



VILLAGE OF GLENCOE

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Virtual Meeting Information

As the Village of Glencoe and its partner agencies continue to follow social distancing requirements and Governor Pritzker's *Restore Illinois* Plan, the **December 16 Public Safety Commission** meeting will be held virtually via telephone and video conference (individuals may participate either by telephone or by video conference). Individuals may call the following to participate in the meeting:

By Telephone:

Phone Number: (312) 626-6799

Webinar ID: 935 9742 1356

By Zoom Video Conference:

Zoom video conference link: [Click here](#)

Video conference participants using a computer will be prompted to install the Zoom client; participants using smart phones or tablets must download the Zoom app from their app store.

Public Comment Submittal Options

Option 1: Submit Comments by E-Mail Prior to Meeting

Public comments can be submitted in advance of the meeting by e-mail to glencoemeeting@villageofglencoe.org. Public comments received by 4 p.m. or one hour before the start of the meeting will be read during the Village Board meeting under Public Comment. Any comments received during the meeting may be read at the end of the meeting.

All e-mails received will be acknowledged. Public comment is limited to 400 words or less. E-mailed public comments should contain the following:

- The Subject Line of the e-mail should include the following text: "December 16 Public Safety Commission Public Comment"
- Name of person submitting comment (address can be provided, but is not required)
- Organization or agency person is submitting comments on behalf of, if applicable
- Topic or agenda item number of interest, or indicate if the public comment is on a matter not listed on the Village Board meeting agenda

Option 2: Submit Comments by Phone Prior to Meeting

Individuals without access to e-mail may submit their comments through a voice message by calling (847) 461-1100. Verbal public comments will be read aloud during the meeting and will be limited to three minutes.



AGENDA
VILLAGE OF GLENCOE
PUBLIC SAFETY COMMISSION

Virtual Meeting
Wednesday, December 16, 2020 – 4 p.m.

1. CALL TO ORDER AND ROLL CALL

Amy St. Eve, Chairperson

Andrew Berlin, Commissioner

Daniel Rubinstein, Commissioner

2. PUBLIC COMMENT

3. CONSIDERATION OF AUGUST 14, 2019 MEETING MINUTES

a. August 14, 2019 Open Session

b. August 14, 2019 Closed Session

4. CONSIDERATION OF PUBLIC SAFETY OFFICER EXAMINATION PROCESS

5. OTHER BUSINESS

6. ADJOURN

The Village of Glencoe is subject to the requirements of the Americans with Disabilities Act of 1990. Individuals with disabilities who plan to attend this meeting and who require certain accommodations in order to allow them to observe and/or participate in this meeting, or who have questions regarding the accessibility of the meeting or the facilities, are requested to contact the Village of Glencoe at least 72 hours in advance of the meeting at (847) 835-4114, or the Illinois Relay Center at (800) 526-0844, to allow the Village of Glencoe to make reasonable accommodations for those persons.



MINUTES
VILLAGE OF GLENCOE
PUBLIC SAFETY COMMISSION

Village Hall Conference Room
 675 Village Court
 August 14, 2019 – 6 p.m.

I. CALL TO ORDER AND ROLL CALL

The Public Safety Commission meeting was called to order at 6:03 p.m.

Attendee Name	Title	Status
Commissioners		
Amy St. Eve	Chair	Absent
Andrew Berlin	Commissioner	Present
Daniel Rubinstein	Commissioner	Present
Village Staff		
Mark Burkland	Commission Attorney	Present
Cary Lewandowski	Director of Public Safety	Present
Sharon Tanner	Assistant Village Manager	Present

II. PUBLIC COMMENT

There were no comments from the public.

III. CONSIDERATION OF MEETING MINUTES

Commissioner Rubinstein made a motion, seconded by Commissioner Berlin, to approve the July 15, 2019 meeting minutes. Said motion was approved by the following vote:

AYES: Berlin, Rubinstein (2)

NAYES: None (0)

IV. CLOSED SESSION

Commissioner Berlin made a motion, seconded by Commissioner Rubinstein, to move into closed session, pursuant to Section 2(c)(1) of the Illinois Open Meetings Act, to discuss the appointment and employment of specific employees of the Village. Said motion was approved by the following vote:

AYES: Berlin, Rubinstein (2)

NAYES: None (0)

V. PUBLIC SAFETY OFFICER APPLICANT DISQUALIFICATION HEARING

Commissioner Rubinstein opened the hearing and swore in applicant Tyler Mortensen. Mr. Mortensen thanked the Commission for the hearing opportunity. Mr. Mortensen shared information with the Commission regarding his request for the hearing, including his participation in other examination processes outside of Glencoe, and pre-employment examinations that he passed in those testing processes.

VI. CLOSED SESSION

Commissioner Rubinstein made a motion, seconded by Commissioner Berlin, to move into closed session, pursuant to Section 2(c)(1) of the Illinois Open Meetings Act, to discuss the appointment and employment of specific employees of the Village. Said motion was approved by the following vote:

AYES: Berlin, Rubinstein (2)

NAYES: None (0)

Upon return to open session, Commissioner Rubinstein thanked Mr. Mortensen for participating in the hearing and stated that after considering the matter, the Commission decided to uphold the disqualification.

VI. CLOSED SESSION

Commissioner Rubinstein made a motion, seconded by Commissioner Berlin, to move into closed session, pursuant to Section 2(c)(1) of the Illinois Open Meetings Act, to discuss the appointment and employment of specific employees of the Village. Said motion was approved by the following vote:

AYES: Berlin, Rubinstein (2)

NAYES: None (0)

VII. CONSIDERATION OF LIEUTENANT APPOINTMENT

Commissioner Berlin made a motion, seconded by Commissioner Rubinstein, to appoint Kevin Kulinski to the position of Lieutenant, subject to the Village Manager's authorization to fill the position within 90 days. Said motion was approved by the following vote:

AYES: Berlin, Rubinstein (2)

NAYES: None (0)

VIII. CONSIDERATION OF PUBLIC SAFETY OFFICER APPOINTMENT

Commissioner Rubinstein made a motion, seconded by Commissioner Berlin, to appoint Nick Lange to the position of Public Safety Officer. Said motion was approved by the following vote:

AYES: Berlin, Rubinstein (2)
NAYES: None (0)

IX. OTHER BUSINESS

There was no other business.

X. ADJOURN

Commissioner Rubinstein made a motion to adjourn, which was seconded by Commissioner Berlin. Said motion was approved by the following vote:

AYES: Berlin, Rubinstein (2)
NAYES: None (0)



VILLAGE OF GLENCOE MEMORANDUM

675 Village Court, Glencoe, Illinois 60022
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DATE: December 16, 2020

TO: Public Safety Commission

FROM: Sharon Tanner, Assistant Village Manager

SUBJECT: **2021 Public Safety Officer Examination Process**

PURPOSE AND ACTION REQUESTED

The current Public Safety Officer eligibility list will expire in July 2021; therefore, staff requests the Public Safety Commission's consideration of staff recommendations to initiate and administer an entry-level Public Safety Officer examination process, pursuant to the Rules and Regulations of the Public Safety Commission (the "Rules"). Additionally, staff requests that the Commission consider a motion to amend the battery of examination elements.

In past examination processes, the Commission has adopted modifications to the examination process to provide a comprehensive examination process. In addition to modifications similar to those made by the Commission in past processes, staff is recommending additional modifications for the 2021 examination process as a result of conducting market analyses of vendors and reviewing best practices, as well as modifications to help facilitate the examination process due to uncertainties posed by the COVID-19 pandemic.

Staff's recommendations are detailed in the next section of this memorandum, and are summarized as follows:

1. Modifications to Eligibility Rules for the 2021 Examination Process Only:
 - a. Modify the formal education requirement specified in Section 4(D)(1) of the Rules to require that applicants must have achieved 60 hours of college credit by June 30, 2021
 - b. Modify the physical agility test requirement specified in Section 4.1(E)(1) to require that applicants must provide verification of successful completion of the Peace Officer Wellness Evaluation Report ("POWER") test sometime between six months prior to the date of application through April 23, 2021
2. Application Process:
 - a. Hire Stanard & Associates ("S&A") to facilitate the application management process, including its \$45 application fee
 - b. Accept applications starting on Monday, January 4, 2021 at 10 a.m. and closing on Friday, February 19, 2021 at 4 p.m.
3. Written Examination:
 - a. Use S&A to provide and score the written examination
 - b. Use S&A's cognitive ability test, situational judgment test and integrity test, with each of the three weighted as 1/3 of the total composite score)
 - c. Classify the written examination as an online exam
4. Modify the order of examination elements (consistent with modifications made in previous examination processes)
5. Begin utilizing The Friedman Group to conduct post-conditional offer psychological exams

6. Commence examination process
7. Banding of written examination scores – 20 Applicants in First Band

BACKGROUND AND DISCUSSION

Modifications to Eligibility Rules for the 2021 Examination Process Only

The Rules set forth eligibility rules for applicants to participate in the PSO examination process.

