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THE CIVIL SERVICE SELECTION OF POLICEMEN IN DENVER, COLORADO

Raymond A. Kimball.

(This is an article which examples the important and significant trends in police personnel selection now occurring—trends which have already done much and will do more to raise policing to that professional status which the responsibilities of law enforcement necessitate. As the author points out, this is a case study of the total recruitment and examining process, beginning with the decision that additional policemen were needed to man the city's force and concluding with the appointment of patrolmen to vacant positions. It is an accounting, in other words, of how Denver picks its policemen.—EDITOR).

Determining the Need for an Eligible Register

As part of the nation's movement toward reconversion to peace time, after VJ Day in early fall of 1945, many governmental units began their return to normal process and procedure. Civil service, on all levels of government, re-adopted its policy of appointment by merit. Such was the case in Denver.

The Denver Civil Service Commission considered the pertinent facts relating to the Denver Police Department, and considered rebuilding the post-war department on the basis of regular civil service policy. There were many vacancies in the department, 26 provisional employees were on the payroll, the labor market swelled with returning service men, the new city budget provided for an additional 55 men, besides those returning from military leave and those to be discharged or retired on pension, and the crime wave seemed to be licking at the city's edges — all in all, the time for action had come. After several discussions, on 15 December the Commission decided that approximately 75 positions as Patrolmen would be open for appointment during the coming year, tentatively named 15 March as the date on which the eligible register would be established, and gave the go-ahead sign to the Commission's Secretary for launching the recruitment and examining program necessary to fill the eligible register.

For several years after Pearl Harbor the Denver Civil Service Commission had consistently followed its policy of competitive examinations for all positions under its jurisdiction.¹ However, in 1943 it was decided that to continue this policy

¹The Civil Service Commission is comprised of three commissioners who, according to Charter provisions are appointed by the Judges of the District Court of the City and County of Denver, and serve for non-paid overlapping terms of six years. Qualifications for membership on the Commission are limited to "persons of known devotion to civil service reform" and by further provision that not more than two commissioners shall be of the same political party. The Commission, on the basis of qualifications set by it, selects its full-time salaried secretary and his one full-time assistant. The secretary acts as administrative officer for the Commission.

would penalize, and perhaps jeopardize, the Police Department by the permanent appointment of men obtained from current labor markets. Therefore, competitive examinations were suspended for the duration and all vacancies filled by provisional appointees, whose contracts contained the clause "to serve until 15 days after the establishment of an eligible list." The foresight of inserting this clause in provisional contracts paid rich dividends. Provisional appointees were given the right to compete in the examination, and in that examination were given standard credit for their service on the job, but thereby ended all relationship between their provisional employment and permanent employment, if they qualified for such. Of the 26 provisionals who took the examination, 10 were successful in making the eligible list. The highest ranking provisional was 8th on the list, the second highest 33rd, and the others evenly spread from number 42 to number 69.

Public Announcement of Forthcoming Examination

The official recruitment program was launched on 2 January by the issuance of 200 public announcements (size 14x20 inches). Publicity in advance of this date was limited to three press stories, approximately one-half month earlier, stating merely that official announcement would be forthcoming shortly. As required by the Charter, a far less spectacular legal notice, and one small classified advertisement appeared in one of the city newspapers.

Excellent distribution of the public announcement was afforded when that responsibility was accepted by the senior officer of the Traffic Bureau of the Police Department. Simultaneously the posters appeared in corner drugstores, employment service offices, YMCA's, veterans' headquarters, civic clubs, colleges, schools, theatre lobbies, all public buildings — and even at the Denver stockyards. The announcement was eye-catching, brief, readable, and contained all necessary information as to the number of vacancies, the position, the salary, minimum qualifications, and how to secure an application blank.

