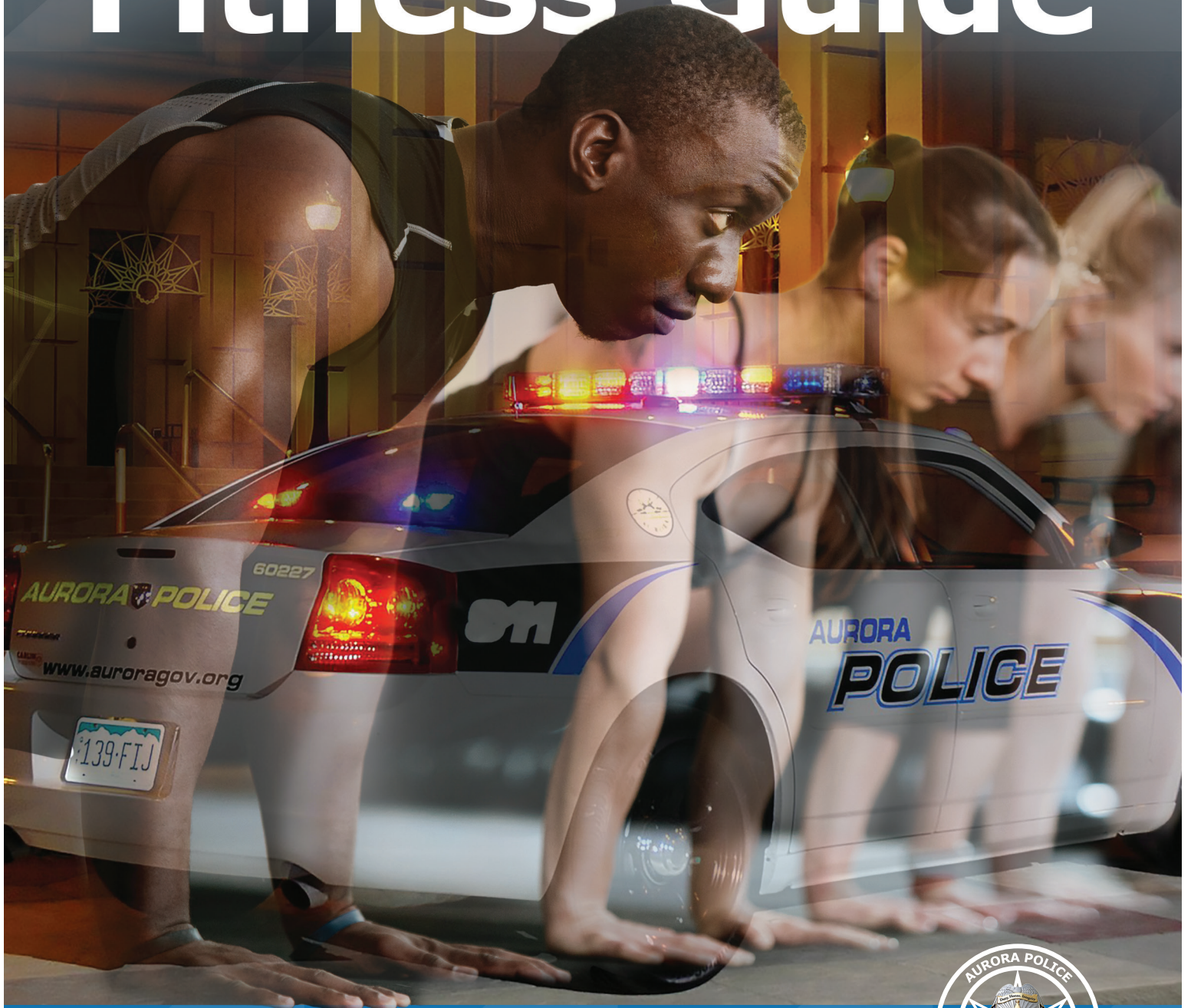


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APPENDIX F:  
APD'S PRE-ACADEMY FITNESS GUIDE

Aurora Police Department

# Pre-Academy Fitness Guide



APDRecruiting@AuroraGov.org #JoinTheAPD • 1.800.637.9963







# Welcome to the Aurora Pre-Academy Fitness Guide.

This guide is designed to give the reader better insight into the following categories:

- what to expect during the Essential Job Functions Course (EJFC) applicant test,
- how to prepare for the EJFC before being hired,
- how to successfully meet the physical demands of the Academy and
- how to prepare for a healthy, physically fit career in law enforcement.