Section 4(1)(D) of the Rules requires that applicants have obtained at least 60 hours of college credit to be eligible to participate in the examination process. In the last several testing cycles, the Village has issued its notice of examinations in December or January and offered the written exam in February, to allow enough time to complete the examination elements that culminate in the final eligibility list before the current list expires.

Also in the last several testing cycles, the application process has occurred during the spring school term and staff has observed that some prospective applicants who are currently enrolled in college classes may be interested in participating in the PSO examination process, but do not meet the 60 hours of college credit requirement. Students who will meet the 60 hour requirement at the end of the school term will not be eligible to apply, because the Rules require that applicants have 60 hours of college credit at the time of application.

In an effort to widen the field of prospective applicants, ***staff recommends that the Commission modify the college credit requirements, for the 2021 examination process only, to require that applicants must have or obtain 60 hours of college credit by June 30, 2021.***

Section 4.1(E)(1) of the Rules requires that applicants must provide evidence of successful completion of the POWER test not more than six months prior to the date of application, to be eligible to participate in the examination process. There are three POWER test providers in the Chicago suburbs: the Northeastern Illinois Public Safety Training Academy (“NIPSTA”), Joliet Junior College (“JJC”) and Triton College (“Triton”). NIPSTA’s POWER test schedule is posted on its website and indicates that tests are offered once per month, accommodating up to 12 test takers per date.

JJC offered POWER tests early in December and has not published its 2021 testing schedule yet. A representative from JJC indicated that JJC expects to resume POWER testing in late January, once the campus is reopened.

Triton’s campus is currently closed due to the COVID-19 pandemic and is not offering POWER tests while closed.

In light of the potential for reduced POWER test availability, ***staff recommends that the Commission modify the POWER test requirement for the 2021 examination process only to require that applicants provide evidence of successful completion of the POWER test between six months prior to the date of application through April 23, 2021.*** If the Commission approves this recommendation, then applicants may submit evidence of their POWER test completion no earlier than six months before their date of application and no later than April 23, 2021.

Application Process

Since 2016, the Village has used S&A for application management services and has been satisfied with S&A’s performance. S&A charges an application fee of \$45, normally charged to the applicant, and the applicant may choose to purchase optional study guides at their expense. While the Village has offered and granted a financial hardship waiver to applicants who request waiver of the fee, staff believes that the Village abating a portion of, or all of, the application fee may widen the field of prospective applicants. The Village’s proposed Calendar Year 2021 Budget includes funding to abate the application fee for up to 100 applicants. ***Staff recommends that the Commission approve utilization of S&A for application management services.***

Written Examination

Since 2016, the Village has used S&A for administration of the written examination. In past examination cycles, the Village has used S&A’s cognitive ability test. As part of an evaluation of best practices in police and fire examinations,

staff evaluated the concept of incorporating situational judgment and/or integrity tests into the written examination, in addition to the cognitive ability test.

Public safety personnel, including law enforcement officers and firefighters/medics, are required to have certain cognitive abilities in order to successfully perform their job functions and, increasingly, agencies are adding elements to written exams that measure other characteristics required of public safety personnel, such as sound judgment and ethics/integrity.

S&A offers two optional written exam components that may be used: the Public Safety Practical Skills Test (“PSPS”), which assesses situational judgment, and the Public Safety Normative Survey (“PSNS”) which assesses ethics, integrity and likelihood of an individual engaging in counterproductive work behaviors. S&A’s summaries of the PSPS and PSNS are included as Attachments 1 and 2, respectively.

Similar to the cognitive ability test, the PSPS and the PSNS questions are written in the law enforcement context, but do not require knowledge of law enforcement principles, laws or techniques, or training in law enforcement. Rather, the PSPS and PSNS are intended to provide additional insight into an applicant’s suitability for hire by assessing ethics, integrity, likelihood of engaging in counterproductive work behaviors and contextual performance (including flexibility, cooperation, dependability and self-control). The PSPS and PSNS are not cognitive ability tests; rather, they measure applicant attitudes and inclinations related to law enforcement work. If the cognitive ability test, PSPS and PSNS are all used, S&A recommends weighting each component as one-third of the composite written exam score, due to statistically significant job correlation. While each component includes a different number of questions, this weighting structure equally emphasizes an applicant’s cognitive ability, situational judgment and integrity.

Staff recommends that the Commission approve use of S&A for written exam administration, and staff recommends that the Commission approve utilization of the cognitive ability test, PSPS and PSNS (each weighted as one-third of the composite written exam score).

In past examination processes, the Village has provided its written exam on a specified date and time as an in-person, proctored exam. Since the Village’s facilities are not physically large enough to offer the written exam, the Village has rented external venues as the location of the written exam, such as area high school cafeterias. The COVID-19 pandemic poses some uncertainties with regards to the Village’s ability to offer a large, in-person examination, such as availability of rental facilities (for example, if facilities are not offering rentals to external groups), potential restrictions on group gathering sizes, and the ability to socially distance applicants, among others. Several municipalities have conducted police and fire examination processes during different stages of the pandemic, utilizing different strategies – some have offered in-person examinations but separated the applicants into two test groups, scheduled on different days to accommodate social distancing; other municipalities have conducted their examinations online.

S&A can provide its written examinations online, if requested by the Village, using the same examination questions as an in-person exam. The fee to create the online examination is \$1,000, which can be accommodated in the overall PSO examination process budget that is provisioned in the Calendar Year 2021 Budget. If the Village offers its exam online, the Village can choose to offer the exam on a specified date and time, or require that applicants complete the exam within a specified date range.

A distinction between an in-person exam and an online exam is that the in-person exam is proctored, with applicants required to present identification at the time of check-in. S&A indicated that some of its clients have attempted to proctor the online exam through video conferencing or by checking identification remotely, with limited success (in some cases, these efforts have posed additional complications, for example, if an applicant’s computer does not have a video camera or if the applicant’s internet connectivity is not strong enough to support video connection, or if the video feed malfunctions). Rather than attempting to proctor the exam, S&A recommends that agencies require applicants to sign strong statements regarding honesty in the test-taking process and reiterating that agency’s strong expectation that applicants abide by all rules of the examination. S&A has found that the average test scores of the online tests have not differed substantially from the average test scores of in-person exams.

Due to the uncertainties regarding potential impacts of the COVID-19 pandemic on the Village's facilitation of a written exam, ***staff recommends that the Commission authorize utilization of an un-proctored online written exam offered on a specified date and time.***

If the Commission agrees with this recommendation, staff will work with S&A to determine the examination date and time, which will be no earlier than March 6, 2021 and no later than March 20, 2021, based on the time required for S&A to develop the Village's online testing site. Applicants will be required to use their own computer and internet connection for the examination. To ensure that all applicants are able to participate, the Village will make available computer and internet resources at its facility (with a request made in advance) if applicants do not have access to a computer or the internet.

Modifications to Order of Examination Elements

Consistent with past examination cycles, ***staff recommends that the Commission approve modifications to the order of examination elements, including addition of a pre-employment assessment center and a preliminary character and background check.*** The proposed order of examination elements is listed below, and is consistent with processes utilized in the last several examination cycles.

