




# City of Manassas Police Department General Duty Manual



Effective Date: 12-29-2008	<b>GENERAL ORDER</b>	Number: 03-08
Subject: <b>Selection</b>		
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		Total Pages: 9

**PURPOSE:**

To provide the policy, methods, and procedures to be followed in the selection process for Department members.

**POLICY:**

Primary authority and responsibility for the administration of the Department's role in the selection process rests with the Chief of Police. The Human Resources Manager assists the Chief of Police in the development of selection processes. The Human Resources Manager authorizes, validates and provides guidance for all elements of the various selection processes. The Commander of Administrative Services, Office of Professional Standards Lieutenant, and Recruitment Officer assist the Chief of Police in the actual administration of the Department's role in the selection process.

**DISCUSSION:**

For the purposes of this directive, the following definitions apply:

**ADVERSE IMPACT:** A substantially different rate of selection (generally less than 80 percent) that works to the disadvantage of members of a race, sex, or ethnic group; an unfavorable effect.

**REGULAR STATUS:** The period of employment in a position following the completion of a probationary period.

**VALIDITY:** Proof through statistical data that a given component of the selection process is job related either by predicting a candidate's job performance or by detecting important aspects of the work behavior related to the position.

**SELECTION PROCESS:** The combined effect of components and procedures leading to the final employment decision, including minimum qualifications (e.g., education, experience, physical attributes, citizenship), written tests, performance tests, oral exams, interviews, background investigations, polygraph tests, medical exams,, drug screenings, psychological screenings, physical agility screenings, law enforcement academy ratings, probationary period ratings, and ranking procedures. It should be noted that minor omissions or errors on an application does not automatically remove the applicant from the initial process.

**CONDITIONAL JOB OFFER:** An offer of employment contingent upon the successful completion of a job related medical examination / drug screening process, other requirements based on the position applied for.

**PSYCHOLOGICAL FITNESS SCREENING:** Professional screening designed to identify candidate behavior patterns and / or personality traits that may prove either deleterious or advantageous to successful job performance.

**PROBATIONARY PERIOD:** The period of time consisting of a working test or trial period of employment. The period of time and the starting date of the probationary period vary according to the member's position. The probationary period is the final phase of the selection process.

**POLICE RECRUIT:** The entry position for a police officer applicant who is not a certified law enforcement officer through the Virginia Department of Criminal Justice Services. Police Recruits must successfully complete basic training at the law enforcement academy, and take the Oath of Office (see General Order 1-3), prior to assignment in any capacity in which the Police Recruit is allowed to carry a weapon (except as a part of law enforcement academy training), or is in a position to make an arrest.

**BEHAVIORAL PERSONNEL ASSESSMENT DEVICE (B-PAD):** B-PAD video tests assess an applicant's interpersonal skills and judgment. Scenarios portraying difficult interpersonal challenges are used to elicit a rich and wide variety of behavior. Behavioral responses to standardized, realistic, job-relevant situations provide for the most valid prediction of

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future work behavior. Eight scenarios/role plays from a larger pool of scenes are presented to ensure that each applicant's competence is assessed across an appropriate range of situations.