Please keep in mind individual needs, limitations, medical conditions, level of fitness and other factors will all influence the outcome of using this guide. Please consult a physician before applying or making any lifestyle changes suggested in this guide.



# Essential Job Functions Course (EJFC)

First and foremost, please watch the following video, which explains in detail the two phases and four stations of the EJFC: <http://bit.ly/AuroraPoliceFitnessGuide>

Upon arrival at the testing site, the applicant will be required to show a state-issued identification card or driver's license. Shortly thereafter, all applicants who are participating in the EJFC will watch the above-listed video as a group, ensuring all applicants understand the test. At the conclusion of the viewing, applicants may ask questions related to the testing procedures.

## Phase 1: Job Functions Test (JFT)

All applicants will then watch a live demonstration of the JFT, with explanation provided by Academy personnel. Questions related to this specific testing station will be answered at this time. All applicants will then attempt to complete the JFT.

The JFT is composed of the following obstacles, which must be completed in under 60 seconds:

- Run 130 yards
- Crawl under a standard-size office table
- Climb through a 30 x 30 inch opening, located approximately 49 inches from the ground
- Climb a set of stairs
- Properly identify a "suspect"
- Drag a dummy weighing approximately 150 pounds approximately 5 feet

If the applicant fails to correctly identify the suspect during the suspect ID portion of this test, or exceeds the time limit (60 seconds), the applicant is allowed a second and final attempt once all other applicants have completed the JFT.

**NOTE: If applicants fail this station twice, they will be asked to leave the test.**





## Phase 2: Sit-ups, Illinois Agility Test, Beep Test

Applicants are required to obtain a minimum score of 12 points (out of 24 total possible points) across three categories (Sit-ups, Illinois Agility Test, Beep Test). Applicants must score at least 1 point in each category. Please refer to the scoring matrix provided at the end of this section to determine points.

### Sit-ups:

Upon successful completion of the JFT, all applicants will watch a live demonstration of the proper sit-up technique (with explanation provided by Academy personnel). Questions relating to this specific testing station will be answered at this time. All applicants will then attempt to complete as many sit-ups as possible in 60 seconds.

### Illinois Agility Test:

Upon successful completion of sit-ups, all applicants will watch a live demonstration of the Illinois Agility Test (with explanation provided by Academy personnel). Questions relating to this specific testing station will be answered at this time. Applicants will complete the Illinois Agility Test without knocking down/moving cones, or breaking pattern. If a cone is moved/knocked over or the applicant breaks pattern, a second and final attempt at this test is permitted. If unsuccessful twice, the applicant will receive a zero for the station, which is an automatic disqualification for the EJFC.

### Beep Test:

Upon successful completion of the Illinois Agility Test, applicants will watch a live demonstration of the beep test. Questions relating to this specific testing station will be answered at this time. Once the test begins, applicants will have **ONE** attempt at this test. Applicants will attempt to complete as many laps as possible for the duration of the test. Applicants must follow the instruction of the proctor(s) and are encouraged to do the best they can.

Achieving the 12 required points for the EJFC equates to a 50 percent pass rate. While this is the pass rate for the hiring process, be advised you will be held to a much stricter standard once in the Academy. If applicants struggle to pass/barely pass the test during the hiring process, **THEY WILL STRUGGLE** to be successful in the Academy. Applicants must take steps to prepare for the Academy. Of all the attributes that make a successful Police Recruit, attention to physical fitness and being in top physical condition is the one aspect the applicant can control and influence before starting at the Academy. Do not begin the Academy in poor physical condition!

