
	Roanoke County Emergency Communications Center					
	General Order					
Subject	Revised Date	Issued Date	Amends	Rescinds	Number	
SELECTION AND RECRUITMENT	1/8/2018	9/8/2008		CGO 12.10	CGO 12.11	
		By order of...				
		Susan Slough, Assistant Director				

This policy is for Department use only and will not apply in any criminal or civil proceedings. The Department policy should not be construed as a creation of a higher legal standard of safety or care in an evidentiary sense with respect to third party claims. Violations of this directive will be the basis for Department administrative sanctions. Violations of law will form the basis for civil and criminal sanctions in a recognized judicial setting.

I. PURPOSE

The Department has established guidelines for the selection of persons to be hired for Communications Officer positions and to identify the role of the Emergency Communications Center in the Roanoke County recruitment program.

II. POLICY

The Department, in conjunction with Roanoke County Human Resources, will develop and maintain procedures for recruiting, selecting, and recommending persons for hire as Communications Officers. The Department will coordinate recruitment activities with Human Resources to ensure the best qualified candidates are employed. The Department is an equal opportunity employer. All employment applications and recruitment advertisements will identify Roanoke County as such. {4.1.4c} The Department does not discriminate in the recruitment and selection of qualified persons on the basis of age, race, color, sex, religion, national origin, disability, or veteran status.

III. PROCEDURE

A. Recruitment

1. General Responsibilities

- a. The Assistant Director is responsible for all Department recruitment activities.
- b. The Chief of Emergency Communications is responsible for coordinating Department recruitment activities with Human Resources. The Chief of Emergency Communications performs an annual analysis of progress toward goals and objectives contained in the ECC recruitment plan. {4.1.4d} The Chief of Emergency Communications ensures that job announcements developed by Department employees or Human Resources contain the following information:
 - i. **Job Duties** {4.1.4a}
 - ii. **Job Responsibilities** {4.1.4a}

iii. Skills Required {4.1.4a}

iv. Educational Level Required {4.1.4a}

v. Other Minimum Qualifications / Requirements {4.1.4a}

vi. Official Application Filing Deadlines {4.1.4d}

vii. Identification of County of Roanoke as an Equal Opportunity Employer {4.1.4c}

- c. The ECC Recruitment Committee is responsible for generating and implementing recruitment methods to attract quality applicants. Annually, the Recruitment Committee prepares a recruitment plan. {4.1.3e} The recruitment plan is submitted to the Chief of Emergency Communications and Assistant Director for review and compliance action. {4.1.3c} The recruitment plan includes but is not limited to the following information:

i. Underutilization Analysis

ii. Objectives {4.1.3a}

iii. Plan of Action {4.1.3b}

- d. Department employees who participate in recruitment activities take annual recruiter training. This training makes them knowledgeable about Roanoke County personnel matters, including but not limited to the following areas:

i. Roanoke County History

ii. Roanoke County Employee Benefits

iii. Equal Employment Opportunity {4.1.2}

- e. Human Resources personnel are responsible for the following tasks:

i. Cooperative Recruitment Assistance

ii. Referrals from Community Organizations & Key Leaders

iii. Partnership with Department Employees for Recruitment Activities {4.1.1}

iv. Posting Job Announcements & Filing Deadlines with: {4.1.4d}

(A) Community Service Organizations {4.1.5}

(B) Educational Institutions

(C) Other Locations

v. Advertising Entry-Level Vacancies through Electronic, Print, and/or Other Media Sources {4.1.4b}

2. Personnel Referral Program

- a. The Department recognizes the significant role its employees play in recruiting qualified applicants for vacant positions with the Emergency Communications Center. Employee personal experiences and ongoing professional representation of the Emergency Communications Center has the potential to inspire others to pursue a similar career path.
- b. The Personnel Referral Program seeks to further this effort by recognizing employees who proactively recruit applicants who meet specific hiring guidelines.
- c. Eligibility
 - i. All active employees with job duties that do not include recruiting activities (i.e. Outreach Coordinator) are eligible to participate in the Personnel Referral Program.
 - ii. Employees representing the Emergency Communications Center during a formal recruiting event or another Department event are not eligible for participation in the Personnel Referral Program for applicants discovered at the event.
 - iii. Referring employees should notify the Communications Training Coordinator when their applicants begin the process.
 - iv. All information received during the hiring process is considered confidential and will not be shared with the referring employee regardless of relationship or position. The Department reserves the right to hire the most qualified individuals for employment and will not use a defined relationship as criterion for hiring decisions.