**PROCEDURE:**

**I. Components of the Selection Process**

- A. Applicants for Sworn positions: Police Officer Recruit and Animal Control Officer Recruit.
  - 1. Applicants for the above sworn positions undergo the following selection process: (See flowchart depiction in Attachment "A")
    - a. The City's Human Resources Office posts all job openings.
    - b. Applicants submit a City job application to Human Resources electronically via the NEOGOV online system which is accessed through the City's website.
    - c. Once an application is submitted, the applicant receives a confirmation through NEOGOV. NEOGOV tracks the elements of the selection process and sends alerts to applicants. The Recruitment Officer ensures that the statuses of applicants are updated within NEOGOV, throughout the process.
    - d. The Recruitment Officer has access to all submitted police applicants and is their point of contact. The Recruitment Officer is responsible for communicating the expected duration of the process with applicants.
    - e. The Recruitment Officer screens all applications and initiates a Screening Matrix Scoring Sheet for all applicants that meet the minimum requirements.
    - f. The Recruitment Officer provides dates for the physical agility testing and notifies applicants to register a date via NEOGOV.
    - g. Applicants bring a completed Personal History Statement to verify the matrix score.
    - h. The Screening Matrix Scoring Sheets are updated upon completion of the physical agility test. Applicants must complete the physical agility obstacle course, unless waived, to continue in the process. Applicants bring a completed Personal History Statement to verify the matrix score.
    - h. Upon receipt of the completed Personal History Statement, a preliminary background / records check is conducted to verify the applicant's qualifying credentials.
    - i. The Recruitment Officer develops a preliminary qualification matrix including all applicants. Applicants rating higher on the matrix are chosen by the Recruitment Officer for an initial interview. The matrix is updated at the conclusion of each element of the selection process.
    - j. Applicants are then placed through video based testing called Behavioral Personnel Assessment Device, or B-PAD. Once the applicant is graded on their response, they may proceed to the polygraph examination.
    - k. Upon completion of the initial interview, applicants are rated on a scale of "Recommended", "Recommended with Reservation", or "Not Recommended." Higher qualified applicants are selected to advance to the polygraph examination step of the process.
    - l. An in-depth background investigation is conducted simultaneous to the polygraph examination. Applicants must successfully pass the polygraph examination and background investigation to move forward in the process.
    - m. The Recruitment Officer compiles a summary and recommendation of applicants selected for the final interview. The entire application file, for selected applicants, is presented to the Administrative Services Division Commander for review.
    - n. The Administrative Services Division Commander determines which applicants to interview. Selected applicants are interviewed by the Administrative Division Commander and a designated member of the command staff.
    - o. The Administrative Services Division Commander decides if a hiring recommendation for an applicant should be forwarded to the Chief of Police.
    - p. The recommended applicant's background file is then forwarded to the Chief of Police for review and approval. If approved by the Chief of Police, the applicant's file is then

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forwarded to the Human Resources Manager, along with and a memorandum requesting a conditional job offer and preferred starting date.

- q. The Human Resources Manager reviews the applicant's file and validates the selection process. Once approved by the Human Resources Manager, the Office of Human resource provides the candidate with a letter of conditional job offer with a starting date. The letter generally states that the job offer is contingent upon the successful completion of a psychological fitness screening, a medical examination / drug screening, the training academy, and the 16 week field training program.
  - r. A psychological fitness screening is scheduled for the candidate by the Recruitment Officer
  - s. A medical examination / drug screening, is scheduled for the candidate by the Human Resources staff prior to the member's starting date.
  - t. The recruit attends and graduates from the law enforcement academy.
  - u. The recruit takes the Oath of Office, and is sworn in as a law enforcement officer.
  - v. The recruit probationary period starts from the date of hire and remains in place until 365 days after completing the Training Academy ( NVCJTA).
  - w. The probationary officer is assigned to the Field Training Program and successfully completes the program.
  - x. The probationary officer's supervisor conducts a quarterly performance evaluation concluding with the evaluation done at the end of the 365 day probationary period. If the probationary officer is in the training academy, the Recruitment Officer serves as the supervisor. While the probationary officer is in field training, the coordinator of the Field Training Program or designee (ie. Assigned Field Training Officer) conducts the evaluation.
  - y. The Human Resources Manager evaluates the probationary officer's performance, and awards regular status as a City employee.
- B. Previously or currently certified applicants for Sworn Officer Positions
- 1. Applicants for Sworn Positions with previous or current law enforcement certification are subject to the selection process described above on Section I A 1 a-s (the Recruitment Officer may waive the physical agility test for certified officers) and thereafter the process is amended as follows:
    - a. A review of the applicant's law enforcement officer certification will be conducted in accordance with guidelines set by the Virginia Department of Criminal Justice Services (DCJS) to determine his academy training requirements.
    - b. Applicants who are not required to attend the full law enforcement officer academy must meet the DCJS training requirements applicable to them within 12 months of the date of employment. Completion of Academy requirements will be scheduled as soon as practical after the officer's employment date.
    - c. The member takes the Oath of Office, and is sworn in as a law enforcement officer.
    - d. The probationary officer is assigned to the Field Training Program, is evaluated, and successfully completes the program.
    - e. The probationary period begins on the date of the probationary officer's employment.
    - f. The probationary officer's supervisor conducts a quarterly performance evaluation concluding with the evaluation done at the end of the 365 day probationary period.
    - g. The Human Resources Manager evaluates the probationary officer's performance, and awards regular status as a City employee.  
The Administrative Services Division Commander determines which applicants to interview. Selected applicants are interviewed by the Administrative Division Commander and a designated member of the command staff.
- C. Applicants for the non-sworn position of Public Safety Communications Specialist.
- 1. Applicants for the position of Public Safety Communications Specialist are subject to the following selection process (see Attachment "B").
    - a. The City's Human Resources Office posts all job openings.