Due in part to the spirit of the public announcement, and in part to a cooperative press and radio, many stories advertising the examination were printed (and told over the air) during the entire nineteen day period. All city papers, and all radio stations participated voluntarily, and on a gratis basis, in publicizing the announcement of the available positions and the facts surrounding the qualifying examination. The total cost to the Civil Service Commission was limited to the printed posters, the one small classified advertisement, and the official legal notice required by the Charter.

Requests for Application Blanks

Pursuant to suggestion in the public announcement, 692 interested candidates made a personal call at the offices of the Commission, Room 404, City and County Building, to secure application blanks. Although minimum physical qualifications were stated on the announcement, all applicants were weighed and measured for height on the Commission's scales before application blanks were issued — and 287 of the 692 failed to meet the height and weight requirements! While only two were too large, 285 were too short or too light — one by 9½ inches, another by 47½ pounds! Whether these men failed to read correctly, or completely, the requirements stated in the announcement, or whether they hoped the Commission would accept their applications, regardless, is not known. Although the rejections seem high, by percentage, of the total number of applicants, figures on file for the examinations given in 1942 and 1943 bear a very close resemblance.

Candidates who successfully met the height and the weight requirements were issued a two page "Application for Examination" form which requires brief notations on personal data, information pertaining to education and work experience, includes blanks for four notarized affidavits concerning the candidate's character, and two detachable sections for 1) notifying the candidate to appear for the written examination, and 2) notifying the candidate of his grade on the entire examination, and his position on the eligible list. This application blank, properly filled in and certified, with two snapshots pasted thereon, a certified copy of birth certificate attached and, if asking for Veterans' preference, a photostatic copy of a discharge or record of service, had to be returned to the office of the Civil Service Commission not later than 5 p.m. on 18 January.

At the time application blanks were issued, each applicant was twice fingerprinted by a member of the police department. One set of prints, with a "request for information" attached, was forwarded to the Federal Bureau of Investigation, and the other to the Denver Police Department. Three were later rejected for unsatisfactory criminal records revealed by files of the Denver Police Department.

On 18 January, the deadline date, only 208 of the 405 application blanks, requesting admission to the examination, had been returned to, and accepted by, the Civil Service Commission. All applications were then subjected to a detailed review and investigation.

"Admission to Examinations" Issued

On the basis of information already on file in the office of the Civil Service Commission, information supplied in answer

to fingerprint identification queries submitted to the Denver Police and the FBI, eight of the 208 candidates who submitted applications for admission to the examination were denied entrance to the examination. One man was too young; he had overstated his age by several months, which fact was quickly ascertained by checking the birth certificate. Two had misrepresented their ages; one of these had falsified his birth certificate, which fact was revealed upon comparison with information in the personnel files, and the other had used an affidavit in lieu of a birth certificate, which affidavit later proved to be incorrect by more than one year, thus making the candidate over-age. Two men had claimed false residence; that is, they had not been residents of Denver for the necessary one year. And three were rejected because of former criminal records which they had tried to conceal.

On 26 January the remaining 200 candidates were mailed their "Admission to Examination" forms, stating that the examination would begin at 9:00 a.m., Saturday, 2 February, in the Cafeteria Room at East High School, and stating that entrance to the examination room depended entirely on presentation of their "Admission" forms.

The Written Examination

Early Saturday morning, 2 February, 178 of the 200 qualified candidates to whom admission forms had been mailed, reported to the Cafeteria Room on the fourth floor of East High School. The Secretary of the Civil Service Commission had arrived earlier and was giving last minute instructions to the six women and two men who were to serve as monitors during the examination.

Promptly at 9:00 o'clock the doors were opened, and each candidate took his place at the tables where a large brown manila envelope, with a clasp fastener on the back, and one newly sharpened lead pencil, had been placed in front of every other chair. On top of each large envelope was one small white envelope, together with a half length identification sheet, and below this and directly in front of the seated candidate was the full length mimeographed sheet of instructions, with one section covering each part of the written exam.

