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Policy Statement

Johns Hopkins is committed to ensuring that the Johns Hopkins Police Department (JHPD) is staffed with a service-oriented, skilled, and dedicated team that reflects the diverse community it serves to the maximum degree possible. Through a rigorous police recruitment process, Johns Hopkins seeks to attract, identify, and develop the best and brightest individuals into both sworn and nonsworn positions.

Who Is Governed by This Policy

All personnel, including sworn, nonsworn, and contractual or voluntary persons in service with the JHPD, are governed by this Directive.

Purpose

The purpose of this Directive is to establish uniform and systematic procedures that attract, identify, and retain a diverse pool of the most qualified candidates available, for both sworn and nonsworn positions within the JHPD.
### Definitions

**Certification:** The legal authority under MD Code, Public Safety, § 3-209, conferred by the Maryland Police Training and Standards Commission (MPTSC), authorizing an individual to exercise law enforcement powers and enforce the criminal laws of Maryland.

**Controlled Dangerous Substance (CDS):** Unless stated otherwise, “controlled dangerous substance” has the meaning stated in MD Code, Criminal Law, § 5-101. It includes substances identified under MD Code, Criminal Law, § 5-708. It does not include medication supported by prescription if used, received, or distributed without criminal intent and for legitimate medical purposes.

**Member:** All members of the JHPD, including employees, officers, and volunteers, unless the term is otherwise qualified (e.g., member of the public, member of the Baltimore Police Department, etc.).

**Mental Health Professional:** Pursuant to the Code of Maryland Regulations (COMAR) 12.04.01.01(b), an individual who is certified by the appropriate health occupations board, as provided by MD Code, Health Occupations, § 1-102, and licensed to practice:

- Medicine,
- Psychology,
- Clinical social work, or
- Clinical professional counseling.

“Mental health professional” includes an individual referred to as a:

- Psychiatrist licensed to practice medicine as defined in MD Code, Health Occupations, § 14-101,
- Psychologist licensed to practice psychology as defined in MD Code, Health Occupations, § 18-101,
- Licensed certified clinical social worker authorized to practice clinical social work as defined in MD Code, Health Occupations, § 19-101, or
- Certified professional counselor licensed to practice clinical professional counseling as defined in MD Code, Health Occupations, § 17-101.

**Officer:** All sworn police officers, at any rank, as defined by MD Code, Public Safety, § 3-201, in service with the JHPD.

**Provisional Certification:** Probationary appointment of an individual as an officer under MD Code, Public Safety, § 3-215.

**Mental Health Evaluation:** The administration of an assessment instrument with documented reliability, validity, and other empirical evidence intended to measure, at a minimum, an individual’s integrity, ethics, and interpersonal communication skills; and an in-person interview.
performed by a mental health professional as defined in this regulation.

**Qualified Individual With a Disability:** Per the Americans With Disabilities Act of 1990 (ADA), a qualified individual with a disability is a disabled individual who, with or without reasonable accommodation, can perform the essential functions of the employment position held or desired. A disabled individual:

- Has a physical or mental impairment that substantially limits one or more of the major life activities of the individual,
- Has a record of such impairment, and
- Is regarded as having such impairment.

**Truth Verification Device:** Electronic equipment or technology, such as the polygraph, designed and validated to test the veracity of an individual’s statements or answers to questions by analyzing the physical reaction of the individual providing the statement or answering questions.

**Policy**

The JHPD recognizes that staffing the JHPD with the most highly qualified personnel is one of its most important responsibilities. Therefore, the JHPD shall develop and employ a recruitment strategy that is inclusive and balanced by a fair and efficient selection process that should result in attracting and employing people who are representative of our diverse campus communities and possess the knowledge, skills, characteristics, and abilities necessary to serve as members of the JHPD.

**Procedures**

I. **Responsibility** (Commission on Accreditation for Law Enforcement Agencies (CALEA) 31.1.1)

   A. The Johns Hopkins Public Safety (JHPS) Human Resources Director administers the formal recruitment and selection process for JHPD personnel.