**A loss of 10 percent to 15 percent of Police Recruits early in the Academy is directly linked to their lack of physical preparation.**



# Preparing for the EJFC

The following demonstrates each of the skills measured throughout the testing process. It is highly recommended the applicant practice each of the skills outlined, multiple times.

- **Sit-ups:** For 60 seconds, with feet secured, perform as many as possible. Compare your score to the scoring matrix. Continue to practice until meeting the maximum score.
- **Illinois Agility Test:** Set up eight cones outside in a parking lot or park, or inside in a gymnasium. The length of the course is 10 meters. The width of the course is 5 meters. The serpentine cones are in the center (2.5 meters) and spaced at intervals of 3.3 meters. If possible, have a partner time you running the course. Continue practicing the Illinois Agility Test until meeting the maximum score possible.
- **Beep Test:** Find an area similar to the agility test. The distance from one baseline to the other is 20 meters, or 65 feet 6 inches. Continue to practice the Beep Test until meeting the maximum score.
- **Job Functions Test:** The Job Functions Test is not as easy to set up and practice. It is also not a fitness test, nor does it rely on being physically fit to complete. Rather, it's a measurement of one's ability to move, perform job-specific tasks, follow directions and perform under light stress. If you score well in the previous three skills, you are more likely to be successful in the Job Functions Test. However, practicing climbing up and over a 6-foot stationary object (like a fence) and climbing through a window or equivalent would be beneficial as well.

## Practicing the EJFC

There are many ways to incorporate practicing the various skills being tested. Below are a few examples:

### 1. Practice all the skills, several times a week, exactly as described above.

- a. Monday, Wednesday and Friday, the applicant will run through each of the skills one time. Record scores/times and compare with previous attempts.

If the applicant is making positive progress, continue as needed. If not making progress or regressing in scores/times, make adjustments.

### 2. Practice each of the skills separately on different days.

- a. Monday, 3-5 sets of sit-ups, as many as possible, for 60 seconds.
- b. Wednesday, run the Illinois Agility Test 3-5 times, as fast as possible.
- c. Friday, run the Beep Test 2-3 times with optimal rest between each attempt.

If the applicant is making positive progress, continue as needed. If not making progress or regressing in scores/times, make adjustments.

### 3. Pick a day. Practice all the skills multiple times in the same practice session: 1-5 sets of sit-ups, as many as possible in 60 seconds. Record each attempt and compare. 1-5 sets of running the Illinois Agility Test, as fast as possible. Record scores. 1-5 sets of the Beep Test, as many laps as possible. Record scores.





# Scoring Matrix

Points	Sit-ups	Illinois Agility	Beep Test
0	011 or Fewer	24.44 or higher	18 or Lower
1	12-16	24.43-22.64	19-20
2	17-19	22.63-22.01	21-25
3	20-22	22.00-21.39	26-31
4	23-25	21.38-20.76	32-36
5	26-30	20.75-20.19	37-43
6	31-34	20.18-19.25	44-52
7	35-39	19.24-18.31	53-61
8	40+	18.30 or Less	62+

## Frequently Asked Questions:

### “What can an applicant do to better prepare for the EJFC?”

- Review the video provided: <http://bit.ly/AuroraPoliceFitnessGuide>; practice at home.
- Do not let the test date be the first time you complete these tests.
- Practice, practice, practice. The Beep Test has been categorized as the “silent killer” of Police applicants, as many applicants approach this stage of testing incorrectly. Remember, the Beep Test is an endurance test. The test begins with long, slow intervals, and each level gets progressively faster (with shorter intervals).
- Do not strive to attain the bare minimum in each category; train to achieve the highest level possible. Remember, the EJFC’s difficulty level is 50 percent of that of the Academy Fitness Standard and does not include push-ups (which will be tested once the applicant is in the Academy). Train for the Academy; do not train just to meet the minimum qualifications of the EJFC.
- Please do not think you are going to “get in shape” once in the Academy. This is a misnomer that has cost many Recruits a career with the Aurora Police Department.