B. Selection

1. Overview {4.2.1}

- a. The selection process for employment as a Roanoke County Emergency Communications Officer is highly competitive.
 - i. The selection process for Communications Officer applicants is normally administered in the order outlined below. The selection process may be administered in a different order to facilitate and/or expedite the screening process.
 - ii. The duration of the selection process will not exceed six (6) months, but typically lasts four (4) to six (6) weeks.
 - iii. The medical and psychological evaluations will not be administered until a conditional offer of employment is made to an applicant.
- b. Human Resources serves as the centralized personnel agency for the Department. The Communications Training Coordinator is responsible for all aspects of Communications Officer applicant processing once applications are received by the Department.

- c. Due to the competitive nature of the recruitment process and the limited resources available, the Department retains specific prerogatives concerning the selection process, which allows it to obtain qualified candidates.
- d. Identification of specific Department needs, determination of job skills, essential job functions, and the selection or development of measurement instruments are responsibilities retained by the Assistant Director for the selection of Communications Officer. {4.2.2}
- e. All elements of the selection process are administered, scored, evaluated, and interpreted in a uniform manner. {4.2.3}

f. Physical Requirements

Required physical abilities for a candidate include, but are not limited to:

- i. sensory acuity to include touch, sight, and hearing
 - ii. use of hands and/or other body extremities with or without reasonable accommodation
 - iii. acceptable balance levels
 - iv. ability to accurately hear and see alphanumeric combinations and accurately record them
- g. Applicant processing normally follows the sequence listed below.

2. Disqualifiers

a. Criminal History

- i. Conviction of any felony
- ii. Conviction of any crime involving moral turpitude
- iii. Conviction of a Class 1 misdemeanor or equivalent
- iv. Conviction of a Class 2, 3, or 4 misdemeanor within the past twelve (12) months; older convictions will be reviewed on a case-by-case basis
- v. Admission of felonious behavior
- vi. All prior criminal behavior, whether arrested or not, will be reviewed on a case-by-case basis
- vii. Any conviction taken under advisement will be reviewed on a case-by-case basis

b. Drug Use

- i. Recent possession of marijuana

- ii. Any possession of Schedule I drugs as defined by the Code of Virginia 54.1-3446
- iii. Any possession of Schedule II, III, IV, or V drugs, as defined by the Code of Virginia 54.1-3448, 54.1-3450, 54.1-3452, 54.1-3454, unless prescribed by a licensed physician
- iv. Any possession of designer drugs as defined by the Code of Virginia 54.1-3456
- v. Any other drug possession will be reviewed on a case-by-case basis
- vi. Selling any illegal drugs
- vii. Buying any illegal drugs will be reviewed on a case-by-case basis

c. Others

- i. Dishonorable discharge from any military service; less than honorable or general discharges will be reviewed on a case-by-case basis
- ii. Untruthfulness, withholding, or falsification of any application, certificate, credential, interview, test, document, or other information associated with the position
- iii. Failure to provide complete and accurate information on any application or other document associated with the position
- iv. Failure to comply with deadlines to return requested information
- v. Failure to comply with applicant appointment(s) without prior notification
- vi. Credit history with current accounts in collections
- vii. Not being a United States citizen or permanent resident for the past ten (10) years
- viii. Background investigation indicating less than acceptable job performance with past employers
- ix. Incidents of past physical or mental abuse of anyone
- x. Obtaining a score that is below the established minimum standard on any test or evaluation administered during the selection process
- xi. Cheating on any examination or test associated with the position
- xii. Behavior unsuitable or inappropriate for a Communications Officer as determined by the appointing authority
- xiii. The inability to type 25 words per minute, without errors
- xiv. The inability to meet applicable state law for communications officer certification

xv. Lacking proof of a high school diploma or GED equivalent

3. Application

- a. The first stage of the application process is the advertising of vacant positions and the acceptance of applications for those positions. The responsibility for this stage rests with Human Resources, which adheres to the guidelines set forth in the Roanoke County Employee Handbook.
- b. The Department [Communications Officer Selection Requirements](#) are provided to the applicant upon submission of a job application.
- c. Applications are received by Human Resources and forwarded to the Assistant Director, Chief of Emergency Communications, and Communications Training Coordinator.
- d. Applicants who fail to meet minimum qualifications are eliminated from the selection process. Their applications are returned to Human Resources.
- e. Applications are not rejected because of omissions or deficiencies that can be corrected prior to the testing or interview process.
- f. The Communications Training Coordinator is responsible for maintaining written contact with the applicant from initial application to final employment disposition. {4.1.6}
- g. Applicants will be notified of all of the elements required in the selection process when they are notified of the test date. {4.2.4a}