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- b. Applicants submit a City job application to Human Resources electronically via the NEOGOV online system which is accessed through the City's website.
- c. Once an application is submitted, the applicant receives a confirmation through NEOGOV. NEOGOV tracks the elements of the selection process and sends alerts to applicants.
- d. The Recruitment Officer and Public Safety Communications Center (PSCC) supervisors have access to all submitted police department PSCC applicants and serve as the point of contact. The Recruitment Officer or a designated PSCC supervisor is responsible for communicating the expected duration of the process with the applicants.
- e. The Recruitment Officer and Public Safety Communications Center (PSCC) supervisors have access to all submitted police department PSCC applicants and serve as the point of contact. The Recruitment Officer or a designated PSCC supervisor is responsible for communicating the expected duration of the process with the applicants.
- f. Applicants take a written test which is coordinated by the Recruitment Officer or designated PSCC supervisor.
- g. Written test scores are tabulated and the results sent via NEOGOV to applicants.
  - i) Applicants scoring >70 or above continue in the process.
  - ii) Applicants scoring <70 are notified of their failing grade and encouraged to retake the test at a future date.
- h. Applicants who successfully pass the written exam are provided a Personal History Statement via NEOGOV to complete.
- i. Upon receipt of the completed Personal History Statement, a preliminary background / records check is conducted to verify the applicant's qualifying credentials.
- j. The Recruitment Officer develops a preliminary qualification matrix including all applicants. Applicants rating higher on the matrix are chosen by the Recruitment Officer for an initial interview, which is conducted by a panel. The matrix is updated at the conclusion of each element of the selection process.
- k. The Interview Panel is conducted by members chosen by the Commander of Administrative Services.
- l. The Recruitment Officer, through consultation with the interview panel selects which applicants will advance to the polygraph examination step of the process.
- m. An in-depth background investigation is conducted simultaneous to the polygraph examination.
- n. Upon the successful completion of the polygraph examination and background investigation, the Recruitment Officer compiles a summary and recommendation of applicants selected for the final interview. The entire application file, for selected applicants, is presented to the Administrative Services Division Commander for review.
- o. The Administrative Services Division Commander determines which applicants to interview.
- p. The Administrative Services Division Commander decides if a hiring recommendation for an applicant should be forwarded to the Chief of Police.
- q. The recommended applicant's background file is then forwarded to the Chief of Police for review and approval. If approved by the Chief of Police, the applicant's file is then forwarded to the Human Resources Manager, along with and a memorandum requesting a conditional job offer and preferred starting date.
- r. The Human Resources Manager reviews the applicant's file and validates the selection process. A letter containing a conditional job offer and starting date is sent to the applicant by the Human Resources Manager.
- s. A medical / drug screening, is scheduled for the candidate by the Human Resources staff prior to the member's starting date.
- t. A probationary period of 365 calendar days begins on the member's starting date.
- u. The probationary member completes the ECS Training Program, is evaluated, and successfully completes the program.