   B. All members should actively participate in the recruitment process by seeking out qualified applicants, publicizing openings, and promoting participation in upcoming selection activities. Suggestions as to possible candidates should be made in writing to the Human Resources Director. (CALEA 31.1.1)

   C. All personnel assigned to formal recruiting duties will receive training in personnel matters to include Equal Employment Opportunity and recruitment policies, plans, techniques, and goals relative to the JHPD’s management and operations, as well as the following: (CALEA 31.1.2)

      - Department recruitment needs and commitments
      - Cultural awareness, including an understanding of different ethnic groups and subcultures in the community, the community’s demographics, and
the JHPD’s diversity goals

- Career opportunities, salaries, benefits, and training
- Federal, state, and local compliance guidelines
- Techniques of informal record keeping and systems for candidate tracking
- Selection process and testing
- Disqualifying characteristics

D. When there are actual or forecasted vacancies, the JHPD will make every effort to maintain a viable list of highly qualified candidates for recruiting positions at all times.

II. **Recruitment Plan** (CALEA 31.2.1, 31.2.2.b)

A. The JHPD will develop, regularly update, and maintain a comprehensive and vigorous recruitment and selection plan focused on attracting a diverse, qualified applicant pool, while also fostering the conditions necessary to develop a competent and inclusive team of public safety professionals.

- The recruitment plan should identify primary audiences, messages, methods, and recruitment and hiring targets and be updated on an annual basis.
- The recruitment plan shall include a strong digital presence and diversified advertising strategy to ensure the ability to attract a pool of the most highly qualified candidates.
- Any recruitment literature that uses photographs will be representative of the Johns Hopkins community.
- The JHPS Human Resources Director will monitor and develop strategies geared toward meeting these goals.
- The extent of formal recruitment activities shall be based upon the actual or forecasted number of vacancies within the JHPD, for both sworn and nonsworn positions.
- The JHPD shall make efforts to recruit bilingual officers as reflective of the community’s needs.

B. The JHPD is also dedicated to recruiting, prioritizing, and hiring candidates:

- Who are local to the city of Baltimore and will provide incentives for city residence.

  As part of this effort, and as required by the Community Safety and Strengthening Act (CSSA), the JHPD is required to maintain a 25% local residency requirement for its workforce within five years of the execution of the Memorandum of Understanding (MOU) between the JHPD and the Baltimore Police Department (BPD), dated December 2, 2022.
• Who have a demonstrated history of positive interactions with diverse groups,
• Who have experience serving college-age populations and youth,
• Who have non-law-enforcement backgrounds—e.g., persons currently working in public health or education, or
• Who have: (1) an associate’s degree or equivalent—60 college credits or 90 college quarter hours at the time of application—and at least two years of full-time professional work experience; (2) three years of active-duty military service with an honorable discharge; or (3) three years of full-time law enforcement officer experience recognized by the JHPD—e.g., work as a sworn law enforcement officer with full arrest powers.

C. To achieve its recruiting objectives, and as required by the CSSA, the JHPD’s recruiting plan will include but is not limited to the following actions:

• Hosting or participating in at least four job fairs across Baltimore City each calendar year in order to recruit and interview applicants for JHPS and JHPD positions, with a focus on job fairs where women and individuals from historically underrepresented groups in law enforcement are expected to attend,
• Involving historically underrepresented groups in recruitment advertising, promotional materials, and recruitment events, including development of recruiting materials for non-English or bilingual media and recruiting events,
• Engaging in sustained and intensive outreach using social media and other new media and technologies that engage diverse audiences,
• Developing and utilizing local hiring and residency initiatives, including those focused on providing a pathway for graduates of Baltimore City high schools,
• Hosting, presenting, and attending community, civic, ethnic, multicultural, religious, and educational events,
• Participating in criminal justice, human services, and other education classes at local schools and colleges,
• Engaging community members in the recruiting process for JHPD officers through targeted community outreach and solicitation of input, including soliciting feedback from community members on qualities to look for when selecting new officers,
• Incorporating a statement into each position advertisement and application that identifies the JHPD as an “Equal Opportunity Employer” and encourages members of historically underrepresented groups to apply (CALEA 31.3.1.c), and
• Monitoring and updating recruitment efforts as needed to ensure a diverse workforce.
D. No member of Johns Hopkins or the JHPD shall directly solicit sworn officers from BPD for employment with the JHPD.
   - This prohibition shall not restrict the JHPD from generally advertising openings that are not targeted at BPD or its personnel.
   - This prohibition is in effect through the term of the MOU between the JHPD and BPD.

E. The JHPD is prohibited from hiring more than five BPD sworn officers per year for employment with the JHPD.
   - This annual cap on hiring BPD sworn officers shall not apply to former BPD personnel who are separated from employment with BPD for more than six months at the time of their hiring.
   - This prohibition is in effect through the term of the MOU.