When everyone was seated, the Secretary read aloud the introductory section and part I of the instruction sheet, which directed the candidate 1) to place his "Admission to Examination" form on the desk in front of him, and to sign his name on the back side of the slip (the monitors were required, during the first part of the examination, to verify this signature against the one on the front of the form which had been affixed when the original application was submitted, and to check the

picture against the man), and 2) to fill out the identification sheet, fold it, insert it in the small white envelope, seal the envelope, and insert the small envelope in the large manila envelope. This was the only time during the entire examination that the candidate wrote his name on any of the examination forms.

A standard procedure was used in the approach to each part of the written examination. The Monitors placed one copy of the particular examination in front of each candidate. Then the Secretary asked everyone to follow his copy of the mimeographed instruction sheet as he read aloud the particular section that applied to the test before the candidate, and then read aloud, also, the explanatory material on the cover sheet of the examination, together with such examples as it might give, taking particular note of the manner in which answers were to be recorded. The Secretary then asked "Is that clear — are there any questions?", repeated the time limit, and finished his remarks with "You may begin."

During the examinations the monitors passed quietly among the candidates, first making sure that each man was working on the right page and recording his answers in the proper place, then checking the pictures and signatures on the "Admission to Examination" forms to see that no unauthorized person was taking the examination; and finally to make sure there was no collaboration, to furnish freshly sharpened pencils when needed, and in the instance of the men monitors, to accompany any candidate to the rest room in the event he so desired. In this case, the nearest woman monitor covered the extra section, and each monitor shifted his patrol one row nearer the rear of the room.

At the conclusion of each section of the examination, each candidate placed his completed test in the large brown manila envelope, and the process began anew for the next section. Mid-way in the four sections of the written examination a fifteen minute intermission was given, during which the candidates had the opportunity to leave the building for smoking purposes. No smoking was permitted in the examination room at any time.

Upon completion of the entire examination, all envelopes were returned, under police escort as when brought to the high school, to the office of the commission and locked in the safe.

The written examination, as explained in the mimeographed instruction sheet, was composed of the following sections, as set forth in the following table.

TABLE I.

WRITTEN EXAMINATION, BY SECTIONS, FOR PATROLMEN IN THE DENVER POLICE DEPARTMENT, AS GIVEN BY THE DENVER CIVIL SERVICE COMMISSION, FEB. 2, 1946.

| SEC. | WEIGHTED VALUE IN TOTAL SCORE | DESCRIPTION AND NAME OF TEST | NO. OF QUESTIONS | TIME LIMIT |
|-----------------------------|----------------------------------|--|---------------------|----------------------|
| Part I. | none | Identification Blank | 5 | none |
| Part II. | 25 | <i>General Intelligence</i> : Otis Quick-Scoring Mental Ability Tests, Gamma Test; Form AM, for Senior High Schools and Colleges | 80 | 30 Min. |
| Part III. | none ² | <i>Personality Appraisal</i> : The Personality Inventory, by Robert C. Bernreuter | 125 | 40 Min. ³ |
| FIFTEEN MINUTE INTERMISSION | | | | |
| Part IV. | 20 | <i>Education and Experience</i> : Education and Experience Form, Civil Service Commission, City and County of Denver | 50 | 30 Min. ³ |
| Part V. | 25 | <i>Police Aptitude</i> : Policeman Examination, General Adaptability Test, developed by Dr. L. J. O'Rourke, Director of Personnel Research, U. S. Civil Service Commission | 100 | 2 Hours |

² The personality appraisal examination, although not included in the final score, is graded and is used by the Secretary when, as Chairman of the Oral Interview Board, he directs the course of the questioning.

³ Actually no time limit on the personality test and the education and experience form, although the allotted time is shown in the table; candidates are encouraged to finish these sections by the time allowed, or as soon thereafter as is possible.

Note: The weighted values shown on the table total only 70 points; the additional 30 points are given to the scores achieved in the oral interview.