Description	Date and Time
Application Period	Open: Monday, January 4, 2021 (10 a.m.) Close: Friday, February 19, 2021 (4 p.m.)
Element 1: Written Exam	Date and time to be determined by staff, based on S&A's availability to offer online exam, no earlier than March 6, 2021 and no later than March 20, 2021
Banding	TBD
Element 1.5 ¹ : Pre-Employment Assessment Center (Skills and Attributes)	TBD
Element 3 ² : Preliminary Character and Background Check	TBD
Element 2: Initial Oral Test	TBD
Element 4: Polygraph Test	TBD
Element 4.5 ³ : Detailed Character and Background Check	TBD
Element 7: Final Oral Test	TBD
Element 5: Psychological Test	TBD, administered post-conditional offer of employment
Element 6: Medical and Drug Test	TBD, administered post-conditional offer of employment

Psychological Exam Vendor

The Village has utilized Personnel Strategies for psychological exam services for several years, with satisfactory performance. In preparation for the upcoming 2021 examination process, staff conducted a market review of prospective vendors as a due diligence measure. Based upon this market review, ***staff recommends that the Commission authorize use of The Freidman Group ("Friedman") for psychological exam services.***

Personnel Strategies and Friedman conduct some similar tests in their psychological exam processes, namely those that identify health conditions which may render an applicant unfit for hire as a Public Safety Officer. Friedman's process

¹ The Pre-Employment Assessment Center is an additional examination element proposed for the Commission's consideration, and has been offered in previous examination processes. Due to the COVID-19 pandemic, the vendor has indicated that the assessment center may need to be offered as an individual assessment conducted by video conference, rather than a small group assessment conducted in person.

² Staff recommends modifying the Character and Background Check set forth in the Rules as an additional Preliminary Character and Background Check to be administered before an applicant's initial interviews to assess the applicant's compliance with qualifications and criteria set forth in the Rules; to be followed later in the examination process by a Detailed Character and Background Check. This process has been utilized in the last several examination cycles.

³ See note 2.

incorporates an additional assessment of applicants that is intended to predict an individual's risk level with regards to potential future liability or misconduct issues.

Friedman's examination process incorporates the Minnesota Multi-Phase Personality Inventory ("MMPI"), which measures conditions such as depression, anxiety, personality trait disorders and/or disturbances; and the M-PULSE inventory, which assess attitude toward law enforcement. The output report generated by Friedman includes a summary of the applicant's fitness for hire and also includes prediction of risk in certain categories of liability and misconduct, rating an applicant as low, below average, average, above average or high risk in each category. Friedman does not make recommendations regarding suitability for hire based on prediction of potential risk; however, if an applicant is found to be a high risk in a certain area, Friedman may recommend additional training or supervisory oversight as measures to mitigate the potential risk. An applicant's risk level is assessed by benchmarking the applicant's test scores to a database of more than 20,000 public safety personnel that have been hired by agencies throughout the country. Hiring agencies complete surveys on applicants after 18 months, 36 months and 60 months post-hire to provide data regarding any observed risks or infractions. Sample reports are included as Attachment 3.

The prediction of risk by liability category assesses an individual's risk potential regarding interpersonal difficulties, chemical abuse/dependency, off-duty misconduct, procedural and conduct mistakes, property damage, misuse of a motor vehicle, motor vehicle accidents, discharge of weapon, inappropriate weapon use, unprofessional conduct, excessive force, racially offensive conduct, sexually offensive conduct, lawsuit potential, criminal conduct and reprimand/suspension potential.

The prediction of risk by misconduct index assesses an individual's risk potential related to an immaturity index, aggression index, neglect of duty index, sexual inappropriateness index, termination index and bad cop index (the "bad cop" index aggregates scores from the MMPI test that are correlated with poor performance, suspensions, criminal conduct or severe reprimands).

The Glenview Police Department, Highland Park Police Department and Deerfield Police Department are some of Friedman's area clients, which provided favorable references.

Commence Examination Process

In order to develop a new eligibility list prior to the expiration of the current eligibility list, ***staff recommends that the Commission approve issuance of a Notice of Examination to incorporate all of the Commission's decisions regarding modifications to the 2021 examination process.***

With the Commission's approval, staff will commence the application process and begin advertising the position once the notice of examination is finalized with the examination date.

Banding of Written Examination Scores

Pursuant to Section 5.2(A)(2) of the Rules, the Commission will divide applicants into two initial bands. Section 5.2(A)(2) provides that the first band must include three times the Anticipated Hire Number (i.e., the anticipated hiring needs during the term of the Register of Eligibles), but not fewer than the lesser of 20 applicants or the total number of eligible applicants. Based on the Department's anticipated hiring needs during the term of the Register of Eligibles, the Anticipated Hire Number is four. Therefore, ***staff recommends that the Commission authorize creation of an initial first band of 20 applicants.***

SUMMARY AND NEXT STEPS

After discussing these recommendations with the Commission at the December 16, 2020 Commission meeting, staff will seek the Commission's direction to either continue discussion of the examination process at a subsequent meeting, or commence an entry-level examination process pursuant to the Commission's direction. A draft Notice of Examination that includes staff's recommendations is included as Attachment 4.

Staff's recommendations for the 2021 examination process are summarized below:

1. Modifications to Eligibility Rules for the 2021 Examination Process Only:
 - a. Modify the formal education requirement specified in Section 4(D)(1) of the Rules to require that applicants must have achieved 60 hours of college credit by June 30, 2021
 - b. Modify the physical agility test requirement specified in Section 4.1(E)(1) to require that applicants must provide verification of successful completion of the Peace Officer Wellness Evaluation Report ("POWER") test sometime between six months prior to the date of application through April 23, 2021
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4. Modify the order of examination elements (consistent with modifications made in previous examination processes)
5. Begin utilizing The Friedman Group to conduct post-conditional offer psychological exams
6. Commence examination process
7. Banding of written examination scores – 20 Applicants in First Band

Public Safety Director Cary Lewandowski and I will present a detailed summary of these recommendations at the December 16 Commission meeting and will be able to respond to questions from the Commission.

Attachments:

1. Public Safety Practical Skills Test Information
2. Public Safety Normative Survey Test Information
3. Friedman Group Sample Reports
4. Draft Notice of Examination



Ever hire somebody who's really smart, but just doesn't get it?

The best employees are the ones who are smart, can competently perform core job duties, AND can exercise discretion and use good judgment in ambiguous situations.

Training and technical skills can only take you so far. Firefighters, police officers, and deputies – indeed, those in just about any public safety position – encounter situations daily that require people skills, dependability and cooperation in order to successfully navigate.

Sometimes it's necessary to put the organization ahead of yourself or to gracefully accept a job assignment that's something other than your first choice. Reacting negatively to a new directive or policy, for example, can have a detrimental impact not just on the organization, but on co-workers who have to listen to the complaining employee.

Stanard & Associates' situational judgment test, the Public Safety Practical Skills Test (PSPS), can help you avoid hiring difficult employees, and find those who are more likely to be an asset to your agency.

What is Situational Judgment Testing?

Situational judgment tests like the PSPS can be used at the front end of your hiring process as part of the entrance exam, and can help shed light on whether your candidates have, amongst other things, the flexibility, cooperation, dependability, integrity and self-control necessary to navigate sticky or unpopular situations.

This is known as contextual performance, and it differs from core task performance in that the situations encountered have little to do with the day-to-day job responsibilities that your candidates learn in the academy or training. Think about contextual performance as the stuff that falls between the cracks, but still has significant implications for effective organizational functioning.

Here are a few examples:

A more senior police officer puts a new recruit in an awkward spot by asking him to participate in an activity known to violate policy.

A firefighter used to good-natured practical jokes from other firefighters on her crew increasingly becomes the target of jokes that cross the line.

Your day is coming to an end, but when you check your voice mail one last time, you hear a complaint about a member on your shift from an irate citizen. You know working through the issue will take some time.

How should the new recruit handle things with the senior officer?

What should the firefighter do in response to the latest practical joke?

How would you handle the citizen complaint?

As you can see, the skills, work styles and personal characteristics needed to appropriately handle these encounters aren't the things taught in the academy, training or continuing education classes. Your employees bring these things with them, and they are critical for smooth organizational functioning and your agency's ability to fulfill its mission.

How Situational Judgment Testing Works

The PSPS presents candidates with a series of hypothetical scenarios and situations that your candidates will likely encounter at some point in his or her career. Applicants need to apply an ideal mix of skills, work styles and personal characteristics in order to respond appropriately. Specifically, the PSPS taps into the following by presenting your candidates with a series of problems to solve and judgments to make:

- Adaptability/Flexibility
- Attention to Detail
- Concern for Others
- Cooperation
- Dependability
- Independence
- Initiative
- Integrity
- Leadership
- Persistence
- Self-Control
- Social Orientation
- Stress tolerance

Additional Benefits of Stanard & Associates Situational Judgment Testing

Incorporating the PSPS into your hiring process provides a series benefits to public safety agencies just like yours, including:

- Providing your applicants with a realistic job preview --- in other words, providing them with some insight into the real working experiences they're likely to encounter in the role they're applying for.
- Enabling hiring personnel, supervisors and management to assess applicants for important characteristics beyond cognitive ability.
- Adding incremental validity to the selection process by expanding the criterion space, or facets of performance required for success on the job.
- Potentially reducing adverse impact against protected groups.

