



<b>WRITTEN DIRECTIVE</b>	No. <b>PT 11-0100</b>	Page: 1 of 15
Subject: <b>Applicant Selection Sworn and Cadet</b>	Effective Date:	06-22-11
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I. Purpose

The purpose of this directive is to establish applicant selection guidelines for Police Officer and Police Cadet positions within the Lynchburg Police Department.

32.1.3 II. Policy

It shall be the policy of the Lynchburg Police Department to select qualified candidates for employment based upon legal requirements and professional job-related criteria established for each position.

III. Procedure

A. General

1. Persons representative of race, sex, and ethnic group demographics within the City of Lynchburg will be recruited to participate in the employment selection process.
2. The City Human Resources Department will maintain control over the initial application process.
3. The Chief of Police will retain control over administering the following aspects of the selection process:
  - a. written examination
  - b. Oral Review Board
  - c. background investigation (to include a polygraph exam.)
  - d. command staff review

- e. psychological, medical, and physical skills evaluations
  - f. final selection
4. The Personnel & Training Unit Lieutenant will be responsible for the following selection related duties:
- a. Maintaining current manuals that describe all components of the selection process, including:
    - 1) purpose
    - 2) development
    - 3) validity
    - 4) fairness
    - 5) adverse impact
    - 6) administration
    - 7) scoring
    - 8) interpretation of all elements used.
  - b. Minimizing adverse impact in the selection process.
  - c. Providing written notice to applicants who are not eligible for employment.
  - d. Providing written notice within 30 days to applicants who are not employed on the basis of a single test, examination, interview, or investigation.
5. The City Human Resources Department will maintain all records and data used to monitor adverse impact, including comparative measurement of selection rates by race, sex, and ethnic group as it relates to the written examination. The P&T Unit will maintain files regarding all other aspects of the applicant process.
6. All elements of the selection process will be administered, scored, evaluated and interpreted in a uniform manner including:

32.1.5

32.1.6

32.1.3

- a. time limits
- b. oral instructions
- c. written instructions
- d. practice problems
- e. answer sheets
- f. scoring.

**32.1.6, 32.1.7**

**32.2.3 / 32.2.9**

7. Selection materials will be stored in a secure area, as follows:
  - a. Completed City applications are maintained by the City Human Resources Department and the initial written examinations are maintained in the P&T Office.
  - b. The P&T Unit will maintain application files for a period of three years after deactivation.
  - c. After the mandated time has elapsed, selection materials may be destroyed under guidelines established by the Virginia Public Records Act and the Library of Virginia.
  - d. Application files of those subsequently employed by the agency will be securely maintained by the Chief's office.
8. Any physical and age qualifications for entry level sworn positions will be job-related.
9. Evaluation of Selection Process:
  - a. The selection process will be periodically reviewed by the P&T Unit Lieutenant to ensure its effectiveness in selecting the best qualified applicants in a fair, impartial, and legal manner.
  - b. Such review should confirm that all components of the selection process:
    - 1) are current best practices,
    - 2) are job related,

- 3) comply with federal, state, and city requirements,
  - 4) meet the needs of the Lynchburg Police Department
- c. If changes or updates are deemed necessary, the P&T Unit Lieutenant will submit a report noting any suggested modifications through the chain of command to the Chief of Police for review.
  - d. The report will be forwarded by chain-of-command to the Chief of Police for review.

B. Applicant Eligibility Criteria

1. Prior to submitting an initial application for the position of police officer or cadet to the City Human Resources Department, an applicant is required to possess certain basic qualifications and meet several eligibility criteria:
  - a. Age Criteria
    - 1) All Police Recruit applicants must be at least twenty years of age, and if selected for employment, should be twenty-one at the projected time of graduation from Police Basic Training at the Central Virginia Criminal Justice Academy.
    - 2) Cadet applicants must be between eighteen and twenty years old.
  - b. Educational Criteria:
    - 1) The applicant must be a high school graduate, or must have successfully completed a G.E.D. high school equivalency before employment.
    - 2) College level course work or a college degree in liberal arts or the humanities is preferred.
  - c. The applicant will be of reputable character and of a high moral standard.
    - 1) The commission or conviction of any felony crime will be grounds for disqualification.

- 2) A commission or conviction of any misdemeanor crime may be grounds for disqualification.
- d. The possession of a valid Virginia driver's license will be required of all applicants at the time of employment.
- 1) Those persons possessing a valid driver's license from another state are required to obtain a valid Virginia driver's license within 60-days of their employment start date.
  - 2) A currently revoked or suspended driver's license will disqualify an applicant from further consideration.
  - 3) If an applicant's driver's license has been revoked or suspended in the past, the following factors will be considered to determine eligibility:
    - a) Circumstances surrounding the revocation or suspension.
    - b) Length of time since the revocation or suspension.
  - 4) A history of careless or reckless driving offenses e.g. reckless driving, hit & run, failure to stop for a police officer, at fault accidents, or speeding offenses will be cause for applicant disqualification.
- e. All vision defects must be correctable to 20/30.
- f. Color blindness (the ability to discern different basic colors) may be cause for disqualification.
- g. The applicant should have a sound financial background.
- h. The applicant may apply from any geographical location, though at the time of appointment must reside within a reasonable distance of the Lynchburg Police Department.