It is readily seen that only Parts II. and V. are competitive in the true sense of the word. Education and experience are evaluated according to a pre-established scale, and the personality evaluation test is used only as a basis for the oral interview. Further explanation of the contents of the different tests is made in the following section on grading the examination.

Scoring the Written Examination

On Monday morning following the examination, the large manila envelopes containing the examination papers were taken from the safe in the commission's office, and an identification number stamped on each of the papers contained therein. This number was also stamped on the outside of the small white envelope containing the name of the candidate — and this envelope was returned to the safe, to be opened later, in the presence of the three Commissioners, after the written examination had been graded and the score recorded on the cumulative scoring sheet. Therefore, names were not attached to any examination paper until after it was graded, and the name was necessary in order to schedule appointments for the oral

interview. The separate tests were grouped, and arranged in numerical sequence of the identification numbers, to facilitate grading and recording of grades on the cumulative scoring sheet, and later to reassemble all of each candidate's examination papers in the folder maintained as the record of the examination — which, incidentally, was made available to him whenever he chose to call at the office of the Commission after the final eligible register had been established.

With the percentage of 65 set by the City Charter as the passing grade on the entire examination, seventy percent of that passing score of 65 depended on the written examination, and the remaining 30 percent on the oral. Therefore, relative weights were given as follows for the written part of the examination: Otis Intelligence, 25; O'Rourke Police Adaptability, 25; and Education and Experience Evaluation, 20. Accordingly, a raw score of 45.5 was necessary on the written exam in order for a candidate to successfully pass and become eligible to compete further in the oral interview. For example, candidate number 21964 made a score of 95.7 on the Otis, 87.0 on the O'Rourke, and 84.0 on the Education and Experience Evaluation, and appeared on the cumulative scoring sheet as follows:

| Serial No. Assigned Examination Papers | Raw Score On Otis Gamma | Otis | O'Rourke Test | Education and Experience | Total Written Failures | Oral Exam. | Total Grade | Vets' Preference | Final Score | Standing on List | Name and Address of Applicant |
|--|-------------------------|----------------------|----------------------|--------------------------|------------------------|--------------------|-------------|------------------|-------------|------------------|-------------------------------|
| 21964 | 66 | 25% 23.93 95.7 | 25% 21.75 87.0 | 20% 16.8 84.0 | 70% 62.48 | 30% 25.50 85 | 87.98 | 92.98 | 5 | John Doe | 1867 Pat- terson |

Although the O'Rourke Adaptability Test had exactly 100 questions, and therefore the raw score equaled the percentile score which was then multiplied by the 25% to obtain the weighted score used in the final total, the Otis Intelligence Test consisted of 80 questions, and therefore necessitated an additional computation. Ordinarily, 80 correct answers on the Otis would indicate a percentile score of 100; however, in this case the highest raw score was 69 correct, and that number was acceptable to the Secretary as being equal to 100 percentile on the examination. Accordingly, the cumulative scoring sheet shows three figures on the Otis test: The raw score, or number correct, the percentile score for that number of correct answers, and finally the percentile multiplied by 25% to obtain the weighted score to be included in the final total.

The Education and Experience Evaluation, although not scored on exactly competitive terms of right and wrong answers, was scored on a very absolute rating scale established prior to the examination, with discretion of the scorer limited to the instances where there might be a question as to which of two different point brackets best fitted some particular year, or fraction thereof, of experience or education. Experience was evaluated on the basis of five different grades as follows:

- Grade A. Closely related or identical work experience.
- Grade B. Related work experience
- Grade C. Work experience requiring similar qualifications.
- Grade D. Work experience requiring, at some time, performance of functions or the exhibition of qualities required in police work.
- Grade E. Non-related work.

