



Agenda
Village of Glen Ellyn
Board of Fire and Police Commissioners Meeting
Tuesday, September 14, 2021
3:30 PM
Glen Ellyn Police Department, EOC

Visitors are most welcome to attend all meetings of the Board of Fire and Police Commissioners and can find copies of the Agenda at www.glenellyn.org prior to the meeting. Any individual with a disability requiring a reasonable accommodation in order to participate in a meeting should contact The Village of Glen Ellyn ADA Coordinator, 6304695000, at least five (5) business days in advance of the next scheduled meeting. All matters on the Agenda may be discussed, amended, and acted upon.

A. Call to Order

B. Roll Call

C. Approval of Minutes

- 1) BFPC Meeting Minutes, 8/10/2021
- 2) BFPC Executive Meeting Minutes, 8/10/2021
- 3) BFPC Meeting Minutes, 8/31/2021
- 4) BFPC Executive Meeting Minutes, 8/31/2021

D. New Business: Open for Discussion

- 1) Open discussion
- 2) Discussion on BFPC Recommendations in Police Assessment & Staffing Study
- 3) Training - IL Assoc. of Fire & Police Commissioners
- 4) Motion to approve proposed amendment to BFPC Rules & Regulations, Section 10 (a)

E. Unfinished Business

- 1) Set date for candidate interviews
- 2) Update on Lateral Hire test date

F. Next Meeting Scheduled

- 1) Regular Meeting - October 12, 2021 at 4:30 PM (Cancelled)
- 2) Regular Meeting - October 12, 2021 at 3:30 PM (Rescheduled)

G. Adjournment



SPECIAL MEETING MINUTES

Village of Glen Ellyn
Board of Fire and Police Commissioners
Tuesday, August 10, 2021
3:30 PM
Police Department Community Room
65 S. Park Blvd. Glen Ellyn

SPECIAL MEETING MINUTES

Board Member Attendance: Chair Taylor
Commissioner Sheehy

Others in Attendance: Glen Ellyn Detective Sergeant Jim Monson
Emily Roderick, Glen Ellyn Village HR Representative
Gary Fasules, Glen Ellyn Village Board Trustee Liaison

Quorum: Yes

Call To Order: Meeting was called to order at 3:35 pm by Chair Taylor

Public Comment – None

Approval of Minutes:

Special Meeting Minutes dated July 13, 2021, approved as written by common consent
Executive Meeting Minutes dated July 13, 2021, approved as written by common consent

Unfinished Business:

- Sergeant Detective Monson discussed potential dates for lateral test and Police Academy open dates.

New Business:

- Village Board approved two additional positions Police Officers
- GE Village Trustee Liaison Fasules gave Board updates.

Chair Taylor moved to enter Executive Session at 3:51pm, seconded Yeas 2 Nays 0, motion carries.
Executive Session held in Police Conference Room.

Motion to enter back into Open Session made at 6:18 pm by Commissioner Sheehy, seconded, 2 Yeas 0 Nays, motion carries.

Commissioner Taylor moved that Applicant #438 **be moved forward** in the hiring process, Yeas 2, Nays 0 motion carries.

Commissioner Sheehy moved that Applicant #433 **be moved forward** in the hiring process, Yeas 2, Nays 0, motion carries.

Commissioner Sheehy moved that Applicant #435 **not be moved forward** in the hiring process, Yeas 2 Nays 0, motion carries.

Next Special Meetings scheduled for Tuesday, August 31, 2021, at 3:30 pm Glen Ellyn Police Department

Next Regular Meeting scheduled, Tuesday, September 14, 2021, at 3:30 pm, Glen Ellyn Police Department Community Room

Commissioner Sheehy moved to adjourn the meeting at 6:40 pm, 2 Yeas 0 Nays, motion carries, adjourned.

Submitted by Commissioner Taylor



MEETING MINUTES

Village of Glen Ellyn
Board of Fire and Police Commissioners
Tuesday, August 31, 2021
3:30 PM
Police Department Community Room
65 S. Park Blvd. Glen Ellyn

MEETING MINUTES

Board Member Attendance: Commissioner Taylor
Commissioner Sheehy
Commissioner Martinez

Others in Attendance: Jim Monson, Glen Ellyn Detective Sergeant
Amy Sarro, Village of Glen Ellyn, Human Resources
Gary Fasules, Glen Ellyn Village Board Trustee Liaison

Quorum: Yes

Call to Order: The meeting was called to order at 3:42

New Business: There was discussion among commissioners about what constitutes an automatic disqualifier and the process.