- d. The annual starting salary for applicants with prior law enforcement experience or those that have a Virginia DCJS law enforcement certification will be adjusted accordingly. Refer to the addendum which applies to this directive for criteria used to determine entry level salary.

C. Initial Application

1. The applicant will begin the process by filing an initial application where the application will be screened for disqualifying factors.
2. The applicant will be required to complete a written examination administered and graded by P&T Unit personnel.
  - a. The applicant must display a valid government issued photo identification prior to testing.
  - b. The P&T Unit will review the scores and determine the number of applicants eligible to continue in the applicant process. This determination will be based upon achieving a score of at least 70 percent on the math, reading comprehension, and grammar portions on *The National Police Officer Selection Test (POST)*.
  - c. Applicants failing the written examination are eligible to retest after 120-days. Applicants may not retest more than once within a 12-month period.
3. Once an applicant passes the written examination, P&T Unit personnel will notify the applicant by email.
  - a. The notification will include the following:
    - 1) instructions on the next phase of processing
    - 2) a *Personal History Statement* for completion
    - 3) overview of the hiring process
    - 4) written skills exercise
4. If the applicant fails to appear for a scheduled interview or other applicant process, and extends no effort to contact the P&T Unit to provide a valid reason for non-appearance:

- a. The applicant's file will be deactivated for 1 year.
  - b. The applicant will be notified of such action by letter.
5. The applicant has the responsibility to provide required documents to the P&T Unit.
- a. Such documents may include, but are not limited to:
    - 1) birth certificate
    - 2) military release form ( DD-214 )
    - 3) educational transcripts
    - 4) out of state driving history transcripts
  - b. Such documents should be turned in with the Personal History Statement, but may be submitted later if approved by P&T Unit personnel.

D. Oral Review Board

1. An oral interview of each approved applicant will be conducted prior to issuance of letters of intent to hire and appointment to probationary status.
2. The Oral Review Board will consist of five panel members
3. A board staffed with five people should consist of:
  - a. a Captain and Lieutenant (or two Lieutenants), and a senior Police Officer from the Lynchburg Police Department.
  - b. two civilians that are deemed qualified by a P&T Unit supervisor.
4. Members of the Oral Review Board will be selected by a P&T Unit supervisor
5. The Chair of the Oral Review Board will be the Captain or in the absence of a Captain, the senior Lieutenant.
6. Members of the Oral Review Board will serve to evaluate each applicant individually, based upon:

- a. specific responses to a series of standardized questions, and
- b. a uniform rating scale.

7. The score achieved by each applicant in the Oral Review Board will be utilized to determine their eligibility to continue in the application process. Based upon the individual score achieved for each question, evaluators will either recommend or not recommend the candidate for further consideration in the process.

**32.1.6**

- a. The files of those applicants not achieving a score that qualifies them for further consideration will be deactivated and the applicants will be notified by letter of their status. Included in this letter will be information about their eligibility to participate in a second oral review board.
- b. Applicants who are not recommended by the oral review board will be eligible to interview again after 120 days - not to exceed two attempts within a 12-month period from the date of their initial written examination.

8. Oral Review Board Rating Sheets will be tallied by a P&T Unit supervisor.

**32.2.2****E. Background Investigation****32.2.4****1. Polygraph Examination**

- a. Applicants who are to be further considered after the Oral Review Board will be required to submit to a polygraph examination.

**32.2.5**

- b. A licensed polygraph examiner will administer the polygraph examination at a location pre-selected by the P&T Unit Lieutenant.

- c. The polygraph examination will include, but not be limited to, questions ranging from application information to personal character.

**32.2.4**

- d. Candidates will be provided with information related to areas from which polygraph questions will be drawn, prior to such examination.

- e. An applicant will have successfully completed the polygraph examination if two criteria are met:
  - 1) If, in the opinion of the polygraph examiner the applicant has not shown deception to any questions asked during the course of the polygraph examination.
  - 2) If information truthfully given by the applicant during the polygraph examination is not identified as an unacceptable personal value or character issue, criminal in nature, or contrary to police practices.

**32.2.6**

- f. The results of the polygraph examination will be documented by the examiner in the form of a written report submitted to the P&T Unit Lieutenant. This report:
  - 1) will not document any information which may be medical in nature.
  - 2) will not be the sole determinant of employment status.
  - 3) will serve as an investigative aid.
  - 4) will be used with other applicant information e.g. interviews, background investigation information etc. to determine employment status.

**32.2.1 A**

- 2. A thorough background investigation will be conducted on each applicant prior to appointment for verification of:
  - a. information contained within all documents related to the application process.
  - b. applicant's qualifying credentials.
  - c. personal character and moral standards.