On the basis of the criteria set forth in the above rating scale, a base score of 65 was allowed all candidates, and then the relative points were given, as shown by the following chart. Only the past five years were considered, and the total score divided by five to determine the final average score allowed.

| EXPERIENCE EVALUATION CHART | | | | | |
|-----------------------------|------------|------------|-----------|-----------|-----------|
| YEAR | GRADE A | GRADE B | GRADE C | GRADE D | GRADE E |
| 1945 | 40 | 28 | 20 | 13 | 4 |
| 1944 | 38 | 27 | 19 | 12 | 2 |
| 1943 | 36 | 26 | 18 | 11 | 2 |
| 1942 | 34 | 25 | 17 | 10 | 1 |
| 1941 | 32 | 24 | 16 | 9 | 1 |
| TOTAL | 180 | 130 | 90 | 55 | 10 |
| Divided by 5 | 36 | 26 | 18 | 11 | 2 |
| Added to Base Figure | 100 | 90 | 82 | 75 | 66 |

Base Figure 64

The education evaluation was then computed, according to the chart shown below. The scores for both education and experience were then added together, divided by two, and the score for this part of the examination was determined. Then that score was multiplied by the 20% weight factor, and the answer was inserted in the column on the cumulative scoring sheet.

Education

| | |
|------------------------------|-----|
| More than 4 years of college | 100 |
| 4 years of College | 98 |
| 3 years of College | 95 |
| 2 years of college | 90 |
| 1 year of College | 85 |
| High school graduation | 80 |
| 3 years of high school | 75 |
| 2 years of high school | 70 |
| 1 year of high school or | 65 |
| Less than one year | 65 |

The Bernreuter Personality Inventory was scored, for those who successfully qualified and were eligible for the oral interview, to determine the personality classification of the candidate, but no grade was given for this examination. However, it was used by the Secretary at the time of the oral interview, when he acted as Chairman of the interviewing board and attempted to guide the course of questioning.

It is again noted that all test papers, properly scored, were made available to the successful and unsuccessful candidates after the eligible list had been established.

Of the 178 candidates who spent all forenoon Saturday taking the written examination, 52 failed to make the necessary weighted score of 45.5 and were notified accordingly. The 126 successful candidates were so notified, by postcard, and were informed at the same time as to the time and place of their appointments for the oral interview.

The Oral Interview

Allowing 20 minutes for each candidate, which meant an average of 21 per day for five and one half days, the Oral Interview Board convened and held forth in the office of the Civil Service Commission. Waiting chairs were placed outside the office door, and candidates were asked to report ten minutes early in order to insure no loss of time when a candidate failed to report for his interview. The board, for the first time in the history of the Commission on a per diem allowance of \$10 per day, consisted of the Personnel Director of the University of Denver, a police Sergeant as a representative of that department, and a Supervisor, Head of the Contact Division, Colorado State Employment Office. The Secretary of the Civil Service Commission acted as Chairman of the board, but did not mark a rating form. Each other member of the board used a "Rating Form for Use of Interviewers and Oral Examiners" for scoring each candidate. The three forms for each candidate were identified by number only, although each candidate was personally introduced by name to each member of the board when the Secretary escorted the candidates into the room for the interview.

Members of the oral board were selected well in advance of the dates fixed for the oral examination. Each member received detailed instructions from the Secretary as to the objectives and purpose of the oral evaluation. Each member was given, in advance of the examination, a copy of *Oral Tests in Public Personnel Selection* (Chicago: Civil Service Assembly, 1943) which he was asked to read. Additional coaching was given each member of the board, with emphasis placed on the factors to be measured in the oral examination.