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- v. The probationary member attends and successfully completes basic telecommunications training at the law enforcement academy.
- w. The probationary member's supervisor conducts a quarterly performance evaluation concluding with the evaluation done at the end of the 365 day probationary period.
- x. The Human Resources Manager evaluates the probationary member's performance, and awards regular status as a City employee.
- 2. In the event that the Public Safety Communications Specialist applicant has successfully completed basic telecommunications training, as determined by the Virginia Department of Criminal Justice Services, Section "s" (above) may be eliminated at the discretion of the Chief of Police.
- D. Other non-sworn positions including, but not limited to: Records Specialist, Administrative Associates, Community Liaison Officers, Animal Control Officer (Non-sworn) , and Animal Shelter Caretakers and Technicians
  - 1. Non-sworn positions as listed above with the exception of Public Safety Communications Specialists are subject to the following selection process:
    - a. The City's Human Resources Office posts all job openings.
    - b. Applicant submits a City job application to Human Resources where receipt is documented. It is then forwarded to the Recruitment Officer for processing and preliminary screening of minimum eligibility requirements.
    - c. Once an application is submitted, the applicant receives a confirmation through NEOGOV. NEOGOV tracks the elements of the selection process and sends alerts to applicants.
    - d. The applicant completes and submits a Personal History Statement.
    - e. Upon receipt of the applicant's Personal History Statement, a preliminary qualification matrix rating is conducted.
    - f. The matrix is forwarded to the supervisor in charge of the applicant's section for an interview to be scheduled. The expected duration of the process is discussed during the interview.
    - g. A polygraph examination and in-depth background investigation follow for those applicants successfully completing the Interview phase.
    - h. A final qualification matrix rating is conducted to determine those applicants to be recommended to the Commander of Administrative Services.
    - i. The Commander of Administrative Services forwards the applicant's background file and a memorandum requesting a conditional job offer to the Chief of Police. If selected, the applicant's file is then forwarded to the Human Resources Manager.
    - j. The Human Resources Manager reviews the applicant's file and validates the selection process. A letter containing a conditional job offer and starting date is sent to the applicant by the Human Resources Manager.
    - k. A psychological fitness screening is scheduled for the candidate by the Recruitment Officer.
    - l. A medical examination / drug screening, is scheduled for the candidate by the Human Resources staff prior to the member's starting date.
    - m. A probationary period of 365 calendar days begins on the member's starting date.
    - n. The probationary member's supervisor conducts a quarterly performance evaluation concluding with the evaluation done at the end of the 365 day probationary period.
    - o. The Human Resources Manager evaluates the probationary member's performance, and awards regular status as a City employee.
  - 2. Depending on the nature and conditions of employment, some selection process elements may be suspended on the authority of the Chief of Police.

## II. Process Review

- A. Periodically, the selection process is reviewed and evaluated by the Commander of Administrative Services or his designee in conjunction with the Human Resources Manager. Elements of the selection process may

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become obsolete or provide different outcomes based on changes in the applicant pool, reclassification of positions, and the addition or deletion of duties once applicable to the position.

- B. The various selection processes for all personnel should be evaluated to determine the following:
  - 1. The effectiveness of the process in selecting the best-qualified candidates in a fair and equitable manner.
  - 2. The rating criteria and minimum qualification standards used in the process are job related.
  - 3. All elements of the selection processes administered, scored, evaluated, and interpreted in a manner consistent for that position's job classification
- C. Substantive changes in the selection process elements are subject to review by the City Attorney to ensure that they are in accordance with federal and state employment law.
- D. Adverse impact, if any, must be minimized in the selection process. Records and data used to monitor adverse impact are maintained on file in the Department of Human Resources.

### III. Selection Process Elements, Generally

The following steps are followed during the processing of sworn position applications and, where applicable, for Public Safety Communications Specialists and other non-sworn positions.