Why choose Stanard & Associates

Since 1976, Stanard & Associates has helped over 2,000 police, fire, sheriff or correctional organizations in 49 of 50 states to better select and promote the most qualified candidates. We employ industrial and organizational psychologists familiar with public safety new hire and promotional processes, to develop concrete, successful interview programs backed by in-depth, proven psychological standards.

Our sales consultants and industrial psychologists would welcome the opportunity to learn more about your department's hiring and promotional interview needs, and we're ready to provide you with information and options to meet your goals.



For more information contact a [Stanard & Associates](https://www.stanard.com) sales consultant at sales@stanard.com or 800-367-6919.

The Public Safety Normative Survey (PSNS)

What's the one thing you absolutely cannot tolerate in an employee? Ask agency heads, and most will tell you – dishonesty.

For public safety organizations, dishonesty, a lack of integrity and the counterproductive behavior that stems from it can pose a major problem. At best, you're stuck with an employee whose passive-aggressiveness results in reduced productivity. At worst, you have real exposure to risk and liability.



Hiring the right employee is never an easy process, and let's face it – you never really know who you're getting until months, or perhaps even years down the road. One candidate that seemed perfect during the hiring process now misuses time and resources, while another starts to exhibit questionable views towards a segment of the public he's sworn to protect. A more complete picture is starting to show through.

Performance-related issues can be remediated with training. Motivational issues can often be handled through counseling. Employees going through a rough patch can find assistance through peer networks and employee assistance programs. But when it comes to honesty and integrity, your employees bring their moral compass with them on Day 1, and oftentimes it can't really be changed.

Stanard & Associates developed the Public Safety Normative Survey (PSNS) with this in mind. It helps you screen out candidates likely to engage in counterproductive work behaviors — behaviors that might result from a predisposition to see people and events in a negative way, or from one's tainted view of the world. In other words, the PSNS can increase your chances of identifying candidates who are ethical, honest and pro-social – important characteristics for those working in public safety.

What is Counterproductive Work Behavior (CWB) and Why Is It A Problem?

CWBs include behaviors employees engage in that violate organizational norms, or threaten the well-being of the organization. They can take multiple forms, from the seemingly innocent, up to and including physically assaulting others.

CWBs that can reduce productivity include:

- Taking excessive breaks
- Calling off sick, when you're not really ill
- Intentionally working slowly or withholding effort
- Withholding information that would be helpful to others

CWBs that can negatively impact others include:

- Gossiping about coworkers, or others
- Bad-mouthing management, agency leaders, city leaders, etc.
- Inappropriately confronting a coworker with whom you have a conflict
- Complaining about a new policy issued by leadership

CWBs that can put others in danger, or result in detrimental consequences to your agency include:

- Sabotaging equipment
- Engaging in theft, or defraud others out of money or property
- Corruption, or abuse of power
- Inappropriate treatment of citizens or offenders

Who Engages in Counterproductive Work Behaviors and How Does Integrity Testing Work?

Some integrity tests ask candidates about overt admissions. For example, Have you ever stolen money or property valued at \$50 or more from an employer? Questions of this sort are easily faked and subject to lying or socially desirable responding.

Stanard & Associates' PSNS was developed using the theoretical foundation of moral disengagement theory. People who have a proclivity to engage in counterproductive work behaviors employ a series of interrelated rationalizations to justify their deviant acts as something normal, or even helpful to others.

These rationalizations include:

- ▶ **Moral justification:** reframing inappropriate conduct as being morally justified to support a valued cause.
- ▶ **Euphemistic labeling:** hiding inappropriate conduct behind a name or label that is more neutral on its face, making the behavior appear benign.
- ▶ **Advantageous comparison:** making bad behavior appear better than it is by comparing it to something even more reprehensible.
- ▶ **Displacement of responsibility:** blaming inappropriate conduct on external circumstances, outside of one's control.
- ▶ **Diffusion of responsibility:** attributing blame to others where possible to avoid taking on sole responsibility for one's actions.
- ▶ **Distortion of consequences:** misrepresenting the consequences or outcomes of one's inappropriate actions to make the deviant behavior appear more neutral.
- ▶ **Dehumanization:** stripping away human qualities, making personal identification with the target of deviant behavior less likely, and not worthy of human consideration.
- ▶ **Attribution of blame:** placing responsibility for otherwise inappropriate actions on the recipient or target of such actions, in turn casting victims as deserving of the conduct they receive

Take a look at these examples — can you identify the rationalizations being used?

An officer has been violating policy for years by accepting free meals from local restaurants on her beat. She gets to stay connected to local shop owners, and they don't seem to mind. Even if they did mind, she reasons, it's not like she's skimming money from drug dealers like some of the detectives she's heard about on the force.

A firefighter responds to a call for service involving a homeless person in need of medical attention. He roughly handles the man and sits him into an upright position. The firefighter looks to his partner and says, "Do you want to take his vitals, because I don't want to touch him! How do these people let themselves get like this?"

A deputy sheriff is unhappy about a new policy that came out changing how shifts are structured. He now has to get up 90 minutes earlier in the morning in order to arrive for roll call on time. Now, when he's out on patrol, he rarely initiates enforcement activity even when he observes vehicles in violation of speed limits. He thinks to himself, "If this is how they want to play it, I guess I'm too tired to catch up with these guys and handle all that paperwork."

The Benefits of Integrity Testing

Incorporating the PSNS into your hiring process provides a series benefits to public safety agencies just like yours, including:

- Identifying candidates less likely to engage in counterproductive work behaviors on the job, and finding those more likely to be honest, ethical and pro-social.
- Adding incremental validity to the selection process by expanding the criterion space, or facets of performance required for success on the job.
- Enabling hiring personnel, supervisors and management to assess applicants for important characteristics beyond cognitive ability.
- Potentially reducing adverse impact against protected groups.

Why choose Stanard & Associates

Since 1976, Stanard & Associates has helped over 2,000 police, fire, sheriff or correctional organizations in 49 of 50 states to better select and promote the most qualified candidates. We employ industrial and organizational psychologists familiar with public safety new hire and promotional processes, to develop concrete, successful interview programs backed by in-depth, proven psychological standards.

Our sales consultants and industrial psychologists would welcome the opportunity to learn more about your department's hiring and promotional interview needs, and we're ready to provide you with information and options to meet your goals.



For more information contact a [Stanard & Associates sales consultant at \[sales@stanard.com\]\(mailto:sales@stanard.com\) or 800-367-6919.](#)

The Friedman Group

Date: 3/28/2019

Candidate Name: XXX XXX

Social Security Number: xxxxx5555

Department: XXX PD

The above referenced candidate has completed a liability screening utilizing the Matrix-Predictive Uniform Law Enforcement Selection Evaluation for XXX PD.

The candidate is considered suitable for armed, independent law enforcement work.

During the course of this evaluation, a wide range of information and data were collected regarding the candidate's history and current status. In some cases, issues or events are discovered that may be relevant, or even critical, to the department's ultimate decision regarding employment of the candidate, as well as the focus of the candidate's training, continuing education, level and frequency of supervision, etc. The evaluation of XXX XXX revealed the following:

Historical Factors of Concern

- Information obtained from structured interview and the biographical data questionnaire reveals no historical factors of significant concern which are known to be related to law enforcement liability.

Medical or Cognitive Concerns

- The candidate reports no medical, psychiatric, or educational factors that would negatively impact independent law enforcement performance.

Psychometric Performance Criteria

- The candidate's profile on the formal objective measure(s) of personality and current emotional functioning was within normal limits. No findings in the profile have been reliably or scientifically related to an unacceptable level of law enforcement job performance liability.

Training Recommendations

- This candidate's pattern of responding resulted in an overall level of acceptable liability risk. Furthermore, the similarity of the candidate's response pattern to officers that have demonstrated each of the measured categories of liability was average or less. Therefore, no specific or targeted training recommendations are warranted.