# Preparing for the Physical Demands of the Academy

The physical aspects of the Academy can be broken down into three areas:

- **Wellness**
- **Physical Skills**
- **Remedial Physical Training**

**Wellness** is composed of blocks of education, as well as application of various techniques to ensure the greatest success for our Recruits with the lowest risk of injury. Applicants will be assessed for muscle imbalances and faulty movement patterns in the first week of the Academy. Recruits will then be given direction on how to eliminate compensation through the use of the following tools: self myo-fascial release, corrective stretches, core stability exercises as well as stability training for the first four to six weeks of Wellness. Stability training is composed of primarily body weight exercises. Exercises will be performed at a very slow tempo, 4/4/4. For example, a push-up will start in the up position and descend at a speed of 4 seconds to the bottom holding position. The Recruit will then hold the bottom position for 4 seconds, then lift themselves to the top position at a speed of 4 seconds, repeating 15 times. That equates to 3 minutes of "time under tension".

This exhausts the large, dominant muscles used in the exercise and forces the deep stabilizing mechanism of the joints and spine to work harder, thus promoting better joint stabilization and core activation. This tempo will be applied to a variety of exercises during the stabilization phase of training for Recruits. Training will progress to include a Strength Phase and Power Phase of training as Recruits show a decrease in compensatory movement patterns.

Recruits will be tested the first week of the Academy and every four to five weeks thereafter. The Physical Fitness Test (PFT) will be composed of sit-ups, Illinois Agility Test, Beep Test and push-ups. Entry-Level Recruits will be tested six times, and Lateral Recruits will be tested four times. The PFT score will count as 10 percent of one's overall Academy score and will influence class rank. This Academy class placement will also influence seniority for the Recruit's career with the Aurora Police Department. It is in the Recruit's best interest to score as high as possible, beginning week one.

**Physical Skills** includes, but is not limited to: Self Defense or Defensive Tactics, Arrest Control, Baton Training, Ground Grappling, Fire Arms, Emergency Vehicle Operations Course (EVOC), Building Searches, Rapid Emergency Deployment, Crowd Control and Scenario Based Training. All of these training courses are subject to long hours of training and can/will be conducted in ALL weather conditions. Thus, a better conditioned, physically fit Recruit will handle this stress better than an out-of-shape Recruit. Applicants are highly encouraged to begin the Academy in the best shape possible.

**Remedial Physical Training** is used as a tool to motivate Recruits to adhere to proper Academy behavior, work together as a team, follow directions, have better attention to detail and handle stress while carrying out a variety of tasks. Remedial Physical Training can come in the form of additional push-ups, sit-ups or running laps in the 4-story tower. This can happen at any time in the Recruit's day and as many times in a day as necessary to correct lapses in the above areas (i.e. team work, following directions, attention to detail, etc). Again, beginning the Academy in top physical condition will ensure you are best able to handle this type of additional physical training.





# Preparing for a Physically Fit Career in Law Enforcement

Once the Recruit successfully completes the Academy, all certified officers complete additional training every quarter, which is referred to as in-service. In-service is continued training covering multiple areas to include: wellness (physical and mental health), arrest control, defensive tactics, firearms and driving skills to ensure competency and certifications by the State of Colorado and the Aurora Police Department.

Officers are afforded the opportunity to continue their physical fitness on duty during their career. Continued physical fitness to include strength and cardiovascular training will allow the certified Officer to engage in a successful and fulfilling career.

**Per directive 15.19: members are allowed to exercise as their schedule permits with supervisor or watch commander's approval, any time during the member's shift based on supervisory discretion.**

## In Conclusion

Hopefully, this guide has given you some insight to better prepare for the applicant test, Academy life and beyond. This guide provided suggestions to prepare for the above-listed categories. However, individual recommendations can better be given by a health and fitness professional, like a personal trainer, for example. A personal trainer can screen, monitor and adjust a personal training program to safely and efficiently help individuals achieve their health and fitness goals.