- 1. The Department of Human Resources advertises for all positions. The advertisement should provide a reasonable amount of time for interested parties to respond and any applicable deadline included.
- 2. The Human Resources Manager provides guidance and validation to the overall selection process elements
- B. The Recruitment Officer is the Department selection process manager for all applicants and the various processes. He is responsible for ensuring that each process is administered, scored, evaluated, and interpreted in a uniform manner.
  - 1. The Recruitment Officer directs and oversees all phases of each process.
  - 2. He may utilize the appropriate section supervisor to assist and coordinate the process steps applicable for positions in their sections.
- C. Written Tests (when required)
  - 1. The written tests are obtained from the City's professional consultant.
  - 2. The professional consultant provides the job-relatedness and validity of the written test.
  - 3. The written test is administered, scored, evaluated and interpreted in a uniform manner as prescribed by the professional consultant.
- E. Polygraph examination, generally.
  - 1. Only personnel trained and certified in these procedures conduct polygraph examinations and the evaluation of results.
  - 2. Applicants are provided with a list of areas from which polygraph questions will be drawn, prior to the polygraph examination.
  - 3. The results of the polygraph examination or other instruments for the detection of deception are not used as the sole determinant of employment status.
  - 4. Results of the polygraph examination, in the form of a memorandum from the Polygraph Examiner, are retained in the applicant's working file under the security of the Recruitment Officer.
  - 5. An admission during the pretest, test, or posttest interviews, together with other information may be sufficient to support decisions related to employment status.
- F. Background Investigations
  - 1. A background investigation of each candidate for a sworn position is conducted prior to appointment to probationary status, and includes:
    - a. Verification of the qualifying credentials of the applicant.
    - b. Review of the driving record, wanted status and criminal history of the applicant.
    - c. Verification of at least three personal references.
  - 2. Background investigations are conducted by personnel trained specifically in collecting the appropriate information in the most thorough and expeditious manner. This training may be done in-house.

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- G. Disqualifying Information
1. Potentially disqualifying information not related to a disability, discovered during any stage in the applicant processing is brought to the attention of the Commander of Administrative Services, who decides on a case by case basis, whether the applicant should proceed or be found unqualified.
  2. The Human Resources Manager is notified of the applicant's status, and his applicant file is forwarded to the Department of Human Resources.
  3. The Recruitment Officer notifies the disqualified applicant via NEOGOV within 30 days.
  4. The files of disqualified applicants are retained in a secure file under the control of the Department of Human Resources, and destroyed on a schedule determined by the Director of Human Resources in accordance with state law.
- H. Interview Process
1. Dependent upon the position, the interview phase may serve to vet the applicant or to make a final decision prior to recommendation for hiring.
  2. The Recruitment Officer conducts the initial interview and the Administrative Services Division Commander conducts the final interview for all sworn officer applicants.
  3. Supervisors of the respective units conduct the interview process for applicants to their units.
- I. Conditional Job Offer
1. The Human Resources Manager makes a written conditional job offer to the applicant based upon a request by the Chief of Police and a review of the selection process to ensure its validity.
  2. The written conditional job offer informs the candidate of the condition that he passes a medical examination /drug screening and a Psychological fitness screening (sworn and PSCC positions) prior to the starting date.
- J. Psychological Fitness Screening
1. A psychological fitness screening is conducted by a licensed psychologist contracted by the department.
  2. The applicant is rated at the conclusion of the testing as to his psychological suitability for the position using one of the following ratings.
    - a. Not recommended for hire
    - b. Recommended with reservations
    - c. Recommended
    - d. Well Recommended
    - e. Highly recommended
  3. The department's copy of the results of the psychological fitness screening are retained in the applicant's background file, for the duration of the selection process under the control of the Recruitment Officer, and are kept secure at all times.
    - a. Once an applicant is selected or disqualified, the psychological fitness screening is securely destroyed.
    - b. The contracted licensed psychologist maintains the results of the psychological fitness screening on file for six months after which the file is securely destroyed.
- K. Medical Examination for Sworn Personnel and Drug Screening
1. Scheduling of the medical examination and drug screening is done by Human Resources.
  2. A physician or health center is contracted through the City to perform the entrance physical examination and drug screening. The candidate will be notified as to the examining authority.
  3. Physical examinations are grouped according to the health standards provided by the City's Human Resources Manager.
  4. The medical standards specified for sworn position applicants are kept on file at the examining authority and in the City's Department of Human Resources. The standards are adopted to the extent that they do not conflict with the provisions of the Americans with Disabilities Act (ADA).
  5. There are four medical classes (A, B, C and D). Candidates for sworn positions are assigned to Class A, which demands a high degree of physical fitness.
  6. A determination to continue an applicant's conditional job offer status that has less than a Class A physical is made according to the procedure set forth below.