F. The JHPD does not discriminate against a qualified candidate with a disability, pursuant to the ADA.

G. **Annual Recruiting Review & Analysis:** A documented review of the law enforcement workforce shall be conducted annually by the Human Resources Director, at the close of each fiscal year, and approved by the Chief of Police. The review, disaggregated by race, ethnicity, gender, age, and, when applicable, officer rank, if available, will report:
   - The number of law enforcement applications received, reported by county, state, and zip code of residence, to include:
     - The total number of individuals who applied,
     - The total number of individuals who were hired into the JHPD workforce,
     - The total number of Baltimore City residents who were hired into the JHPD workforce,
     - The number of applicants who were disqualified during the application process for failing to meet the certification requirements of the MPTSC, including at which stage of the process the applicants failed and at which stage of the process an applicant failed to appear and was thus eliminated, and
     - The number of applicants who were disqualified by failing an assessment that evaluates an applicant based on the standards adopted by the JHPD.
   - The number of Johns Hopkins Campus Security Officer applications received, reported by county, state, and zip code of residence, and
     - The total number of individuals who were hired into the Johns Hopkins Campus Security workforce.
   - The Human Resources Director will analyze the results of the workforce composition review, identifying any proportional imbalances, and compare those results with:
The JHPD policies, procedures, and practices,

The effectiveness of the recruiting plan in achieving the stated goals and objectives, and

The results of recruitment efforts such as number of applicants from each recruitment effort and the number of successful candidate hires.

• The recruiting analysis, including any recommendations to improve the recruitment plan or selection process, will be submitted to the Vice President for Public Safety by September 1 and reflected in the recruitment plan as appropriate. The analysis will be used to update the recruitment plan as necessary. (CALEA 31.2.2)

III. Minimum Qualifications for Employment

A. Police Officer: The JHPD has identified the following minimum qualifications for all applicants for the officer position:

• Must be age 21 or older at the time of provisional certification by the MPTSC,
• Must be a U.S. citizen or permanent legal resident of the United States who is an honorably discharged veteran of the U.S. Armed Forces and has submitted an application for U.S. citizenship that is pending approval,
• Must possess and submit a high school diploma, GED certificate, or college degree,
• Must be eligible under federal and Maryland law to possess and use a handgun,
• Must hold a valid driver’s license,
• Must have ability to obtain and maintain minimum requirements of the MPTSC,
• Must have successfully completed the selection process as described in Section IV of this Directive,
• Must be able to speak, read, and write the English language, and
• Must not have any disqualifiers identified in Section V of this Directive.

B. Other Personnel: The minimum qualifications for positions other than officer are unique to the knowledge, skills, and abilities required of each individual position. Therefore, the minimum qualifications for each position, including volunteers, shall be identified in the job posting specific to that position.

• At minimum, all other applicants must successfully complete the following selection requirements as detailed in Section IV of this Directive:
  o Background and criminal history investigation,
  o Oral interview,
o Drug screening, and
o Any additional selection requirements identified in the job posting that are deemed necessary due to the uniqueness of the particular position.

IV. **Steps in the Selection Process** (CALEA 31.4.1, 31.4.3)

A. All applicants will be treated in a standard, uniform manner with respect to administration, scoring, evaluation, and interpretation of results during each step of the selection process.
   • No preference will be given to any candidate that does not derive from an objective review of their qualifications or suitability for the position.
   • All elements of the selection process will use only those uniform rating criteria or minimum qualifications that are related to the position being applied for. (CALEA 31.4.2, 31.4.3)
   • Unless otherwise noted in this Directive, selection to a position will require that each step be successfully completed by all candidates, regardless of whether the applicant is presently certified by the MPTSC or an external lateral hire.

B. The Human Resources Director or their designee will maintain contact with applicants from initial application to final disposition, periodically informing each applicant of their status in writing. (CALEA 31.3.3)

C. The Human Resources Director or their designee will develop and update the necessary Standard Operating Procedures to ensure the standardization of the selection process.

D. **Solicitation of Applications** (CALEA 31.3.1, 31.3.1.b, 31.3.2)

As necessary, the Human Resources Director will develop, distribute, and post job vacancy announcements and recruitment notices with all Johns Hopkins departments, area colleges, the JHPD website, social media, and news media sites that engage diverse audiences.
   • Job announcements and recruitment notices will be publicized at least 10 working days prior to the application filing deadline and shall include:
     o A description of the duties, responsibilities, requisite skill, educational level, and other minimum qualifications or requirements, (CALEA 31.3.1.a)
     o All steps in the selection process, (CALEA 31.4.4.a)
     o A statement that identifies the JHPD as an “Equal Opportunity Employer” and encourages members of historically underrepresented groups to apply, (CALEA 31.3.1.c)
     o Entrance salary, and
     o Application filing deadlines, if any. (CALEA 31.3.1.d)
E. **Initial Screening of Applicants**

Each candidate is required to submit an Employment Application.