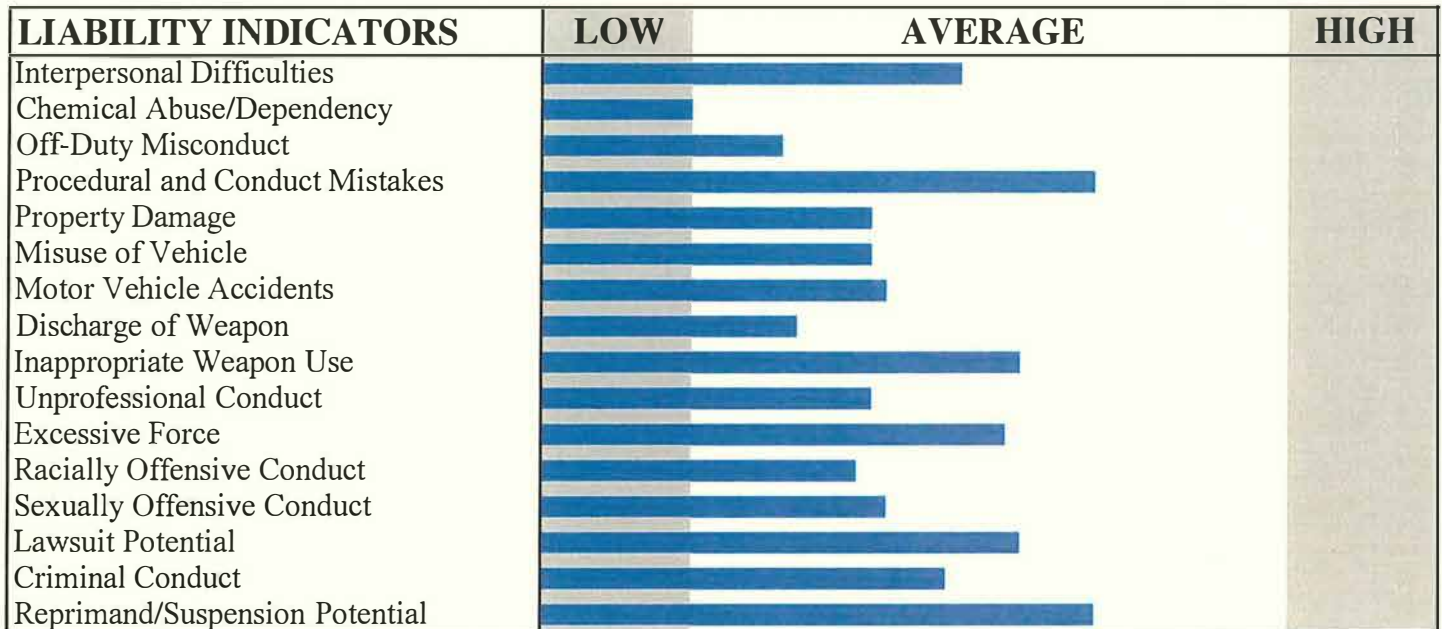
These issues are provided to assist the due diligence hiring efforts of the appropriate administrative personnel in the department or agency.

Administrative and supervisory personnel should review and discuss the content of the M-PULSE report with the candidate in order to verify the accuracy of information, to clarify and specify the issues endorsed by the candidate, and to delineate how the findings will be handled by the department or agency.

Alan F. Friedman, Ph.D.
Licensed Clinical Psychologist

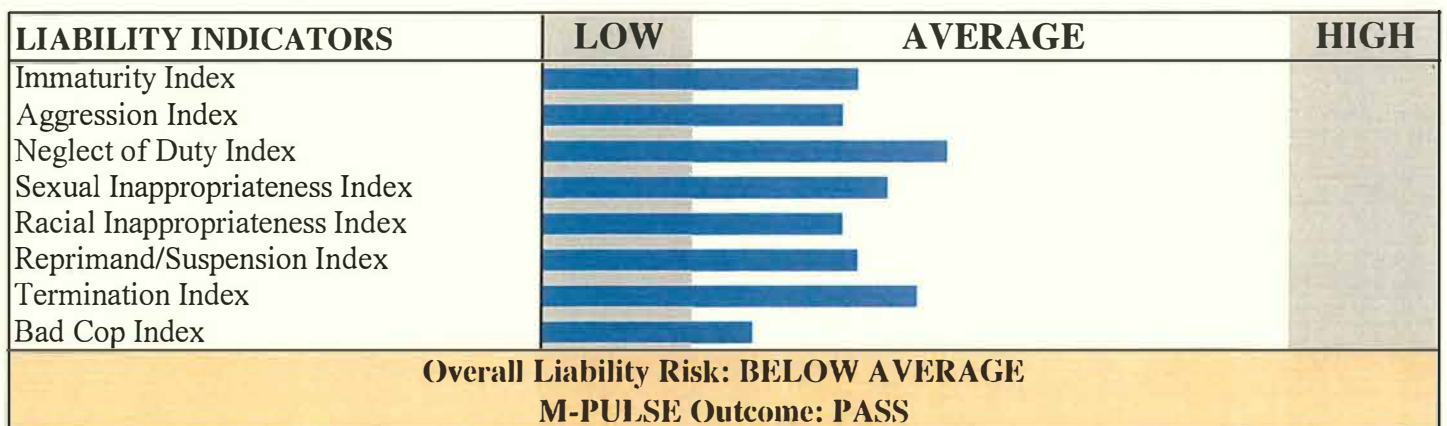
MATRIX Profile of XXX XXX
3/28/2019

Prediction of Risk by Liability Category



Note: The above comparisons do not determine the candidate's overall M-PULSE outcome. However, high risk elevations should serve as a focus for targeted training or supervision of this candidate.

Prediction of Risk by Misconduct Index



MATRIX Summary Tables for XXX XXX

3/28/2019

Candidate Comparison to Normative Reference Groups

BACKGROUND VARIABLES	CANDIDATE SCORE	DEPARTMENT AVERAGE	PARISH/COUNTY AVERAGE	STATE AVERAGE
Historical Indicators	-0.23	0.03	0.11	0.00
Medical / Cognitive Indicators	-0.33	0.16	0.23	0.01
Substance Abuse Potential	-0.43	-0.17	-0.10	-0.03
Verbal Knowledge	-1.20	-0.38	-0.42	-0.21

MATRIX INDICES	CANDIDATE SCORE	DEPARTMENT AVERAGE	PARISH/COUNTY AVERAGE	STATE AVERAGE
Immaturity Index	-0.88	-0.10	0.12	-0.05
Aggression Index	-0.99	0.06	0.33	-0.02
Neglect of Duty Index	-0.30	0.34	0.38	0.02
Sexual Misconduct Index	-0.66	0.29	0.38	0.01
Racial Misconduct	-0.98	-0.11	0.12	-0.02
Reprimand/Suspension Index	-0.93	0.01	0.23	-0.05

MMPI-2 VARIABLES	CANDIDATE SCORE	DEPARTMENT AVERAGE	PARISH/COUNTY AVERAGE	STATE AVERAGE
L	-0.93	0.04	0.06	-0.01
F	1.36	0.04	0.17	0.03
K	-1.00	0.06	-0.07	-0.06
HS	-0.45	0.20	0.15	0.00
D	0.39	0.28	0.18	0.03
HY	-0.48	0.17	0.08	-0.01
PD	-1.19	0.27	0.13	0.00
MF	1.23	-0.01	-0.01	0.01
PA	0.23	0.13	0.11	-0.01
PT	-1.48	0.08	-0.02	-0.01
SC	-0.98	0.20	0.03	-0.01
MA	-1.75	-0.12	0.03	0.02
SI	1.59	0.21	0.03	0.05
MAC-R	-0.51	0.04	0.17	0.03

Total Population = 20156

Scores of zero are average. Negative scores represent lower risk and positive scores represent higher risk. In general, scores between -1.00 and +1.00 are within the average range. Scores greater than or equal to +2.00 are deviant.

The Friedman Group

Date: 3/28/2019

Candidate Name: XXX XXX

Social Security Number: xxxxx5555

Department: XXX PD

The above referenced candidate has completed a liability screening utilizing the Matrix-Predictive Uniform Law Enforcement Selection Evaluation for XXX PD.

The candidate is considered to be an unacceptable liability risk and unsuitable for armed, independent law enforcement work at this time.