After impressing upon the members of the interviewing

board that they were not to be influenced by, or rate upon, facts uncovered in the course of the interview — that is, matters of education, experience, etc., which had already been evaluated through another phase of the examination — the Chairman attempted to guide the course of the discussion and questioning, based on conclusions drawn from the Personality Inventory form filled out by the candidates during the written examination and with a view toward allowing each candidate an opportunity to reveal all the qualities on which he would be rated. Each member of the board was asked to rate the candidate on "what he saw" from the time the candidate entered the room until he made his exit. During this time no marks were made on the forms, but immediately thereafter each member of the board designated his opinion on the rating form. The candidate was judged on the basis of such factors as: his poise as he greeted each member of the board when given a personal introduction, the way he shook hands, the look in his eye, his facial expressions, his posture, the way he seated himself and arose after the interview, the manner in which he answered questions or explained the hypothetical situations posed by members of the board, his sincerity, appearance, courtesy, bearing, neatness, etc., — in fact, everything that could be seen or heard was taken into consideration by the interviewing board.

The rating form contained ten different sections: Voice and Speech; Appearance; Alertness; Ability to present ideas; Judgment; Emotional Stability; Self-Confidence; Friendliness; Temperament — and all of these were the bases upon which the tenth and most important section was rated. The tenth and final section was "Personal Fitness for the Position," and asked the raters, in light of the foregoing evidence just recorded, to state whether they: 1) felt the candidate unsuited for the work, and did not endorse him; 2) felt that he might do well, but was endorsed with hesitance; 3) endorsed him, without any comment, pro or con; 4) endorsed him with confidence; or 5) endorsed him with enthusiasm.

To this tenth section of the rating form was later attached a grading scale, with 100 percentile as the maximum endorsement, and with 65 as the lowest passing score — the hesitant endorsement. No credit was given for any rating below 65. The three ratings were then averaged, and the result was multiplied by the 30% weight given to this part of the examination. It should be noted here that any candidate whose average score on the oral interview was less than 65 would be automatically dropped from the competition, unless his average on the written examination had been 65 — and in this instance no candidate held that high score.

Of the 126 candidates scheduled to take the oral interview, 10 failed to appear, 2 were rejected before their appointments came due, on the basis of additional information received indicating misrepresentation on their applications, and 6 failed to receive the qualifying grade of 65 and were therefore dropped from further competition.

At this point, final scores were computed, additional points were added for Veterans' Preference, and the tentative eligible register, subject only to revision through the results of the physical examination, was established. In order of their final scores, the 108 successful candidates were listed, and were notified by postcard of the time and place to report for their physical examination.

The Physical Examination

Under a non-contractual appointment by the Civil Service Commission, the Commission's examiner, a local practicing physician, with the assistance of three doctors chosen by him, conducted the physical examinations for civil service appointees. At the rate of 10 men per hour, 30 for three afternoons and 16 for a part-afternoon, the candidates on the tentative eligible list were scheduled for their physicals.

Of the 108 candidates for whom physical examinations were scheduled, 12 failed to report, one was rejected before his appointment came due on the basis of information indicating misrepresentation on his application, and a total of 95 men, each fortified with the possession of the necessary \$5 fee, reported and were examined.

Of the 95 who took the physical examination, only 74 successfully met all requirements. Eight were rejected because of vision, 2 for vision and underweight, 1 for vision and hammer toes, 5 for underweight, 1 for overweight, 1 for amputated toes, 1 for overage and vision, 1 for TB history, and 1 for nervous tension and unsatisfactory evidence of age.

The "Medical Examination Report, Denver Civil Service Commission," was filled out on each candidate, signed by the senior physician appointed by the Commission, and returned to the Secretary of the Commission. Then the Secretary and the medical examiner took all medical reports, together with the Charter and Civil Service rules covering physical eligibility requirements, and determined which candidates passed and which candidates failed to meet the physical standards. Six candidates were recalled for re-examination. Each medical report was stamped "failed" or "passed" in the section of the report labeled "results" and on a basis of these reports, the tentative eligible register was revised and brought up to date.

The Eligible List

Although the tentative date for the establishment of the eligible register had been set for 15 March, and the time calendar indicated the last phase of the procedure, the physical examination, would have been completed by 12 March, unforeseen delays in making and re-checking the physical examinations — due mainly to the fact that the examining physician's office facilities were undergoing change and remodeling at this particular time — required an additional 15 days. Therefore, on 30 March the eligible register was established and certified, listing in order of rank the 74 candidates who had successfully completed all phases of the examination.

