



**Civil Service Commission**  
Police and Fire Classified Service  
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**MINUTES**  
**POLICE EXAMINATION DIVERSITY REVIEW COMMITTEE\***

**August 28, 2013**

**CIVIL SERVICE COMMISSION**

**ATTENDEES**

Cecelia Mascarenas, CSC Commissioner  
Neal Berlin, CSC Commissioner  
Anna Flores, CSC Commissioner  
Earl E. Peterson, CSC Executive Director  
Antoinette Torres-Janke, H.R. Supervisor  
Jeff Wilson, CSC Sr. Human Resource Professional  
Brian Kellogg, CSC Sr. Human Resource Professional  
Felisa Urdiales, CSC Associate Human Resource Professional  
Bridget McCauley, CSC Staff Human Resource Professional  
Robert White, DPD Chief of Police  
Eranda Piyasena, DPD Recruiting  
Don Ronyak, MOS Recruitment and Cadet Program Director  
Bill Mitchell, DPD Lieutenant  
Betty Hale, DPD Sergeant  
Paul Jimenez, DPD Lieutenant

**ISSUE #1: APPROVAL OF MINUTES**

The meeting was called to order. Commissioner Neal Berlin (CSC), made a motion to approve the minutes of May 22, 2013, seconded by Commissioner Anna Flores (CSC). The motion carried.

**ISSUE #2: PROMOTIONAL AND ENTRY-LEVEL UPDATES**

• **PROMOTIONAL**

Jeff Wilson (CSC) reported that 168 promotional candidates took the 2013 Police Sergeant written examination on July 17, 2013. 87 candidates passed and were invited to the Assessment Center. On August 27, 2013, the written portion of the Assessment Center was administered. There was one no-show (female). 86 candidates are scheduled to participate in the remaining



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**Commissioners**  
Federico Alvarez - Neal G. Berlin – Anna Flores – Cecilia E. Mascarenas – Hillary Potter  
**Executive Director**  
Earl E. Peterson

Assessment Center exercises from September 4 through September 13. Jeff also noted that the 2014 Police Lieutenant schedule has been posted on the CSC Website.

- **ENTRY-LEVEL**

Brian Kellogg (CSC) noted that there are 45 anticipated openings for the Academy that will commence on December 30, 2013. There are 67 applicants currently on the 2012 eligible register; the majority of which have been previously reviewed by the Manager of Safety. There are an additional 147 applicants being processed as of August 27, 2013. Brian anticipates 30% of the applicants being processed may be disqualified as the final reviews by the Commissioners are still pending. He also noted there are 5 or 6 Denver Public Safety Cadets remaining in the process. The pool also contains 8 lateral applicants and 2 medical deferments.

Therefore he anticipates approximately 170 applicants may be competing for the forty-five openings. Brian advised that the Commission intends to certify names to the Manager of Safety by the fourth week of October. Conditional job offers can subsequently be made in November and final job offers may be extended the first week of December.

Entry-level Police registration will open on January 6, 2014. The testing will be conducted in March/April of 2014. Antoinette Torres-Janke (CSC) noted the Commission is currently revising and updating the 2014 Police Officer Announcement of Examination.

The Police Department budget is allocating up to 84 recruits be hired in 2014 with academies anticipated to begin July 1 and December 31. If the budget increases, a separate academy for lateral applicants may be held in July. The Commission anticipates utilizing the current list of Police applicants for the first academy in 2014.

### **ISSUE #3: DIVERSITY**

Earl Peterson (CSC) noted that he is always looking at the adverse impact of diversity. Demographic information concerning the 2013 Police Sergeant examination was mentioned. There were fewer African-Americans who took the exam than in 2011 and the Latino numbers diminished. The no-show for the Assessment Center written exercise was a female candidate, decreasing that number as well. Earl advised that he would be discussing the diversity issue with Denver Police Chief Robert White. He also noted that the Denver Fire Department administered a special mentoring session for minority and female entry-level applicants. To increase the diversity in entry-level police applicants and promotional candidates we could reevaluate hosting a mentoring workshop for females and minorities.

### **ISSUE #4: RECRUITMENT UPDATES**

DPD Recruiter, Eranda Piyasena noted that he would continue to focus effort on reaching out to and recruiting minority groups. He will be conducting open houses for individuals in law enforcement careers. Commission Mascarenas commended Eranda for his efforts and advised that those efforts will need to continue in order to achieve an increase in diversity.