During the course of this evaluation, a wide range of information and data were collected regarding the candidate's history and current status. In some cases, issues, events, or findings exceed the acceptable limits of a favorable hiring decision because the risk of liability to the department or public safety and security is deemed to be excessive. Such adverse findings are based upon the current body of scientific research and methodology in the field of police psychology as it relates to law enforcement selection. The evaluation of XXX XXX revealed the following:

Historical Factors of Concern

- The candidate has experienced unusual stress (e.g., death of a family member, separation, divorce, medical illness, etc.) in recent times. If indicated by observation, supportive counseling is recommended.
- The candidate shows an unusual pattern of multiple employment positions over a relatively brief time span. Supervisory officials should conduct a detailed inquiry into the precise reasons for this pattern.
- The candidate reports illicit drug use in the past, but not within the past two years. There is no indication of current drug use.

Medical or Cognitive Concerns

- The candidate reports the use of prescription medication(s) that suggest an ongoing medical or emotional condition. The medication may negatively impact the candidate's judgment, impulsivity, reaction time, vision, etc. Medical clearance by the prescribing physician for the purposes of determining these issues is required.
- The candidate endorses a medical condition that may impact the job requirements of a law enforcement officer. Medical clearance in this regard is required.
- The candidate is significantly overweight. Medical clearance is required to determine the effects of this condition on the candidate's overall health and duty requirements.

Psychometric Performance Criteria

- The candidate's profile on the formal, objective testing is abnormal for the law enforcement population. Similar patterns of responding have been demonstrated to be associated with an unacceptable risk of misconduct and liability.

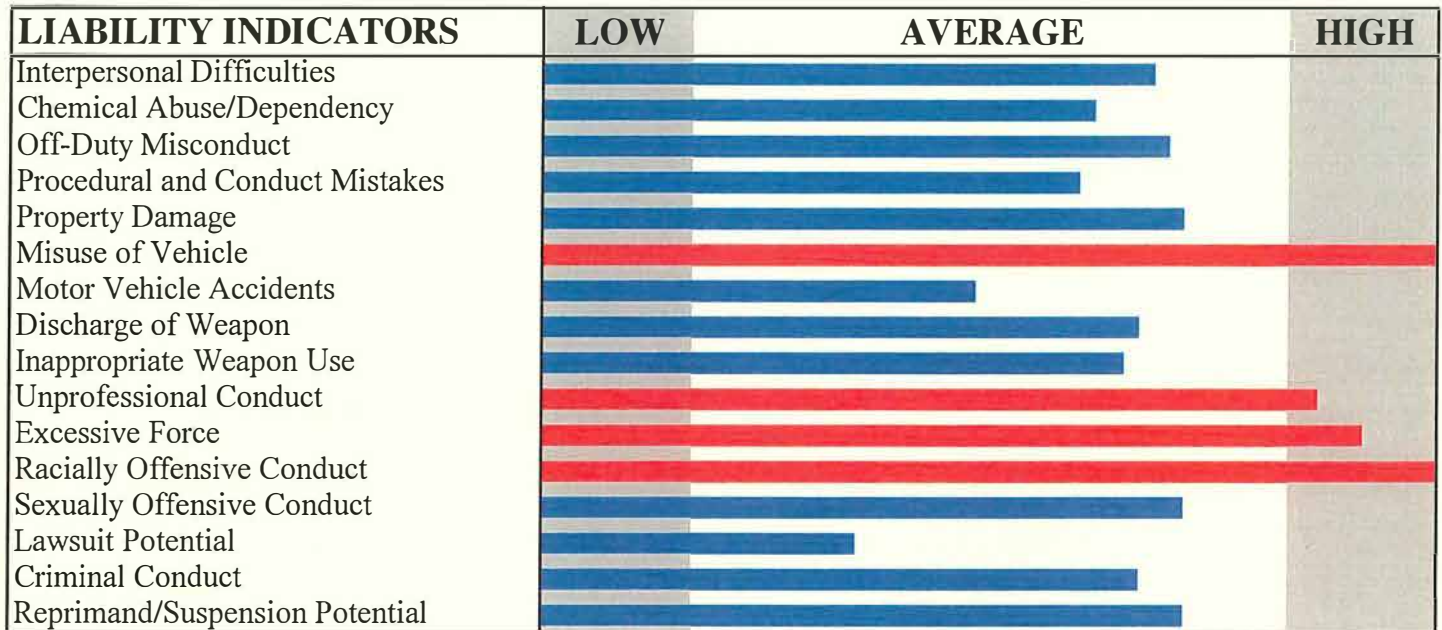
Administrative and supervisory personnel should review and discuss the content of the M-PULSE report with the candidate in order to verify the accuracy of information, to clarify and specify the issues endorsed by the candidate, and to delineate how the findings will be handled by the department or agency.

Alan F. Friedman, Ph.D.
Licensed Clinical Psychologist

MATRIX Profile of XXX XXX

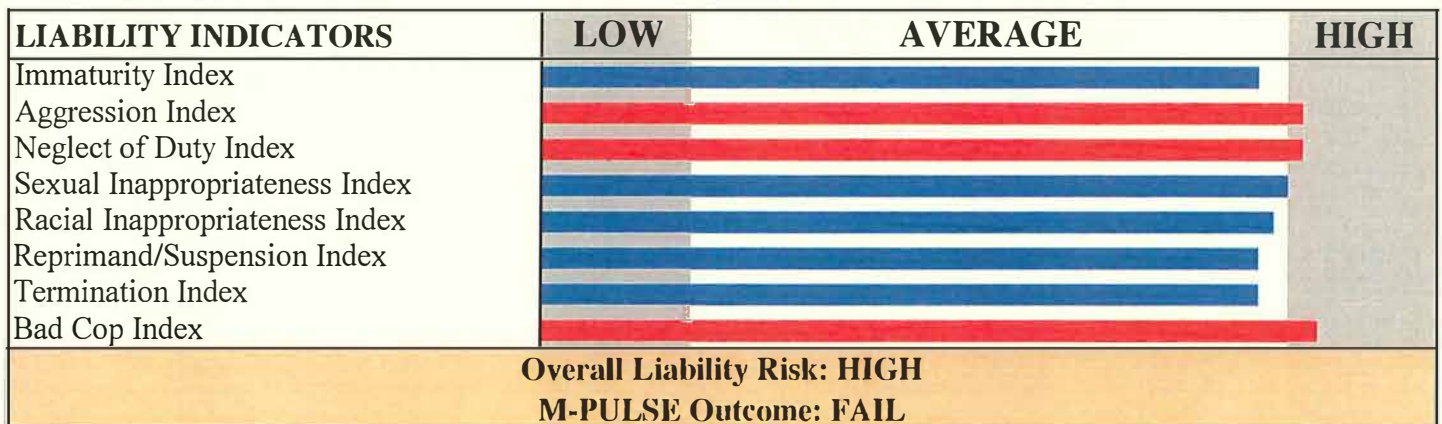
3/28/2019

Prediction of Risk by Liability Category



Note: The above comparisons do not determine the candidate's overall M-PULSE outcome. However, high risk elevations should serve as a focus for targeted training or supervision of this candidate.

Prediction of Risk by Misconduct Index



MATRIX Summary Tables for XXX XXX

3/28/2019

Candidate Comparison to Normative Reference Groups

BACKGROUND VARIABLES	CANDIDATE SCORE	DEPARTMENT AVERAGE	PARISH/COUNTY AVERAGE	STATE AVERAGE
Historical Indicators	0.85	0.18	-0.15	0.00
Medical / Cognitive Indicators	2.33	0.06	-0.15	0.01
Substance Abuse Potential	-0.24	0.10	-0.04	-0.03
Verbal Knowledge	0.10	-0.15	-0.12	-0.21

MATRIX INDICES	CANDIDATE SCORE	DEPARTMENT AVERAGE	PARISH/COUNTY AVERAGE	STATE AVERAGE
Immaturity Index	1.83	-0.15	-0.12	-0.05
Aggression Index	2.13	0.07	-0.18	-0.02
Neglect of Duty Index	2.05	0.40	-0.18	0.02
Sexual Misconduct Index	1.98	0.29	-0.13	0.01
Racial Misconduct	1.94	0.02	-0.10	-0.02
Reprimand/Suspension Index	1.82	-0.07	-0.18	-0.05

MMPI-2 VARIABLES	CANDIDATE SCORE	DEPARTMENT AVERAGE	PARISH/COUNTY AVERAGE	STATE AVERAGE
L	0.52	0.01	-0.10	-0.01
F	0.81	0.01	-0.06	0.03
K	-0.15	0.47	0.02	-0.06
HS	-0.18	0.27	-0.07	0.00
D	1.51	-0.09	-0.05	0.03
HY	-0.88	0.40	-0.03	-0.01
PD	0.22	0.58	-0.05	0.00
MF	-0.67	0.43	0.01	0.01
PA	-0.13	0.29	-0.05	-0.01
PT	-0.33	0.13	0.00	-0.01
SC	-0.43	0.37	-0.03	-0.01
MA	1.13	0.16	-0.01	0.02
SI	-0.33	-0.30	-0.02	0.05
MAC-R	0.66	0.08	-0.08	0.03

Total Population = 20156

Scores of zero are average. Negative scores represent lower risk and positive scores represent higher risk. In general, scores between -1.00 and +1.00 are within the average range. Scores greater than or equal to +2.00 are deviant.