**Whatever path you choose to prepare for the process, best of luck and thank you for considering joining the Aurora Police Department.**



**APPENDIX G:  
BACKGROUND INVESTIGATION  
SUMMARY REVIEW FORM**



**CITY OF AURORA**  
**HUMAN RESOURCES DEPARTMENT- PUBLIC SAFETY SUPPORT**

**FINAL SUMMARY REVIEW FORM**

Background Investigation Origin:     COA                       APD                       AFR

**CANDIDATE NAME:**

**POSITION:**

**HIRING MANAGER:**

Background Investigator:

**REQUIRED REVIEW APPROVAL**

HR Public Safety and/or  
APD Background Investigator Name:

Reviewing APD Background  
Investigator Name:

**APD/ AFR/ 911/DETENTION/ MARSHAL/COA  
HIRING MANAGER (OR DESIGNEE)**

- Acceptable for Hire
- Unacceptable for Hire *(Please choose below all that apply.)*
  - Undetected Criminal History
  - Criminal History Record
  - Integrity Issues/Untruthfulness
  - Pattern/Recent Drug Use
  - Employment Issues
  - Driving History Issues
  - Unresponsive/Uncooperative
  - Unsuitable JSA/PJSA/PCOMP

Additional Notes:

**REQUIRED FINAL SIGNATURE**

**\*SIGN AFTER FORM IS COMPLETED**

APD/ AFR/ 911/Detentions/ Marshal  
Hiring Manager (or designee):



**APPENDIX H:**

**EXTRACTS FROM APPENDIX G AND H TO THE  
MONITOR'S NOVEMBER 2022 HIRING REPORT  
REGARDING APD'S AND AFR'S 2022  
HIRING PROCESS OUTCOMES**







**AFR Applicant Outcomes 2022**

Ethnicity	Gender	In-Process Disqualification										Background Check Disqualification		Other Disqualification				Candidate Declined		Candidate Received Offer			NOI																					
		Didn't Submit Docs	Didn't Schedule OOS	Didn't take Fitness Test	Fitness Test	Didn't Schedule JSA	No Show/ Schedule Written	No Show Medical	No Show JSA	No Show OOS	JSAU	Post Offer Psych	Total In-Process Disqualifications	% Total In-Process Disqualifications	Phase 1	Phase 2	Full	Total Background Check Disqualifications	% Total Background Check Disqualifications	Previous PEL	Cond. Offer Rescinded	No Resp. to Cond. Offer		Failed to Respond to Contact	Failed to Contact after Deferral	Total Other Disqualifications	% Total Other Disqualifications	Final Offer	Conditional Offer	Total Declined	% Total Declined	Hired	Pending	Deferred	Total Received Offer	% Total Received Offer								
American Indian/Alaska Native	Male	1	0	0	0	0	2	0	0	0	0	3	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
	Female	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0					
<b>Totals - American Indian/Alaska Native</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>100.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>					
Asian	Male	4	0	0	0	4	0	0	0	0	0	8	72.7%	0	1	0	1	9.1%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Female	0	0	0	0	2	0	0	0	1	0	3	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0					
<b>Totals - Asian</b>		<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>11</b>	<b>78.6%</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>7.1%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>						
Black or African American	Male	6	0	0	0	1	22	0	0	0	0	29	72.5%	0	0	2	2	5.0%	0	0	0	0	0	0	0	0.0%	0	1	1	2.5%	0	0	0	0	0	0	0	0	0					
	Female	0	0	0	0	1	0	0	0	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0					
<b>Totals - Black or African American</b>		<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>73.2%</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>4.9%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2.4%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>					
Hispanic or Latino	Male	19	0	0	0	1	48	0	0	3	5	76	64.4%	1	5	3	9	7.6%	2	0	0	0	0	0	2	1.7%	0	1	1	0.8%	4	0	2	6	5.1%	0	0	0	0	0	0	0	0	
	Female	2	0	0	0	2	0	0	0	0	0	4	50.0%	0	0	1	1	12.5%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0					
<b>Totals - Hispanic or Latino</b>		<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>80</b>	<b>63.5%</b>	<b>1</b>	<b>5</b>	<b>4</b>	<b>10</b>	<b>7.9%</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1.6%</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0.8%</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>6</b>	<b>4.8%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	1	0	0	0	0	1	3	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Female	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0					
<b>Totals - Native Hawaiian or Other Pacific Islander</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>100.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>						
White or Caucasian	Male	100	2	0	0	7	111	0	1	9	1	233	61.6%	0	5	7	12	3.2%	1	0	0	1	0	2	0.5%	3	1	4	1.1%	23	0	2	25	6.6%	0	0	0	0	0	0	0	0	0	
	Female	12	0	0	0	0	9	0	0	0	0	22	50.0%	0	0	2	2	4.5%	0	0	0	0	0	0	0	0.0%	0	1	1	2.3%	4	0	1	5	11.4%	0	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	0	1	0	0	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Undisclosed	1	0	0	0	0	0	0	0	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0					
<b>Totals - White or Caucasian</b>		<b>113</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>121</b>	<b>0</b>	<b>1</b>	<b>9</b>	<b>1</b>	<b>257</b>	<b>60.6%</b>	<b>0</b>	<b>5</b>	<b>9</b>	<b>14</b>	<b>3.3%</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0.5%</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>1.2%</b>	<b>27</b>	<b>0</b>	<b>3</b>	<b>30</b>	<b>7.1%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Multiple Indicated	Male	12	0	0	0	2	27	0	0	0	1	42	61.8%	0	2	0	2	2.9%	0	0	0	0	0	0	0	0.0%	1	0	1	1.5%	4	0	0	4	5.9%	0	0	0	0	0	0	0	0	0
	Female	3	0	0	0	0	3	0	0	0	0	6	46.2%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0					
<b>Totals - Multiple Indicated</b>		<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>48</b>	<b>59.3%</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>2.5%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1.2%</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>6.2%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Not Listed Above	Male	0	0	0	0	0	3	0	0	0	0	3	60.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Female	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0					
<b>Totals - Other Not Listed Above</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>60.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>						
Undisclosed	Male	3	0	0	0																																							