Immediately the Manager of Excise & Safety requisitioned the certification of names for appointment to 62 positions as Patrolmen. Sixty-four names, including two extra to allow the "rule of three" to prevail, were submitted. Seven refused appointment when it was offered. The manager then revised his requisition to cover the entire remaining eligible register, and all 67 were appointed as patrolmen.

Aftermath Commentary

Following the announcement of the establishment of the eligible register, many successful and many unsuccessful candidates dropped in at the office of the Civil Service Commission. Four lodged formal complaints and were granted hearings before the Commission — all four were concerned with decisions rendered on the physical examinations. The typical question was "If Joe Blow, with his overweight, amputated toes, etc., passed, why didn't I?" Others who called at the office merely wanted to see their examination papers, which were made available, including the signed personal rating sheets used in the oral interview.

As noted before, 10 of the 26 provisional appointees qualified for permanent jobs by successfully passing the examination. The other 16, who were unsuccessful, were immediately replaced, and were dropped from the department payroll as of 15 April.

Members of the Police department were rather definitely interested in the effect Veterans' preference would have on the examination, and seemed pleased to learn that the percentile ranking of Vets on all progressive standings throughout the entire examination, was in a pattern of normal distribution. Of the eleven 10 point Vets, and ninety-five 5 point Vets who competed in the written examination, 41 dropped out, either through voluntary or elimination processes, and a total of 65 were finally included in the Eligible Register.

Statistical Picture and Time Calendar

STATISTICAL HISTORY AND TIME CALENDAR FOR PROCESSES ESTABLISHING ELIGIBLE LIST FOR APPOINTMENT TO POSITION OF PATROLMEN, DENVER CIVIL SERVICE COMMISSION, 1946.

| PROCESS, OR STEP IN QUALIFYING LADDER | NUMBER OF CANDIDATES | TIME CALENDAR |
|---|----------------------|--------------------------|
| Determining Need for Eligible Register | | 12-15-45 |
| Public Announcements; Recruitment Campaign | | 1-2-46 thru 1-18-46 |
| Requesting Application Blanks Denied Application Blanks | 287 | 692 1-2-46 thru 1-18-46 |
| Application Blanks Issued Application Blanks Not Returned | 197 | 405 1-2-46 thru 1-18-46 |
| Written Applications Submitted Applications Denied | 8 | 208 1-2-46 thru 1-18-46 |
| "Admission to Written Exams" Issued Eligibles Not Reporting to Examination | | 200 1-28-46 22 |
| Taking Written Examination Failing Written Examination | 52 | 178 2-2-46 |
| Scoring Written Examinations | | 2-4-46 thru 2-17-46 |
| Eligible and Scheduled Oral Interview | | 126 2-18-46 thru 2-23-46 |
| Failing to Appear for Oral Interview | 10 | |
| Failing Oral Interview | 6 | |
| Rejected on Basis of Misrepresentation | 2 | |
| Scoring Orals and Scheduling Physical Exams | | 2-25-46 thru 3-2-46 |
| Named to Tentative Eligible Register, and to Physical | | 108 3-2-46 |
| Failing to Appear for Physical Exam | 12 | |
| Rejected on Basis of Misrepresentation | 1 | |
| Taking Physical Examination Failing Physical Examination | 21 | 95 3-7-46 thru 3-12-46 |
| Certified to Eligible Register | | 74 3-30-46 |

Such, in brief, is the selection process employed. That it provided a significant method of screening out applicants who failed to measure up to the recruitment standards established appears unquestioned. Qualitatively, the examining process yielded important results which cannot but contribute to the betterment of good and sufficient law enforcement and in so doing provide the citizenry with that larger measure of protection to which they are entitled.