- Applicants for officer positions will not receive a Confidential Questionnaire until the successful completion of selection testing.

F. **The Talent Acquisition Specialist will make an initial review of the applications to determine that all applicants meet minimum qualification requirements.**

- Applicants will not be rejected because of minor omissions or deficiencies that can be corrected prior to the testing or interview stage.

G. **Along with a receipt of their application, all candidates who meet the minimum qualifications will receive written notification of:**

  - The steps in the selection process, (CALEA 31.4.4.a)
  - The approximate duration of the process, and (CALEA 34.4.4.b)
  - That they may reapply if not selected. (CALEA 31.4.4.c)

H. **Applicants wishing to continue with the selection process will also receive a Preliminary Confidential Questionnaire and be scheduled for an initial screening interview with the Human Resources Director or their designee.**

  - The Preliminary Confidential Questionnaire must be completed and returned to the Human Resources Director or their designee prior to their participation in the screening interview.

I. **Eligible candidates will be scheduled for the next step in the selection process.**

J. **A candidate who is determined to be ineligible based on this review and initial screening interview will be notified in writing within 45 days of such a decision. (CALEA 31.4.5)**

K. **Written Testing (Entry-Level Officer Applicants Only)**

The purpose of written testing is to evaluate an entry-level candidate’s cognitive ability as it relates to performance in judgment, learning, problem solving, observation, and memory.

- Tests that measure noncognitive elements such as motivation for public safety work, attitudes toward people, and sense of responsibility may also be used.

- The JHPD will use testing processes and materials from known sources only that can attest to candidates’ validity for the position of entry-level officer.

- The Human Resources Director will attempt to identify and use tests that are known to not have an adverse impact on historically underrepresented groups.

- All tests will be administered uniformly to all candidates and in accordance with the instructions provided by the vendor or test administrator.
• Should any candidate need an accommodation, one may be requested from the JHU Office of Institutional Equity; see [https://oie.jhu.edu/ada-compliance-and-disability-accommodations/](https://oie.jhu.edu/ada-compliance-and-disability-accommodations/).

• Entry-level officer applicants who successfully complete written testing will be invited to participate in the Physical Agility Assessment.

• NOTE: Applicants who are already certified by the MPTSC as police officers or those with a current law enforcement certification that is recognized as comparable by the MPTSC at the time of their application to the JHPD are exempt from completing the written testing.

L. Physical Agility Assessment

Each officer applicant, including entry-level officers and those who are MPTSC certified or recognized as possessing a comparative law enforcement certification, must successfully complete a Physical Agility Assessment to demonstrate their ability to successfully perform the job functions and tasks routinely performed by officers in conformance with MD Code, Public Safety, § 3-209.

• Entry-level officers will complete the Physical Agility Assessment of the agency hosting the entry-level police academy that they will be scheduled to attend. After graduation, entry-level officers will be scheduled to participate in the JHPD Physical Agility Assessment.

  o Applicants who are already certified by the MPTSC as a police officer, or those with a current law enforcement certification that is recognized as comparable by the MPTSC at the time of their application to the JHPD, will be scheduled to participate in the JHPD Physical Agility Assessment.

• Those applicants who have successfully completed required testing will be scheduled to participate in a panel interview.

• During testing, and not later than participation in the panel interview, all officer applicants will receive the Personal History Statement, which must be completed and returned prior to participating in the panel interview process.

M. Panel Interview

The purpose of the panel interview is to assist with determining whether candidates (1) have the interpersonal and problem-solving skills to function successfully in the position for which they have applied and (2) have the critical decision-making and judgment skills necessary to implement the mission and values of the JHPD. Consequently, the panel interview will, among other things:

• Assess the ability of the candidates to communicate clearly and thoughtfully,

• Provide applicants with the opportunity to demonstrate their reasoning and critical decision-making abilities, and

• Contain questions that are focused on behavior.
N. The JHPD shall follow a standard process for each panel interview. The process shall include the following strategies to help mitigate the subjective nature of interviews:

- **Using a uniform set of questions for all candidates.** The Human Resources Director will decide in advance of the first interview which set of questions each interviewer will ask in the interviews. Interviewers will be prohibited from varying from the text of the questions in the interview booklet.