Commissioner Martinez opened a discussion on the timeline of working through the process for the new hire candidate list and if there was an opportunity to expedite the process.

Chair Taylor, suggested that we have a workshop meeting to offer the opportunity for questions and clarity in the hiring process for new Commissioner Martinez. In addition, Chair Taylor suggested we invite Chief Norton in, to share his perspective and criteria rubric for new candidates.

Trustee Fasules suggested considering the addition of a psychological profile test.

Commissioner Martinez made a motion to invite Sergeant Monson into the discussion following interview sessions as a subject matter expert. Commissioner Sheehy Seconded the motion. Yeas – 3, Nays - 0, motion carried.

Commissioner Sheehy moved to enter executive session at 4:10 PM, Yeas – 3, Nays - 0, motion carried.

Motion to enter Executive Session for the purpose of discussion, pursuant to section 2(c)1 of the Open Meetings Act, the appointment, employment, compensation, discipline, performance, or dismissal of specific employees

Chair Taylor recessed Executive Session 4:27P

Chair Taylor resumed Open Session at 4:27P

Commissioner Sheehy motioned to not move candidate # 424 forward- Ayes 3, Nays 0, carries.

Commissioner Sheehy motioned to not move candidate # 433 forward- Ayes 3, Nays 0, carries.

Village of Glen Ellyn

Board of Fire and Police Commissioners Executive Minutes

August 31, 2021

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Chair Taylor explained we would be interviewing four new hire candidates in the next closed session and held a brief discussion on the process.

Chair Taylor recessed the Open Session and moved into Executive session at 4:32

Chair Taylor resumed Open Session at 7:00 p.m.

Commissioner Martinez motioned to move candidate 448 forward - Yeas-3, Nays 0, motion carries.

Commissioner Taylor motioned to move candidate 447 forward – Yeas 2, Nays 1, motion carries.

Commissioner Sheehy motioned to not move candidate 443 forward – Yeas 3, Nays 0 motion carries

Commissioner Sheehy motioned to move candidate 440 forward – Yeas 2, Nays 1, motion carries

Commissioner Sheehy moved to exit executive session at 7:08 p.m. Yeas - 3 Nays - 0, motion carries.

Chair Taylor reiterated her desire for a workshop meeting to review rules and regulations and to invite Chief Norton in to gain his perspective.

Chair Taylor adjourned the meeting at 7:14 p.m.

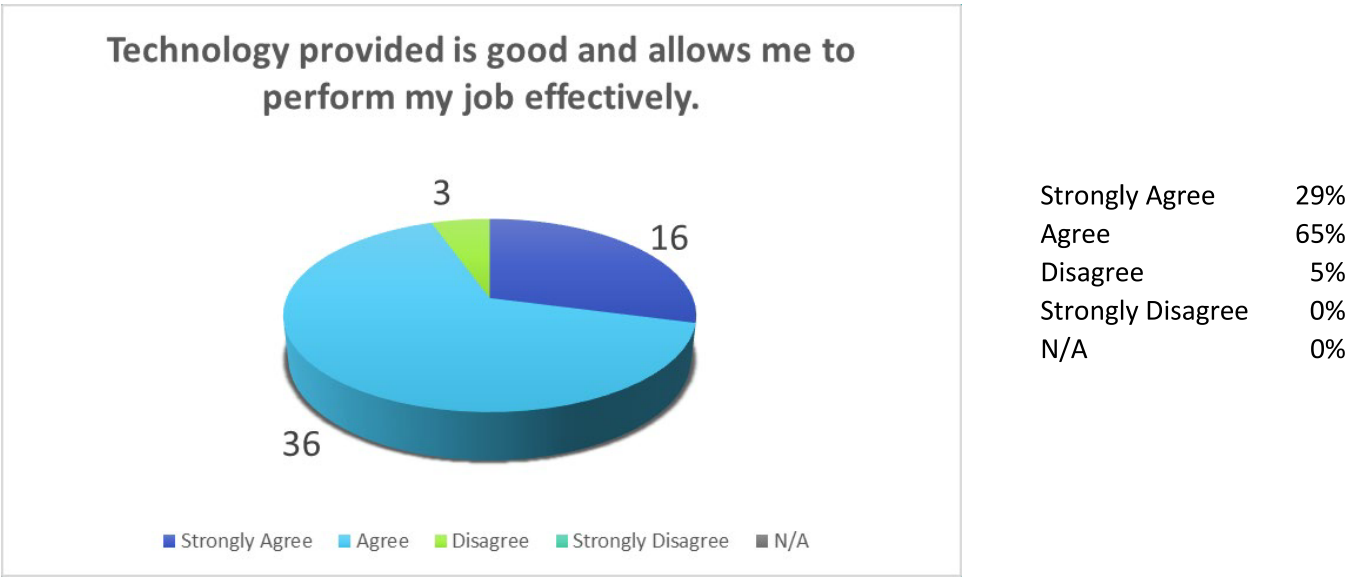
Next Meeting Scheduled: September 14 at 3:30P, Glen Ellyn PD Community Room

Submitted by Commissioner Martinez, Secretary

Approved __/__/2021

TECHNOLOGY PROVIDED IS GOOD AND ALLOWS ME TO PERFORM MY JOB EFFECTIVELY.