Don Ronyak provided demographic information for the Public Safety Cadet program. There are currently 144 Cadets on the eligible list created in February 2013. Commissioner Mascarenas assisted with the Cadet interviewing process held in June 2013 and noted that she was impressed with the applicants. However, to improve the cadet recruitment process, she recommended a mentoring session that would include stressing to applicants the importance of a professional physical appearance for the interview process and more strongly articulating reasons why applicants should pursue a career in law enforcement.

Don noted a Cadet Training day will be conducted in mid-September. He stated it would be helpful to have someone representing the Commission at the training to talk about Police and Fire qualifications.

## **OPEN DISCUSSION:**

Introductions were conducted, as there were a few new attendees.

DPD Police Lieutenant, Bill Mitchell stated that he will be working closely with DPD Recruiter Eranda Piyasena to boost recruitment. Mitchell has appointed five auxiliary officers to assist in recruiting efforts and to fill in at recruiting events. Commissioner Flores noted that it will be nice for Eranda to have the extra help in order to avoid burnout.

Antoinette noted that she would copy Eranda on the entry-level Police-testing schedule as soon as it is finalized to ensure a better turn out and provide him with more time to advertise. As of now, out of state applicants will be tested at the end of February and other applicants will be tested in March and April.

DPD Lieutenant, Paul Jimenez noted that recruiting is every officer's responsibility. He wants the most qualified officers answering the calls. He stated that a formalized mentoring program to assist candidates could be implemented. DPD Sergeant, Betty Hale advised that maybe other officers could assist in creating a template which would identify what is not working as far as testing is concerned.

Commissioner Mascarenas noted that mentoring is indeed very important. She acknowledged the test score does not necessarily make an individual a better officer but people need to step up because there is increased competition.

Commissioner Berlin inquired as to an update regarding social media. He advised that a memorandum should be sent to the background investigators and copied to the Commissioners regarding what can be viewed on social websites when conducting background investigations. Earl Peterson (CSC) noted that he had addressed the issue with the investigators and would forward the memo to the Commissioner's.

DPD Chief, Robert White thanked the committee for an opportunity to speak about Department issues. He noted that he is keenly aware of the importance of a diverse Police Department. For him, inclusiveness not just diversity has to be increased. He encourages subordinates to get involved in the promotional process. He is concerned with hiring individuals that value how

different people think. One of his goals is to have a department that represents the entire community including various races, religions, and synergy. He noted that resistance to change is most common among individuals who are already employed with the department. The goal is to learn from both successes and mistakes. He would like a department that is diverse in color and in thought. He believes it is his and the Manager's responsibility to create an environment, which promotes upward mobility. The current culture of the DPD is structured for Police and not community enhancement; and he stated that there will be a significant change in that culture over the next few years, shifting the focus onto community. Chief White acknowledged the Commission for always being supportive of his efforts. Commissioner Flores noted she appreciates what the Chief is doing.

Chief White shared that in one of his previous departments in North Carolina, he would receive a promotional eligible register in alphabetical order as opposed to rank order. From the list, he was able to choose who received a promotion. He noted that people may be good test takers, but may not be good for the department, so this method of choosing promotional candidates may also benefit the Denver Police Department. Earl noted that the Manager currently is able to assess a candidate's disciplinary record and is able to utilize the Rule of 3 in making ultimate promotional selections.

Earl acknowledged that the Assessment Center testing process may need to evolve and incorporate additional components in the process. Chief White advised that the department is in the process of developing a new performance evaluation process and maybe evaluations could be considered as part of the promotion selection criteria. Earl noted that performance evaluations have been used in the past when available.

Commissioner Mascarenas thinks there should be a focus on training and development and it should be considered in the promotional process.

Commissioner Berlin inquired how follow up concerning these issues would occur. Earl noted he will schedule a follow-up meeting with Chief White regarding promotional inclusiveness and training and development and how these elements can be incorporated into the promotional process. Chief White is open to any change that will make the process better for the candidates and the department.

#### **NEXT SCHEDULED MEETING**

Wednesday, November 20, 2013 at 9:30 a.m. - Police Chief's Conference Room (Police Headquarters)

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If there are questions regarding issues discussed in this PEDRC meeting or in any other PEDRC meeting, please feel free to contact Civil Service Commission Executive Director Earl Peterson or any of the Commission Analysts at (720) 913-3370.

PEDRC: An informal committee of representatives from Police employee groups, Police administration and the Commission. Sponsored by the Commission, its purpose is to provide a vehicle to foster two-way communication on matters related to promotional and entry-level examinations, diversity and other areas of interest to members of the Classified Service.

Attendance is open to any member of the Classified Service.