**32.2.1 B**

- 3. The background investigator will gather and document information from the following sources:
  - a. police arrest records
  - b. police incident reports
  - c. court conviction records

**32.2.1 C**

- d. employment history (including supervisors and co-workers)
  - e. credit records
  - f. minimum of three character references
  - g. military records ( if applicable )
  - h. school records
  - i. DMV driving records and driver's license verification.
  - j. professional organizations / activities
  - k. neighborhood canvas
  - l. any other references or contacts developed through the applicant process.
4. The Deputy Chief of the Investigations and Administrative Bureau will be responsible for ensuring that employees assigned to conduct background investigations are trained in collecting the required background information.
  5. If, at any point during the applicant process an applicant knowingly falsifies, deletes, omits, or gives misleading information, whether orally or in writing, that applicant will be eliminated from further consideration.

**F. Command Staff Review**

1. Those chosen to continue in the process will have their completed application packets submitted through the chain-of-command to solicit comments and recommendations on employment.

**32.2.8****G. Psychological Examination**

1. A two-phase emotional stability and psychological examination will be conducted on each applicant conditionally offered employment.
  - a. The examination will be conducted using job-related criteria.
  - b. A licensed psychologist or psychiatrist contracted by the City of Lynchburg will score and evaluate the examination.

- c. A properly trained P&T representative will administer the first phase - two personality inventories (MMPI and IPI) to the applicant at the Lynchburg Police Department. Once completed, these inventories will be hand delivered, along with a copy of the applicant's Personal History Statement and polygraph examination results, to the office of the contracted psychologist or psychiatrist.
2. The contracted psychologist or psychiatrist will administer phase two, which will consist of an in-depth interview with the applicant and a detailed analysis of the candidates polygraph results, personal history, MMPI and IPI results, and information gained from the applicant interview.
3. The contracted psychologist or psychiatrist will determine if the applicant psychologically qualifies to be a law enforcement officer with the Lynchburg Police Department.
4. If an applicant does not psychologically qualify, the Chief of Police will rescind the applicant's conditional offer of employment.
  - a. The contracted psychologist's or psychiatrist's determination will be considered final.
  - b. The applicant will be notified by letter that his/her application file is no longer active and that the conditional offer of employment has been rescinded.
  - c. The applicant's file will be deactivated.

**32.2.7****H. Medical Examination**

1. A medical examination will be conducted on each applicant who has conditionally been offered employment, prior to appointment to probationary status, using procedures based upon job-related criteria.
2. Applicants will be advised by the P&T Unit Lieutenant to schedule and undergo a medical examination which will be conducted by a licensed physician or their designee contracted by the City of Lynchburg.
  - a. The first phase will be a clinical examination to include:

- 1) EKG
  - 2) blood extraction and analysis
  - 3) urinalysis
  - 4) drug screen.
- b. The results of the clinical examination will be forwarded to the contracted physician for review and interpretation.
- c. The second phase will be an examination of the applicant by the contracted physician, whose recommendations of an applicant's physical suitability for police employment will determine if the applicant will be appointed to probationary status.
- 1) In certain instances e.g. in the case of a pre-existing medical condition, the contracted physician may consult with medical specialists prior to arriving at a final determination.
  - 2) The applicant will assume financial responsibility for medical expenses incurred beyond the contracted physician's standard fitness examination.
- d. If an applicant does not medically qualify, the Chief of Police will rescind the applicant's conditional offer of employment.
- 1) The contracted physician's determination will be considered final.
  - 2) The applicant will be notified by letter that his/her application file is no longer active and that the conditional offer of employment has been rescinded.
  - 3) The applicant's file will be deactivated.

I. Physical Skills Examination

1. Applicants who have conditionally been offered employment are required to complete a physical skills examination to determine suitability to perform the essential physical job skills of police duty.

The test will apply job-related procedures and be administered by P&T personnel.

2. The test will consist of the activities as defined in the document entitled "Physical Skills Test". This document will be maintained by the P&T Unit and comply with all applicable laws and regulations.
3. If an applicant fails to meet the Physical Skills Test standards, the Chief of Police will rescind the conditional offer of employment.
4. The Physical Skills Test standards will be considered final.
4. The applicant will be notified by letter that his/her application file is no longer active and that the conditional offer of employment has been rescinded.
5. The applicant's file will be deactivated.

J. Release of Testing Information

1. Any testing results, applicant processing data, or background investigation information may be released by the Lynchburg Police Department to other agencies or employers for employment purposes with a signed written waiver from the applicant.
2. A copy of the written waiver must be received prior to any information being released.
  - a) Personal delivery, fax, or US mail are acceptable methods of delivery.
  - b) The copy of this waiver should be placed in the appropriate applicant folder for possible future reference.
3. Release of pre-employment information to applicants or current or former employees, including background investigation information and testing, will be in accordance with the provisions of the Virginia Freedom of Information Act. Generally, this information is exempt from disclosure and shall not be released.

K. Employment

Applicants who successfully complete all phases of the pre-employment process and conditional offer of employment requirements will be employed by the Lynchburg Police Department for a probationary employment period as defined by Lynchburg Police Department and City of Lynchburg policy.

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Major K. Todd Swisher  
Deputy Chief  
Investigations and Administrative Bureau

June 22, 2011

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Date