Figure 28: Staff Survey Interview Question # 16



As shown from employee interviews the department technologies are assisting with the efficient and effective work process.

Recommendations

- *Continue to explore technologies that make the work process efficient and effective. **Priority 3***

HUMAN RESOURCES

Fire and Police Commission

Within the State of Illinois, the village follows Chapter 65 of the Illinois Compiled Statutes to provide power and authority to the Board of Fire and Police Commission (BFPC). This BFPC is made up of three members who do not hold any public position or office and are appointed by the mayor with approval by the Village Board. This process was developed with the intent to have fair and impartial hiring and disciplinary processes. However, since the Civil Rights Act of 1991 in which the burden of proof for discrimination changed from the employee to the employer, and the introduction of a jury trial, as well as punitive and compensatory damages, an employer’s human resources compliance landscape has significantly changed. Employers now have significant compliance standards/burden of proof, this allows for some flexibility within these processes, because compliance is now simply the law.

There are no qualifications to be a member of the BFPC other than they cannot hold a public office position and must have a demonstrated interest. This is not to say commission members are not qualified, only that there is not a high level of qualification threshold. As a result, the hiring processes may be conducted by individuals who have a desire, but do not necessarily have the human resources nor operational qualification needed to properly participate in the selection process of the position being filled. Human resources attends commission meetings to ensure legal compliance with the interviewing process and a sergeant serves as an administrative liaison with the processing of applicants for the commission only.

In reviewing the BFPC Policy and Procedures, what is concerning is there is no formal participation written into the policy for the chief/designee or human resources to be included in the hiring process, such as interviewing with the commission. The concern is the potential disconnect between the qualities the police chief is looking for in a candidate as compared to what the commission is looking for in a candidate.

The solution to this is twofold. First, the village should ensure all commission members secure training for this role from an operational and human resources perspective. Illinois has a Fire and Police Commission Association that provides training opportunities which can be explored. Human resources should develop a training module for interviewing techniques that include legal compliance, industry standards and best practices, ranking, documentation retention, etc. In addition, the police department should introduce new commission members to the department by providing them access to certain operations, through ride-alongs or citizen academy opportunities. The dialogue between the police chief and the BFPC should also be ongoing in meetings to describe the department's human capital needs and the qualities that will align best with the values of the department. Obtaining the proper personnel allows the chief to effectively carry out operations and strategic goals established by the Village Board. In summary, the BFPC plays a critical role in understanding the right candidate fit and finding those candidates through the current recruitment processes. Unfortunately, it cannot be measured whether the current processes has facilitated the high washout rate in the department. Regardless, ensuring the BFPC understands the department's needs will only strengthen the recruitment processes.

The second solution is to formally include the police chief or designee and human resources into the interview process so feedback from administration and the department is considered and included in the outcomes. This would be ideal balance to have both citizen members and subject matter experts involved.

Recommendations

- *Allocate administrative functions related to the hiring process to a qualified civilian human resource professional or other confidential administrative staff to allow the sergeants the opportunity to focus on other operational demands. **Priority 2***
- *Incorporate personality testing into the department's hiring process. **Priority 3***
- *Ensure BFPC members are trained/educated on operational and human resources perspectives and understand the preferred qualities in applicants. **Priority 2***
- *Incorporate command staff and human resources into the BFPC interviewing processes to allow for the inclusion of subject matter experts. **Priority 2***

Recruitment

In discussions with village administration and command staff, the department described turnover within the department, having recurring vacancies, which could have an impact on staffing, overtime costs, and burnout, so this was analyzed further.

Employee turnover refers to the number or percentage of employees who leave an organization and are replaced by new employees. Measuring employee turnover is helpful to examine the reasons for turnover.