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- a. Any sworn position applicant who is not classified as Class A may request that the Department of Human Resources have the report of his physical examination reviewed by a qualified physician at his own expense.
  - (1) Such physician shall review the report of the physical examination to determine which medical standard or standards were not met, whether the standard or standards not met are necessary to perform an essential job function of the position as detailed by the Department of Human Resources, and if meeting such standard or standards is necessary to perform an essential job function, whether a reasonable accommodation can be made to enable the applicant to perform the essential job function.
  - (2) After such review, the physician shall forward a written report to the Human Resources Manager setting forth his recommendations concerning the review.
  - (3) The Human Resources Manager shall review such report and determine whether the applicant can fulfill the essential job functions of the position in question, with or without a reasonable accommodation, despite the failure to meet a standard or standards of a Class A physical.
  - (4) If the Human Resources Manager determines that the applicant can fulfill the essential job functions of the position in question, with or without a reasonable accommodation, then the applicant may continue under the conditional job offer status.

7. Physical examination and drug screening results are retained in the applicant's file under the control of the Human Resources Manager and are kept secure at all times. Original medical examination results are under the control of the examining authority and are kept secure at all times.

L. Qualifications Matrix

- 1. The Recruitment Officer maintains a contact file of all qualified applicants who have completed processing and who rank as highly qualified according to the qualifications matrix.
  - a. Highly qualified candidates are informed that they will be retained in the qualification matrix for a period of 12 months from the date of application or until they request to be withdrawn from consideration for employment.
  - b. Highly qualified candidates who completed the psychological fitness screening are retained on the matrix for a period of twelve months from the date of application, however, the applicant must submit to another psychological fitness if more than six months have passed since the original screening.
- 2. Candidates not classified highly qualified will be notified by the Recruitment Officer of their removal from the process due to better qualified applicants. This notification includes contact information for the Recruitment Officer if the applicant desires further information.
- 3. Applicants not appointed are not necessarily excluded from future consideration. They may check with the City's Department of Human Resources concerning the conditions for reapplication, retesting and/or reevaluation.

M. Probationary Period

- 1. Probation is considered the final stage in the selection process with regular employment contingent upon successful completion of all phases of recruit training, field training and/or the probationary period.
- 2. Probationary period for the positions of Police and Animal Control Officer
  - a. Recruit officers are required to successfully complete the curriculum of the law enforcement academy prior to being constitutionally sworn, carrying a weapon, or having arrest authority.
  - b. For recruit officers, the probationary period starts with the date of hire and remains in place until 365 days after completing the academy training program.
  - c. For officers who are DCJS certified upon their starting date, the probationary period starts with the date of hire and remains in place for 365 days.
- 3. Probationary period for non-sworn positions.



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- a. For the position of Public Safety Communications Specialist, a probationary period of 365 calendar days begins on the member's starting date.
- b. For the positions of Records Specialist, Administrative Associate and Animal Shelter Technician, a probationary period of 180 calendar days begins on the member's date of employment in that position.
- c. For the positions of Community Liaison Officer and School Crossing Guard, a probationary period of 365 calendar days begins on the member's date of employment in that position.
- 4. The Human Resources Manager notifies the member of his change to regular status via a Personnel Action Form.

N. Records

- 1. The Human Resources Department is responsible for the secure storage of all applicant files and records derived from the selection process.
- 2. The Human Resources Department is responsible for destruction and/or retention of all applicant files and records derived from the selection process in accordance with applicable state law.

Attachments: "A" Selection Process for Police Officers and Animal Control Officers.  
"B" Selection Process for Public Safety Communications Specialists.

Index as: ADA - Applicants.  
Applicants.  
Employment.  
Hiring.  
Physical Standards - Applicant.  
Probation.  
Recruits.  
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References: N/A.