APPENDIX I:  
ACRONYMS, ABBREVIATIONS & TERMINOLOGY USED  
IN THIS REPORT

## Acronyms, Abbreviations & Terminology

### Used in the Monitor’s 2024 Hiring Comparison Report

**16PF:** Cattell’s 16 personality factor psychological test, which gives insight into a candidate’s strengths, motivations and potential behavioral tendencies. It classifies candidates based on answers to questions about the following 16 personality traits, and requires a licensed psychologist to interpret the results. The test is available in 20 languages, although the test for APD/AFR candidates is only administered in English.

Factor	Low Score	High Score
Abstractness	Conventional	Imaginative
Aggressiveness	Docile, submissive	Controlling, dominant
Anxiety	Confident	Apprehensive
Dutifulness	Unreliable	Conscientious
Emotional stability	Moody, irritable	Stable, calm
Independence	Outgoing, social	Self-sufficient
Intellect	Concrete thinker	Analytical
Introversion	Open, straightforward	Private, shrewd
Liveliness	Somber, prudent	Adventurous, spontaneous
Openmindedness	Closeminded, traditional	Curious, experimental
Paranoia	Trusting	Suspicious
Perfectionism	Disorganized, casual	Organized, precise
Sensitivity	Tough-minded	Sensitive, caring
Social assertiveness	Shy, restrained	Uninhibited, bold
Tension	Relaxed	Stressed
Warmth	Reserved, detached	Outgoing, supportive

**Academy:** Recruit training for APD and AFR entry-level police officers and firefighters, held at the City of Aurora Public Safety Training Center (“CAPTSC”), comprising 26 weeks of training for APD new recruits, and 24 weeks of training for AFR new recruits. The term Academy also applies to the physical location for the academy.

**Adverse Impact:** Adverse impact refers to seemingly neutral hiring practices that may disadvantage certain groups of people. This form of discrimination can occur when a process, though fair in form, is discriminatory in practice. Adverse impact is quantified by assessing whether the selection rate of a protected group is less than 80% of the selection rate for a non-protected group; similarly, there’s an adverse impact if the de-selection rate of a non-protected group is less than 80% of the de-selection rate for a protected group (which is the inverse of the selection calculation). This 80% formula is from the Equal Employment Opportunity Commission’s Uniform Guidelines on Employee Selection Procedures.