- **Training.** At minimum, all panelists will receive training on mitigating unconscious bias in hiring.

- **Having a minimum of three interviewers present,** each of whom rates each candidate’s responses. The Human Resources Director will select and assemble the interview panel. Whenever possible, the panel of interviewers should comprise a diverse group of the following representatives:
  
  o A member of the Johns Hopkins Accountability Board,
  
  o A representative of a student, faculty, or campus group, and
  
  o A JHPD officer or supervisor.

  **NOTE:** Efforts should be made to ensure the makeup of the panel is diverse in terms of gender and ethnicity.

- **Using a standard scoring process.** Each interviewer will have a copy of the examination booklet, in which they may make contemporaneous comments about and rate the candidate’s responses. Immediately after the candidate leaves the interview, each interviewer will rate the candidate on their responses. The candidate’s overall rating on the panel interview will be determined by averaging the ratings assigned by each interviewer.

O. **Background Investigation (CALEA 31.5.1)**

A background investigation, to include being fingerprinted for the purpose of obtaining criminal history records for submission to the MPTSC, is completed prior to the appointment to probationary status in accordance with JHPD Directive #303, Background Investigations.

P. **Truth Verification Examination (Officer Applicants Only)**

Each officer applicant will be scheduled to participate in a truth verification examination in the form of a polygraph examination.

- The polygraph must be administered by a professionally trained polygraph examiner.

- Immediately prior to the examination, applicants will be provided with a list of actual questions from which polygraph questions will be drawn. (CALEA 31.5.3)

- The polygraph examiner’s report will be maintained in a locked file by the Human Resources Director or their designee.
Polygraph examinations are utilized as an investigative aid, and their results shall not be used as the single determining factor of employment status but shall be considered with all information obtained during the background investigation to support a final decision. (CALEA 31.5.5)

- The investigator shall document how the polygraph information was used in the investigation.

Q. Chief of Police Meeting (Officer Applicants Only)
Following completion of the background investigation, applicants will be scheduled for a meeting with the Chief of Police, who will evaluate the applicant’s performance through the selection process and fit with the JHPD and the JHPS mission, vision, and core values, as well as providing applicants with a final written conditional offer of employment, subject only to successful completion of the physical evaluation, mental health evaluation, and drug screening.

R. Physical Evaluation & Drug Screening
As required by COMAR 12.04.01.04, applicants for officer positions must be examined by and receive a recommendation from a licensed, trained, and qualified medical doctor indicating that the applicant is physically able to perform the duties of an officer and participate in the entry-level training program.

- Physical results will be maintained in a locked file by the Human Resources Director or their designee. (CALEA 31.4.6.b)
- All applicants must submit to a drug screening for CDSs.
  - The drug screening for officer positions must meet the requirements set forth in COMAR 12.04.01.15.
  - The Human Resources Director or their designee will schedule the drug screening and maintain the results in a locked file.

S. Mental Health Evaluation (Police Officer Applicants Only)
As required by COMAR 12.04.01.04, applicants for the position of officer must submit to an in-person mental health evaluation as scheduled by the Human Resources Director or their designee.

- The evaluation must be conducted by a mental health professional and indicate that the applicant is emotionally and mentally fit and able to perform the duties required by the officer position.
- The mental health evaluation shall include a screening for bias and intolerance.
- All applicants who receive the mental health evaluation will be administered the same examination.
- The evaluation report will be maintained in a locked file by the Human Resources Director. (CALEA 31.4.6.d)
V. **Disqualification of Applicants** (CALEA 31.4.5)

A. Applicants may be disqualified at a number of junctures during the selection process. All candidates will be informed in writing of their disqualification as soon as possible, but no later than 45 days after the determination.