The Friedman Group

Date: 3/28/2019

Candidate Name: XXX XXX

Social Security Number: xxxxx5555

Department: XXX PD

The above referenced candidate has completed a liability screening utilizing the Matrix-Predictive Uniform Law Enforcement Selection Evaluation for XXX PD.

The candidate is considered suitable for armed, independent law enforcement work, provided the department or agency can address the elevated liabilities through additional training, supervision, or disciplinary contract to further demonstrate their due diligence in mitigating the predicted liabilities.

During the course of this evaluation, a wide range of information and data were collected regarding the candidate's history and current status. In some cases, issues or events are discovered that may be relevant, or even critical, to the department's ultimate decision regarding employment of the candidate, as well as the focus of the candidate's training, continuing education, level and frequency of supervision, etc. The evaluation of XXX XXX revealed the following:

Historical Factors of Concern

- The candidate reports illicit drug use in the past, but not within the past two years. There is no indication of current drug use.

Medical or Cognitive Concerns

- The candidate reports no medical, psychiatric, or educational factors that would negatively impact independent law enforcement performance.

Psychometric Performance Criteria

- The candidate's profile on the formal objective measure(s) of personality and current emotional functioning was within normal limits. No findings in the profile have been reliably or scientifically related to an unacceptable level of law enforcement job performance liability.

Training Recommendations

- Although this candidate's overall level of liability risk is acceptable, the pattern of responding was indicative of high risk potential in one or more categories.
- **Motor Vehicle Accidents:** The response style of this candidate resembles that of officers who have been involved in on-duty or off-duty at-fault motor vehicle accidents. It would be beneficial for departmental policies and procedures to mandate driving and refresher coursework when inattentiveness or recklessness is deemed to be a relevant issue for this candidate in causing an accident.

These issues are provided to assist the due diligence hiring efforts of the appropriate administrative personnel in the department or agency.

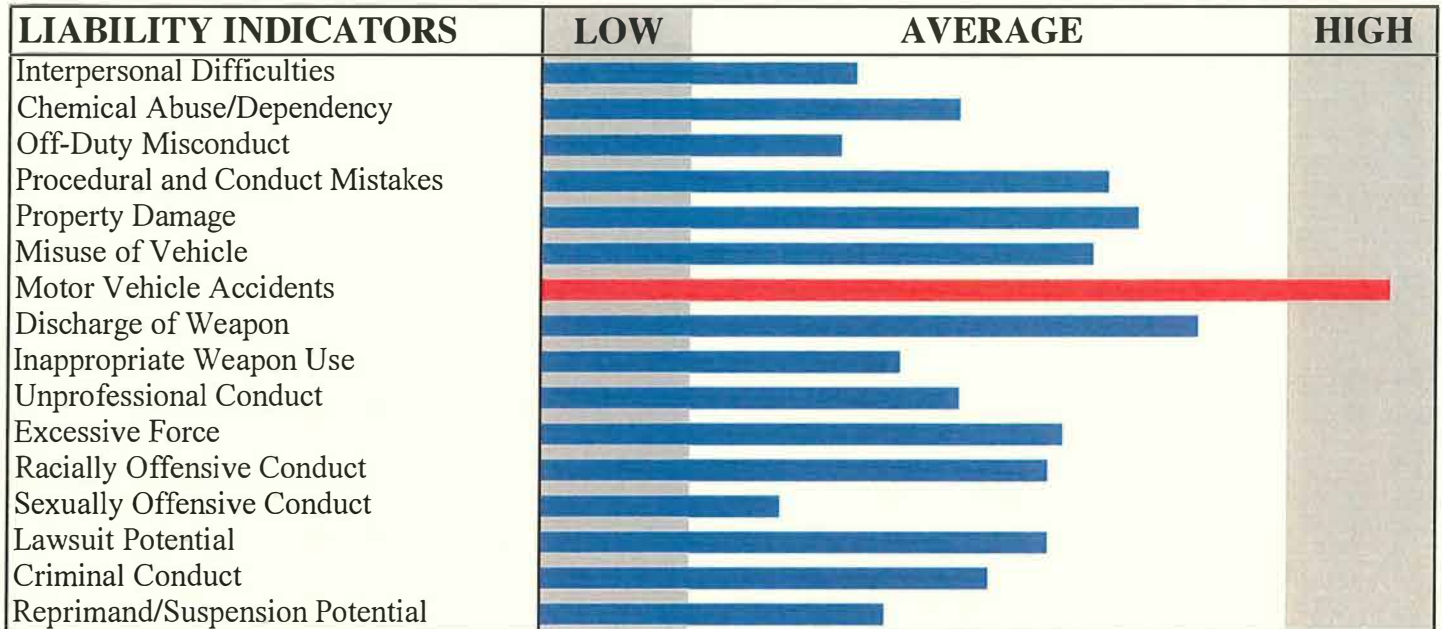
Administrative and supervisory personnel should review and discuss the content of the M-PULSE report with the candidate in order to verify the accuracy of information, to clarify and specify the issues endorsed by the candidate, and to delineate how the findings will be handled by the department or agency.

Alan F. Friedman, Ph.D.
Licensed Clinical Psychologist

MATRIX Profile of XXX XXX

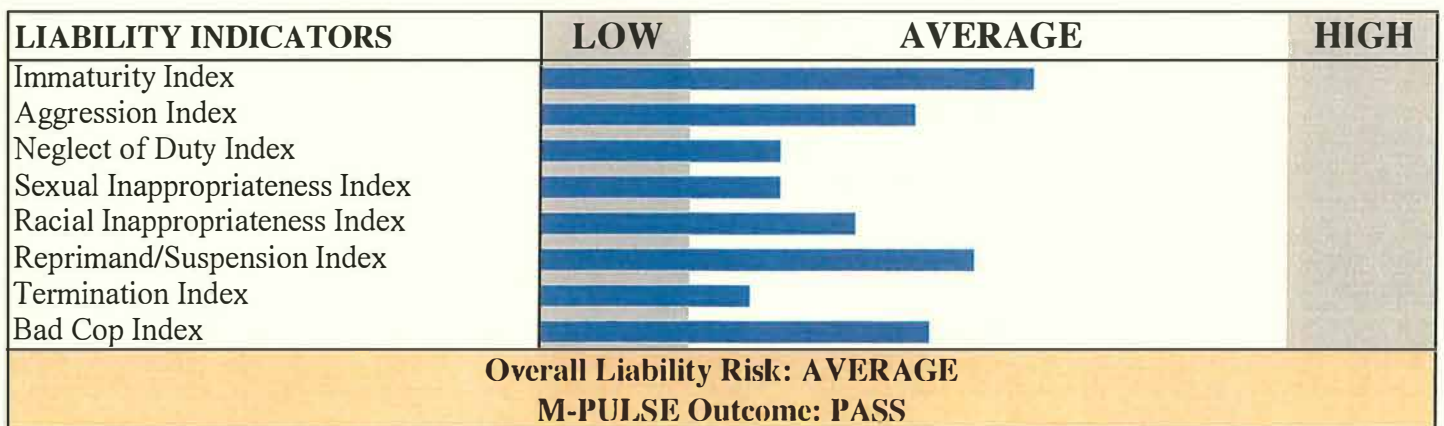
3/28/2019

Prediction of Risk by Liability Category



Note: The above comparisons do not determine the candidate's overall M-PULSE outcome. However, high risk elevations should serve as a focus for targeted training or supervision of this candidate.