**AFR:** Aurora Fire-Rescue

**AG:** The Attorney General of Colorado



**APD:** Aurora Police Department

**Applicant:** An applicant is an individual who has submitted an application for a specific job opening; this term broadly covers anyone who has applied, regardless of outcome; also see related definitions for candidate, recruit and hire

**ATS:** Applicant Tracking System

**BIPOC:** Technically, this term means “Black, Indigenous, and people of color”. For the Monitor’s reports, this term refers to people who self-identified as American Indian, Alaskan Native, Asian, Black or African American, Hispanic/Latino, Native Hawaiian or Pacific Islander, or Multiracial

**Candidate:** A candidate is someone who has progressed beyond the application stage and is being actively considered for a role; candidates are usually in various stages of the hiring process; also see related definitions for applicant, recruit and hire

**CBI:** Colorado Bureau of Investigation

**CD:** Consent Decree

**City:** The City of Aurora, Colorado

**CPAT:** Candidate Physical Abilities Test for firefighter candidates. The CPAT is administered by the National Testing Network (“NTN”) according to the International Association of Fire Fighters (“IAFF”) standards. These standards require candidates to be offered the opportunity to attend a CPAT Pre-Test Program, which includes two CPAT Orientation sessions within the 8-week period preceding a CPAT and two timed practice runs of the CPAT within the 30 days prior to the test. Candidates may choose not to participate in the CPAT Pre-Test Program, but are required to sign a waiver acknowledging that this program has been offered. Candidates for the CPAT are required to wear equipment/clothing and carry weights that are designed to simulate a firefighter’s clothing and equipment, while performing the following 8 tests: stair climb, host drag, equipment carry, ladder raise and extension, forcible entry, search, rescue, and ceiling breach and pull.

**CPI-434:** California Psychological Inventory 434 Personality Test. This [test](#) is available in English and French and consists of 434 true-false questions that measure the following personality traits: dominance, capacity for status, sociability, social presence, self-acceptance, independence, empathy, responsibility, socialization, self-control, good impression, communality, well-being, tolerance, achievement via conformance, achievement via independence, intellectual efficiency, psychological-mindedness, flexibility, and femininity/masculinity

**CRO:** Chief Recruiting and Hiring Officer

**CSC:** City of Aurora Civil Service Commission

**DEI:** Diversity, Equity and Inclusion

**DUI:** Driving under the influence (of alcohol or drugs)

**DUID:** Driving under the influence of drugs

**DWAI:** Driving while ability impaired

**EEOC:** Equal Employment Opportunity Commission

**ESL:** English as a second language

**FAQ:** Frequently asked questions

**FBI:** Federal Bureau of Investigation

**Front Line:** National Testing Network's entrance exam for all entry-level applicants for sworn roles with APD and AFR

**Hire:** A recruit who received and accepted an offer for employment at an upcoming academy, who completed that academy or was in the process of doing so, and was not terminated during the academy; also see related definitions for applicant, candidate and recruit

**Hiring Process:** Focuses on evaluating the selecting the best candidates from the pool of applicants. potential applicants. Key activities include initial screening to confirm minimum qualifications are met, administering the entrance exam, conducting interviews and evaluating each applicant's job suitability, checking references and verifying qualifications, performing background checks, and extending job offers to candidates selected.

**HR:** The City of Aurora's Human Resources Department

**HR IS:** The City of Aurora's Human Resources Information Systems team

**IntegrAssure:** IntegrAssure, LLC, founded in March 2021 by its President and Chief Executive Officer, Jeff Schlanger, upon his retirement as the Deputy Commissioner of Risk Management Bureau for the New York City Police Department

**JFT/PFT:** Job Function Test/Physical Fitness Test – see the definition for PFT/JFT. Both terms are used interchangeably.