B. While the following list is not exhaustive, reasons that a candidate may be disqualified include:

- The applicant fails to meet any one of the minimum qualifications for the position as stated in Section III of this Directive.
- The applicant is unable to read, write, or speak the English language.
- The applicant does not possess a valid driver’s license at the time of appointment. Specific requirements for an officer candidate’s driving record are as follows:
  - An applicant may not have been convicted, in any state, of perjury or making false statements during driver’s licensing procedures.
  - An applicant’s license may not have been suspended, canceled, or revoked in the three years prior to application.
  - An applicant may not have more than three current points on their driving record at the time of application.
  - An applicant may not have a driving while impaired or driving under the influence conviction within the last two years.
- The applicant is not determined to be of good character by a thorough background investigation, including a fingerprint search conducted of local, state, and national fingerprint files and review of their prior employment records, including any disqualifying conduct or history identified during the investigative process as defined in JHPD Directive #303, Background Investigations, Section IV.
- The applicant is ineligible for officer certification under MPTSC standards, which include:
  - No felony convictions
  - No serious misdemeanor convictions, defined as any crime that would carry more than a one-year incarceration
  - Cannot have ever illegally sold, produced, cultivated, distributed, or transported a CDS, narcotic drug, or marijuana
  - Cannot have ever illegally used a CDS, narcotic drug, or marijuana while employed to enforce federal, state, or local law by any government entity
  - No use of heroin, phencyclidine (PCP), or lysergic acid diethylamide (LSD); all hallucinogenic drug use is prohibited
  - Cannot have illegally used a CDS or narcotic drug for any purpose within the 36 months before application for certification
o Cannot have illegally engaged in the use of marijuana for any purpose within the 12 months preceding the date of application for certification

o No more than five lifetime uses of CDSs or once since turning age 21 (not including marijuana)

o The applicant used certain CDSs during the application process.

o The applicant’s prior military service includes receipt of a bad conduct or dishonorable discharge at the time of separation.

o The applicant does not meet physical standards for the position, as determined by the examining physician.

o Must possess visual acuity correctable to 20/20, binocularly, and normal color vision

o Must be able to hear within an acceptable range as determined by audiological examination

o The applicant makes a false statement or is deceptive in the application process or during any examinations.

C. This list is nonexhaustive, and candidates may be disqualified for any other reason that makes them ineligible for employment with the JHPD. See JHPD Directive #303, Background Investigations, for additional information.

VI. Submission of Application for Certification

A. The Human Resources Director or their designee shall prepare an Application for Certification (AFC) for review and authorization for hire by the Chief of Police for any officer hired by the JHPD for certification by the MPTSC.

• The completed AFC must include:

  o Date the candidate completed the certification requirements,

  o Chief of Police’s telephone number, and

  o Chief of Police’s signature indicating that the MPTSC selection standards have been met.

• The completed AFC shall be submitted to the MPTSC.

B. Applicants shall be aware that false or misrepresented information on the AFC is a basis for rejection or revocation of certification by the MPTSC and may be the basis for separate administrative or legal action.

C. The completed AFC will be submitted to the MPTSC if the agency has, within one year before submitting the AFC:

• Completed or verified for the applicant each of the selection standards in conformance with this directive and COMAR 12.04.01.04 or COMAR 12.04.01.08, and

• Determined that the applicant meets each of the selection standards under this directive and COMAR 12.04.01.04 or 12.04.01.08.
D. An applicant for certification as an officer may not legally exercise the authority of an officer until the applicant is issued a provisional certification or certification by the MPTSC.

E. Within 20 days but no more than 30 days of the JHPD submitting an AFC, either in paper form or electronically, to the MPTSC, the applicant must be fingerprinted for the purpose of the MPTSC receiving a copy of the applicant’s Criminal History Records.

F. The applicant (not the JHPD) is to apply for their full (state and Federal Bureau of Investigation) criminal history records background report through the Criminal Justice Information System Central Repository of the Maryland Department of Public Safety and Correctional Services.

VII. Reapplication

At the time of their application, candidates will be informed that if they are not appointed to probationary status (employed), they are permitted to reapply, retest, and be reevaluated for future positions, provided they meet the general selection requirements. Candidates will be required to reapply for future consideration.

VIII. Security & Disposition of Records

A. All testing materials, including written and oral test booklets, will be maintained in a locking file cabinet under the exclusive control of the Human Resources Director or their designee. Unused, out-of-date, or otherwise unneeded testing materials will be returned to the vendor or disposed of by shredding. (CALEA 31.4.6.b)

B. The Human Resources section will maintain selection materials for unsuccessful candidates in a locked file cabinet for a period of three years, after which time they will be destroyed by burning or shredding. (CALEA 31.4.6.a)

Policy Enforcement

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<tr>
<td>Policy Clarification and Interpretation</td>
<td>Policy Management</td>
<td>(667)306-8618</td>
<td><a href="mailto:jhpdpolicyinquiry@jh.edu">jhpdpolicyinquiry@jh.edu</a></td>
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