Turnover often has a negative connotation, yet turnover is not always a negative event. For example, desirable turnover occurs when an employee whose performance falls below the organizations expectations is replaced by someone whose performance meets or exceeds expectations. It is desirable because poor job performance can be costly both financially and culturally. Desirable turnover occurs when replacing employees infuses new talent and skills, which can be positive to an organization. Conversely, undesirable turnover means the organization is losing employees whose performance, skills and qualifications are valuable resources.

High turnover rates can negatively affect an organization and its employees in many ways. It is easy to veer from the true mission and vision of the organization when there is a constant need to hire and train new employees; by retaining the appropriate employees, an organization can provide a higher caliber workforce.

Employee turnover also has a direct impact on budgets. One such cost to the village is turnover cost, the actual financial cost to the village when an employee vacates, and a new hire is brought in for replacement. Turnover can be calculated as total payout cost + recruitment cost + replacement compensation/benefit cost + training cost. Turnover costs will typically calculate around 1.5 times the cost of the original position. Considering the significant amount of training and equipment associated with public safety positions, turnover costs can be as high as double the cost of the original positions, which is in addition to the impact to operations that can be felt to its constituents over time.

Turnover is expected in every organization, and welcomed in some cases, therefore no organization should expect a zero-turnover rate. The generally accepted industry standard for an organization is approximately 10 percent turnover each year. However, even a 10 percent turnover rate may not be a healthy percentage if the employees who are leaving are strong performers. Healthy turnover is described as employment separation from low performers, which then cultivates an engaged and high-performing workforce.

In addition, the Bureau of Labor Statistics (BLS) reports state and local government turnover rates (excluding education) at 19.5 percent nationwide for the year 2019, which has been constant over the last several years. The BLS does not isolate public safety turnover data, and no related data has been calculated by reputable government sources since 2008 for a more specific comparison.

In reviewing the department's turnover for January 1, 2017 through December 31, 2020, the following table summarizes the department's turnover per year. This includes retirement, resignation, and discharge for all sworn ranks, police officer only, and new hire turnover.

Table 20: Turnover Rates 2017-2020

Year	Number of Terminating Sworn	Sworn Turnover Rate*	Police Officer Only Turnover Rate**	Police Officer New Hire Turnover Rate***
2017	3	7%	10%	50%
2018	4	10%	3%	67%
2019	5	12%	17%	50%
2020	4	10%	13%	14%

*Based on 41 approved sworn positions.

**Based on 30 approved police officer positions.

***Based on percentage of new hires for each year.

Overall, the department's turnover is less than the industry standard, and less than reported turnover from the Bureau of Labor Statistics for local government. Typically, turnover rates such as these are not problematic. However, a closer look shows the turnover is more problematic with new hire turnover, in which employees who were hired, also left within their first year of employment, which is consistent with the department's statement of high washout rates during the Field Training Officer (FTO) process.

As previously stated, not all turnover is negative, and Glen Ellyn is no exception. During the discussions with village personnel, the department has taken on the concept to hire for attitude and teach the skill. The department prides itself on holding a high standard for employment and utilizes the probationary period to dismiss new hires that do not align with the values and expectations, which provides an overall benefit overall. Nonetheless, turnover can have a negative impact to the department over time because shifts are open on an ongoing basis, and staff are not

able to take time off, which can lead to burnout and a decline in morale. Therefore, a review of the hiring practices was conducted to assess if there are any opportunities the village can incorporate into the hiring process to select candidates that align better with the values of the department to help minimize turnover.

The department did not report any unusual challenges with recruitment, although recruitment efforts in general for law enforcement throughout the United States are generally more challenging because there are less applicants for law enforcement positions, background concerns eliminate a high number of applicants, and a rigorous hiring process simply take time. In reviewing the recruitment process, the village has a very robust hiring process. The efficiency of this process was not included in the scope of this project, but rather a look at any opportunities to facilitate retention/staffing.

Recruitment Responsibilities

The Human Resource (HR) function is one of the major components of any organization. Its policies impact every member of the organization and can be an area of major litigation. Most organizations have a human resources department, which is often a strategic business partner to an organization. As a strategic business partner, they ensure the 'human capital' management is done in an objective and lawful manner and is consistent with the mission of the organization, while fostering a positive work environment. Although the village has a Human Resources Department, the police department, manages much of the recruiting and hiring process themselves, meaning human resources is partially decentralized, which is likely due to limited human resources staffing. The benefits of a centralized system include streamlined processes, legal compliance, reduction in the amount of time command staff must spend on HR functions so they may focus more on their respective operations, and placing HR functions with trained human resources staff. The village HR staff perform transactional duties (placing ads, receiving reports, and assisting the commission with interviewing, etc.) but was not described as being a strategic partner with the hiring process. The department receives support from human resources, just not as a strategic partner.