Prediction of Risk by Misconduct Index



MATRIX Summary Tables for XXX XXX

3/28/2019

Candidate Comparison to Normative Reference Groups

BACKGROUND VARIABLES	CANDIDATE SCORE	DEPARTMENT AVERAGE	PARISH/COUNTY AVERAGE	STATE AVERAGE
Historical Indicators	-0.61	-0.01	-0.07	-0.05
Medical / Cognitive Indicators	-0.58	-0.41	-0.28	-0.23
Substance Abuse Potential	0.41	0.69	0.56	0.34
Verbal Knowledge	0.20	0.57	0.43	0.20

MATRIX INDICES	CANDIDATE SCORE	DEPARTMENT AVERAGE	PARISH/COUNTY AVERAGE	STATE AVERAGE
Immaturity Index	0.26	-0.53	-0.46	-0.40
Aggression Index	-0.52	-0.80	-0.58	-0.56
Neglect of Duty Index	-1.38	-1.04	-0.75	-0.57
Sexual Misconduct Index	-1.36	-0.80	-0.55	-0.50
Racial Misconduct	-0.95	-0.33	-0.24	-0.32
Reprimand/Suspension Index	-0.13	-0.64	-0.49	-0.48

MMPI-2 VARIABLES	CANDIDATE SCORE	DEPARTMENT AVERAGE	PARISH/COUNTY AVERAGE	STATE AVERAGE
L	-0.85	-0.38	-0.18	-0.01
F	-0.82	-0.45	-0.36	-0.32
K	0.06	0.59	0.69	0.51
HS	-0.58	-0.16	-0.09	-0.09
D	0.25	-0.66	-0.39	-0.34
HY	0.45	-0.09	0.23	0.09
PD	0.22	-0.08	0.06	0.03
MF	0.03	0.14	-0.27	-0.11
PA	0.23	-0.09	0.24	0.12
PT	-0.90	0.08	0.21	0.10
SC	-1.25	-0.02	0.11	0.08
MA	-0.60	-0.30	-0.16	-0.17
SI	-0.88	-0.76	-0.79	-0.56
MAC-R	-0.25	-0.14	-0.22	-0.22

Total Population = 20156

Scores of zero are average. Negative scores represent lower risk and positive scores represent higher risk. In general, scores between -1.00 and +1.00 are within the average range. Scores greater than or equal to +2.00 are deviant.

**Village of Glencoe Public Safety Commission
Notice of Examination
for Position of Public Safety Officer
in the Glencoe Public Safety Department**

Examination Call: The Public Safety Commission announces an examination for the entry-level position of Public Safety Officer in the Glencoe Public Safety Department.

Opportunity: The position of Public Safety Officer offers a special opportunity to alert, mature persons interested in public service careers. More than 60 years ago, Glencoe adopted a progressive form of cooperative Public Safety service, which calls for a higher level officer – equally adept at both police and fire work.

Salary: As of January 1, 2021, the beginning rate of pay is \$72,569.28 annually with salary step increases up to a maximum of \$110,583.47 after seven years of employment. Public Safety Officers often work overtime hours as available and are non-exempt under the Fair Labor Standards Act.

Special Benefits: Benefits for Public Safety Officers include (1) the Glencoe Police Pension Fund, (2) paid vacation, (3) 12 paid holidays annually, (4) sick leave and disability allowances, (5) Village-sponsored group health insurance plan and dental insurance (as of January 1, 2021, the Village contributes 85% of the health insurance premium and the dental insurance premium, and employees contribute 15%), (6) life insurance, (7) uniform allowance, and (8) tuition reimbursement.

Duties: Public Safety Officers perform general public safety work by protecting life and property through law enforcement; combating, extinguishing, and preventing fires, often under emergency conditions involving personal hazards; and performing first-aid and paramedic services. Officers also perform routine police and fire patrol, respond to calls for police, fire, and emergency medical assistance, and perform stand-by police and fire station duty including training, records work, and maintenance of equipment and quarters. Certain aspects of a Public Safety Officer's performance are considered essential. The position description for a Public Safety Officer is included with this application.

Some Public Safety Officers are trained as Emergency Medical Technicians-Paramedics and are qualified to give specialized emergency medical treatment. The Department of Public Safety operates an advanced life support ambulance with state of the art life-saving equipment.

Working Hours: Public Safety Officers perform both police patrol duty (12 hours a day) and fire/EMS duty (24.25 hours a day) depending on the scheduled rotation and level of training.

Qualifications: Required and desirable qualifications include: (1) United States citizenship at the time of filing an application; (2) age of not less than 21 years at the time of appointment (no person who is younger than 21 years of age is eligible for employment as a Public Safety Officer, except as provided in Section 4.1(B)(3) of the Glencoe Public Safety Commission Rules and Regulations) and not more than age 35 unless for exceptions listed in the Glencoe Public Safety Commission Rules and Regulations, Section 4.1(2); (3) at least two years of college (equaling an associate's degree, or 60 hours of coursework, or equivalent credit) at a junior college, college, or university accredited by a nationally-recognized accreditation agency no later than June 30, 2021; (4) fingerprinting (which may be conducted after successful completion of the initial oral test element of the entry level examination); and (5) successful completion of the Illinois Peace Officer Wellness Report (POWER) test within six months prior to date of application through April 23, 2021.

Government and Community: The Village of Glencoe has operated under the Council-Manager form of government since 1914. The Village Manager is responsible for all five Village Departments including Public Safety, Public Works, Finance, the Golf Club, and the Village Manager's Office. Glencoe has approximately 8,800 residents. Glencoe is primarily residential with three small business districts and no industry.

Non-Discrimination: It is the policy of the Village of Glencoe to hire, promote, and compensate employees, and to administer all employment practices, in accordance with applicable law, without regard to race, color, sex, sexual orientation, age, marital status, religious affiliation, veteran status, national origin, disability, or any other protected category.

Reasonable Accommodation Requests: If you believe you need a reasonable accommodation in order to apply for a job, or complete an application, or participate in the examination, then please contact the Village Manager's Office and notify the Assistant Village Manager.

Public Safety Organization: At present, the Department of Public Safety is authorized to be staffed by 42 full-time employees, including one Director, two Deputy Chiefs, seven Lieutenants, 26 Public Safety Officers, three civilian Community Service Officers, two civilian Records Clerk, and one Administrative Assistant.

Public Safety Facilities: The Department of Public Safety operates seven public safety patrol vehicles (equipped with computer terminals and emergency items such as fire extinguishers and first-aid kits), one ambulance, one fire pumper, and a squad-pumper truck. The Public Safety quarters are located in the Village Hall and include special rooms for training, firearms training, physical fitness, and interrogation as well as offices, meeting rooms, workshops, dormitories, locker rooms, and a kitchen.

Examination: The Village of Glencoe's selection process includes a written test, a pre-employment assessment center, an initial oral test, a preliminary character and background check, a polygraph test, a final oral test, a psychological test, and a medical examination and drug test.

The written examination will be held at **TIME on DATE** as an online examination. Applicants will be required to use their own computer and internet service to complete the examination (tablets and mobile phones cannot be used for the exam; applicants must use a computer or a laptop). Applicants who do not have access to a computer and/or internet service may take the examination using a computer and internet service provided by the Village of Glencoe at Village Hall (675 Village Court, Glencoe, IL). To utilize a Village-provided computer and internet service, applicants must contact Assistant Village Manager Sharon Tanner (stanner@villageofglencoe or (847)-461-1103) by **DATE** to request use of a Village computer and internet.

Investigation: Statements and representations made throughout the application will be verified as part of the examination procedure. Detection of false information will result in disqualification. Fingerprints will be taken and checked with local, state, and federal police records.

Application Procedure: If you believe that you meet the above requirements, then you may complete and submit an application at www.applytoserve.com. All questions regarding the application process must be directed to Stanard & Associates at (312) 553-0213 or toll-free (800) 367-6919, or online at www.applytoserve.com. **Applications will be available beginning Monday, January 4, 2021 at 10 a.m. The application deadline is Friday, February 19, 2021 at 4 p.m.** An optional study guide is available for purchase, for an additional fee.