**JSA:** Job Suitability Assessment

**KPIs:** Key performance indicators

**Monitor:** The Independent Consent Decree Monitor for the City of Aurora, IntegrAssure, LLC

**MQ:** Minimum qualifications for fire and police recruits. Effective March 2024, these were the MQs described in the CSC's Rules & Regulations effective March 12, 2024: (1) 21 years old for APD recruits and 18 years old for AFR recruits; (2) US citizen or lawful permanent US resident; (3) high school completion or GED equivalency; (4) valid driver's license, and (5) be able to perform minimum essential job functions of the recruit position

**Multiracial:** Two or more races

**NeoGov:** A public sector applicant tracking system used by the CSC until HR implemented Workday to track applicants through the hiring process for APD's January 2024 Academy

**Non-Binary:** This is an umbrella term for people who do not identify as male or female.

**Non-Male:** People who self-identified as female or non-binary

**NTN:** National Testing Network, the vendor who provides APD's Front Line entrance exam for new applicants to entry-level sworn positions within APD and AFR

**PEL:** Prospective Employment List

**PHS:** Personal history statement

**PHIS:** Personal history interview questions

**PFT/JFT:** Physical fitness test/job function test – for APD, the PFT comprises Situps, the Illinois Agility Test and a Beep Test; for APD, the JFT requires applicants to complete the following in under 60 seconds: run 130 yards, crawl under a standard-sized office table, climb through a 30x30 inch opening located approximately 49 inches from the ground, climb a set of stairs, properly identify a "suspect", and drag a dummy weighing approximately 150 pounds approximately 5 feet. For AFR, the PFT/JFT is referred to as the CPAT test (which is explained above).

**POST:** Colorado's Peace Officer Standards and Training, a unit of the Criminal Justice section of the Colorado Attorney General's Office that documents and manages the certification and training of all active police officers in Colorado

**Potential Applicant or Potential Candidate:** Someone who is being propositioned for a role, before they formally apply and before any consideration is given to whether they meet the qualifications for the role; before any screening

**PSSA:** Public Safety Self-Assessment, one of the tests included in APD's online entrance exam included in the National Testing Network's FrontLine exam

**Race/Ethnicity Categories:**

- **American Indian or Alaska Native:** A person having origins in any of the original peoples of North, Central, and South America, including, for example, Navajo Nation, Blackfeet Tribe of the Blackfeet Indian Reservation of Montana, Native Village of Barrow Inupiat Traditional Government, Nome Eskimo Community, Aztec, and Maya
- **Asian:** A person having origins in any of the original peoples of Central or East Asia, Southeast Asia, or South Asia, including, for example, Chinese, Asian Indian, Filipino, Vietnamese, Korean, and Japanese

- **Black or African American:** A person having origins in any of the Black racial groups of Africa, including, for example, African American, Jamaican, Haitian, Nigerian, Ethiopian, and Somali
- **Hispanic or Latino:** A person of Mexican, Puerto Rican, Salvadoran, Cuban, Dominican, Guatemalan, and other Central or South American or Spanish culture or origin, regardless of race
- **MENA:** Middle Eastern or North African. A person having origins in any of the original peoples of the Middle East or North Africa, including, for example, Lebanese, Iranian, Egyptian, Syrian, Iraqi, and Israeli
- **Multiracial and/or Multiethnic:** A person who self-identifies with multiple races/ethnicities
- **Native Hawaiian or Pacific Islander:** A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands, including, for example, Native Hawaiian, Samoan, Chamorro, Tongan, Fijian, and Marshallese
- **White:** A person having origins in any of the original peoples of Europe, including, for example, English, German, Irish, Italian, Polish, and Scottish

**Recruit:** Someone who has accepted an offer to commence employment at an upcoming academy; also see related definitions for applicant, candidate and hire

**Recruiting Process:** Focuses on attracting potential applicants. Key activities include creating job descriptions and posting job ads, sourcing candidates and attracting applicants.

**SPD15:** Statistical Policy Directive No. 15: Standards for Maintaining, Collecting and Presenting Federal Data on Race and Ethnicity, effective March 28, 2024

**Whole Person Approach:** This approach involves considering an applicant’s full background before an employment eligibility decision is made

**Workday:** A cloud-based human capital management system, including an applicant tracking system used by HR to track applicants through the hiring process, starting with APD’s January 2024 hiring class and AFR’s February 2024 hiring class