Over time, the village has developed a recruitment process which is heavily managed by the police department, with assistance from human resources in a limited capacity, and it must be acknowledged the hiring process is working. The benefit of the police department's involvement with these processes is the understanding of the role of public safety. The challenges are the sergeants assigned HR functions are often not subject matter experts in human resources and have other operational demands. One must balance the opportunity for sergeants and higher ranks to be involved with the hiring process to build administrative and leadership skills against the operational needs of the department. This was an area of feedback from within the department that the administrative functions placed on the sergeants have removed them from their operational responsibilities.

When going over recruitment responsibilities assigned to the sergeants, this work involves the following:

- Communication with the third-party vendor who accepts, screens, and tests candidates
- Case management of candidate files
- Communication and forms processing with candidates
- Assignment/completion of background checks
- Reviewing background findings for disqualifiers.
- Scheduling interviews and testing
- Liaison with the Board of Fire and Police Commission
- Recruitment/candidate documentation

This list is non-inclusive but represents most key responsibilities. Although there are duties described which should be conducted by a member of the department, such as reviewing background checks, many of the administrative functions could be performed by a qualified civilian human resource professional or other confidential administrative staff to allow the sergeants the opportunity to focus on other operational demands. This would allow the sergeants and higher ranks to simply serve in the capacity of a subject matter expert of law enforcement as it pertains to the selection process, not the human resources expert.

Recruitment Process Opportunities

It was found the department utilizes Industrial/Organizational Solutions (IOS), a third-party vendor to receive applications and proctor validated testing to applicants. Applicants that pass the initial testing phase are then forwarded to the village for continuation within the hiring processes under the policies and procedures outlined in the Board of Fire and Police Commission.

Once the applications are received by IOS, the village then conducts the following:

- BFPC panel interview
- Background check/investigation
- Second BPFC panel interview
- Physical and drug test (post offer)
- Polygraph (post offer)
- Psychological examination (post offer)

Personality Testing

A tool that may be useful to the village is the inclusion of personality testing into their process. Personality testing is used to gain insight on an applicant's interactions, personality, and behavioral tendencies. The intent is to identify the applicant's character relevant to the job. This is different from an aptitude test, which measure one's ability to do the job. Personality tests assess whether the applicant will do the job, and how, and is generally an indicator of how the person

will perform. Filling positions with candidates who are the right fit may lessen turnover because they are screened out before hire.

For personality testing to be an effective instrument, the village should establish a baseline. Conducting the personality test on current officers will give the village the foundation of the indicators most successful within the organization. The intent of administering this instrument to current employees is not to identify current issues, but simply to establish the benchmarks for new hires going forward to better capture job suitability and culture fit.

There are several tools on the market for the village to consider. However, IOS does offer non-cognitive assessments that could be incorporated into the initial application/testing phase they perform. The consultants recommend pursuing options with IOS first to prevent creating an additional step in the hiring process.

Recommendations

- *Pursue non-cognitive assessments within the hiring process to attempt to better match applicants to department success. IOS has options consider to incorporate into the current application process. **Priority 3***
- *Establish a baseline of non-cognitive characteristics from the current officers to identify the successful indicators of the organization. **Priority 3***



**Glen Ellyn Board of Fire and
Police Commissioners**

535 Duane Street
Glen Ellyn, IL 60137

Meeting 9/14/2021 3:30 PM
Department: Police
Department Head: Phil Norton
Category: Change Order
Prepared By: Jim Monson

**AGENDA ITEM (ID # 2021-
1386)**

DOC ID: 2021-1386

Motion to approve proposed amendment to BFPC Rules & Regulations, Section 10 (a)

Statement of the Issue:

In September 2020, the BFPC approved an amendment to the rules and regulations, which included a lateral hire option under section 10. Staff is recommending a change to section 10(a) for clarification. The change is detailed below.

SECTION 10 – SECONDARY LIST (Lateral Entry)

1. As provided for within 65 ILCS 5/10-2.1-14 of the Board of Fire and Police Commissioners Act, the commission may, at its discretion, prepare and keep a “Second List” of applicants all of whom have successfully completed their basic law enforcement training and have been so certified by the Illinois Law Enforcement Training and Standards Board and who, at the time of application, been currently employed as a full-time sworn law enforcement officer, for a minimum of 24 months, of a regular police department in any municipal, county, university, college, or State law enforcement agency.

Analysis:

This proposed change is being made to clarify the original intent behind the addition of section 10.

Budget Impact:

No budget impact.

Action Requested:

Motion to approve proposed language change.

Attachments: