



Alexandria Police Department
Directive 4.7



CIVILIAN HIRING

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4.7.01 POLICY AND PURPOSE

The purpose of this directive is to establish procedures for conducting civilian hiring processes.

It is the policy of this department to maintain full and effective civilian staffing by conducting processes designed to select the most qualified candidates for vacancies, whether advertised promotionally or to the general public. *The goal is to insure the development of a workforce that recognizes the benefits of diversity in the workplace.* New employees will be selected as quickly as possible in fair, job-related processes, and positions not requiring sworn personnel will be specified as civilian positions and staffed accordingly.

4.7.02 AUTHORITY/BACKGROUND

The City of Alexandria is an equal opportunity employer. Employment and promotion within the City government shall be based on qualifications for the position, without regard to race, color, sex, religion, ancestry, national origin, marital status, age, sexual orientation, or disability. The City Council has adopted a comprehensive affirmative action plan that lists specific actions that the City is to take to ensure that qualified minorities, women, and persons with disabilities are considered in all employment decisions.

As part of its Equal Employment Opportunity Policy, the City undertakes affirmative action outreach recruitment strategies to expand the pool of qualified applicants for City positions and to identify and address any underutilization of, or barriers to attaining, a diverse workforce.

4.7.03 DEFINITIONS

Accepted personnel practice – a personnel practice that complies with the requirements of the courts and other regulatory entities that regulate personnel practices.

Advance hiring authority – when the Personnel Services Department and the Management and Budget Office grant approval to begin a hiring process in advance of an anticipated vacancy.

Certified application – an application that has been reviewed and accepted by the Personnel Services Department as meeting minimum qualifications of the position applied for.

Civilian – an employee who is not a sworn police officer. Hack Inspectors and Special Police Officers (SPOs) are considered civilian for the purposes of this directive.

Conditional offer – a job offer that is dependent upon compliance with specified conditions.

Eligibility list – names of applicants who would be considered if the position again became vacant within six months.

Interview panel – three or four persons selected by the supervisor of the vacant position to interview, rate and recommend candidates. The interview panel must come to a consensus and place the candidates in three categories: highly recommended, recommended and not recommended. The interview panel has the option of recommending an eligibility list for those candidates not selected, but who finished in the highly recommended or recommended categories

Open advertisement – advertisement of a position to the general public.

Personnel requisition packet – submitted to *Human Resources* in order to commence recruiting activity. Information includes: Personnel Requisition form; position description; proposed interview questions; *and suitable answers; identification of all panel members to include race and sex of each; and clear written explanation of how a written exercise will be used in the selection process.*

Promotional advertisement – advertisement of a position among city employees *at the request of the hiring department. If not requested, all positions will be open to the public by default.*

Selection memorandum – memorandum through channels to the police chief, summarizing the results of the selection process and the panel's recommendation.

Selection report – a detailed account of the applicants who applied for a particular position and the recommendation for hire.

4.7.04 GUIDELINES

- A. Part time and temporary positions may be filled through the city's temporary employee contractor by contacting P&T to initiate the request.
- B. Application screening will be based on documented, job-related factors using a matrix developed by Personnel and Training in conjunction with the hiring supervisor. All applications received for a particular position will be screened against the same matrix throughout the process.
- C. Interview panels may only ask job-related questions. Questions concerning a candidate's health or disabilities are not permitted.
- D. Selection processes and information related to candidate performance, panel operations and recommendations are confidential.
- E. An eligibility list pertains to one position only and may only be applied to another position with the approval of the Personnel Services Department.

4.7.05 RESPONSIBILITIES

- A. The Personnel and Training Division Chief will:
 - 1. Oversee hiring processes to ensure fairness and timely completion.
 - 2. Retain a copy of each selection process for five years.
 - 3. Review each selection process to ensure substantial changes from the previous process.
 - 4. Ensure that questions are job-related and reflect accepted personnel practices.
 - 5. Propose methods, including eligibility lists and advance-hiring authority, to minimize the time lapse between a position being vacated and filled.
 - 6. Immediately upon (or in advance of) each separation from service or approval of additional budgeted positions, complete and forward a personnel requisition packet to fill the vacancy, and monitor its status pending approval by the Management and Budget Office and the Human Resources Department.
 - 7. Ensure that training is provided to every interview panel.
 - 8. After the approval of the selection memorandum, initiate a selection report and await the approval of the *Chief of Police* or his designee before notifying the supervisor or applicant.
 - 9. Ensure that employment references and a background investigation are completed prior to an offer of employment being made, when appropriate.

B. The direct supervisor of the position to be filled will:

1. Upon receiving a letter of resignation, immediately notify the *Personnel and Training Division Chief and/or their designee*.
2. Immediately upon (or in advance of) each position vacancy, review and update the personnel requisition packet, including the interview questions *and answers*, practical and written exercises (if any) and rating criteria.
3. Review and modify each selection process to ensure that at least one half of the questions have substantial changes from the previous process for that position.
4. Propose an interview panel that is reflective of the applicant pool, diverse in gender, race, and ethnicity, and whose members have knowledge of the position's work.
5. Coordinate the interview phase with Personnel and Training.
6. Generate the selection memorandum stipulating whether or not an eligibility list *or re-advertising* is recommended.
7. Deliver all interviewing materials with the selection memorandum to the *Personnel and Training Division Chief, or designee*.
8. Initiate verification of employment references and a background check, when appropriate, of highly recommended candidates.

C. Personnel and Training will forward the *completed* personnel requisition through the *chain for approval by the Chief of Police, or designee*, via the following channels: the Support Services Commander, the Fiscal/Fleet Management Commander, the Deputy Chief for Administrative Services, and finally to the Chief of Police.

4.7.06**PROCEDURES****[32.1.1]**

- A. *Upon notification of a newly created vacancy, a sample requisition packet will be forwarded to the hiring supervisor. The hiring supervisor may use the sample as a guide while completing a requisition packet for the vacancy. The completed requisition packet is to be returned to Personnel and Training within 7-10 calendar days to ensure timely advertising of the position. Note: minimum requirements cannot be changed without the prior approval of the Human Resources Classification Division.*
- B. *Personnel and Training will enter the requisition packet and all corresponding information into NeoGov in order to begin advertising. Positions will be advertised for a minimum of 2 weeks but may be advertised longer if requested by the hiring supervisor. All positions are advertised at full range and open to the public by default.*
- C. *Upon completion, and approval of the personnel requisition packet, the vacancy is advertised to the general public (promotionally if requested by the department), or a candidate is selected from among employee contractor referrals.*

- D. Certified applications will be approved for viewing in NeoGov by Human Resources, and Personnel and Training will be advised when they are available for review. Personnel and Training reviews all applications against an interview criteria matrix. The matrix is established by Personnel and Training with input from the hiring supervisor.*
- E. Personnel and Training coordinates interview dates and times with the hiring supervisor, schedules all interviews, and reserves the interview room at the Hoffman facility*
- F. A Personnel and Training staff member conducts interview panel training and obtains signatures on confidentiality agreements from panel members.*
- G. Interviews, practical exercises (if any), and written exercises (if any), are conducted. Candidates are then rated and the panel members reach a consensus.*
- H. Personnel and training ensures the top candidates' employment references are verified and a background check is conducted when appropriate.*
- I. The panel coordinator prepares the selection memorandum and must provide it to Personnel and Training within 2 to 3 business days. The memo will then be forwarded through the chain for the Police Chief's approval. It will be forwarded through the following channels: Personnel and Training Division Chief, Support Services commander, Deputy Chief of Administrative Services, and finally the police chief. If no applicant is selected, the memo should contain a request to re-advertise the position. Eligibility lists are valid for only 6 months.*
- J. Upon the approval of the selection memo, Personnel and Training will compile a selection report for approval by the Chief of Police via the chain of command.*
- K. Upon final approval of the selection report, the candidate will be notified of his/her status and the selected applicant will be required to sign a conditional offer letter.*
- L. Personnel and Training arranges for the applicant's photographs and fingerprints to be taken. Each candidate prior to the polygraph will complete a background investigation questionnaire.*
- M. Personnel and Training then schedules polygraphs (if required), psychological and physical examinations (if applicable), coordinates the starting date with the hiring supervisor and prepares the personnel action form.*

By Authority of:

Earl L. Cook
Chief of Police