4. Composite History

- a. Applicants are provided a detailed Composite History form to be thoroughly completed by the applicant. {4.3.1}
 - i. The Composite History form questions target historical job and background-related information, including:
 - (A) **Supporting Documentation**
 - (B) **Identifying Information**
 - (C) **Military History**
 - (D) **Employment History**
 - (E) **Educational History**
 - (F) **Financial History**
 - (G) **Driving History**
 - (H) **Criminal History/Behavior**
 - (I) **Social History**

(J) Communications Officer Information

(K) Truthfulness

(L) Waivers

- ii. All applicants are provided the same Composite History form. {4.2.3}
 - iii. A list of essential job functions is part of the Composite History form. Applicants are responsible for identifying any essential job functions, which they cannot accomplish. The applicant will indicate whether the inability to perform any essential job function is related to a disability and what reasonable accommodations might permit the applicant to perform those job functions.
- b. The Composite History form must be returned by the initial testing date. Failure to return a thoroughly completed and notarized Composite History form by the due date will disqualify an applicant from the current selection process.

5. Initial Testing

a. Aptitude Testing

- i. The Department administers computerized and written examinations and begins processing applicants who achieve passing scores.
- ii. These tests are utilized to evaluate cognitive abilities and aptitude.
- iii. These examinations are regulated by the Department and approved by Human Resources prior to administration. The Department, in conjunction with Human Resources, considers validity, reliability, utility, fairness, and adverse impact before authorizing the use of any examination.
- iv. All members of an examination group will receive identical examinations. {4.2.3}
- v. Applicants will receive verbal notification of their test score(s).
- vi. Applicants who do not pass computerized or written examinations are not further processed for employment and their application materials are returned to Human Resources.

b. Vocational Suitability Assessment

- i. The vocational suitability assessment will be proctored by Department employees and forwarded to a trained psychologist for scoring.
- ii. This assessment does not evaluate an applicant's psychological fitness but measures vocational interests relative to public safety standards.
- iii. The testing will address personality and performance measures related to Emergency Communications Center functions.

c. Initial Interview

- i. An initial interview is conducted by the Assistant Director and Chief of Emergency Communications or designee. This step allows for personal contact by Department employees to clarify application information.
- ii. The elements of the interview will be standardized in order to be effective and impartial.
 - (A) A standard format will be followed throughout the interview. {4.2.3}
 - (B) The interview will assess an applicant's suitability for employment by Department employees.
- iii. Information on essential job functions and selection procedures will be discussed with the applicant. An admission to any Department disqualifier will disqualify an applicant from the current selection process.

6. Background Investigation

- a. Applicants will have an investigation conducted into their background prior to employment. {4.3.1} Background investigations are performed by trained personnel. {4.3.2}
- b. The purpose of the background investigation is to verify information supplied by the applicant. The background investigation also seeks to determine suitability of an applicant for the position of Communications Officer.
- c. The Composite History form assists the background investigator by providing baseline information.
- d. The background investigation report will summarize, at a minimum, the following information:
 - i. Verification of Qualifying Credentials and Certificates {4.3.1a}
 - ii. Review of Criminal Record, if any {4.3.1b}
 - iii. Verification of Three (3) or More Personal References {4.3.1c}
 - iv. Contact with Present and Past Employers
 - v. Traffic Record
 - vi. Verification of Educational Transcripts
 - vii. Verification of Financial Responsibility
 - viii. Verification of Military History, if any
- e. Information concerning health history will not be solicited. If information concerning applicants' current/past physical or mental health is discovered, it will be maintained in a sealed file by the background investigator.

- f. Physical and mental information will not be available to Department employees or Human Resources until after a conditional offer of employment has been made.
- g. Communications Officers are required to facilitate the enforcement of the law and may be exposed to situations involving favoritism, corruption, and/or unlawful monetary gain. Therefore, it is necessary that applicants exhibit a history of lawful behavior, honesty, reliability, interpersonal skills, and integrity.

7. Conditional Offer of Employment

- a. The Department provides applicants with a formal job offer after successful completion of a background investigation.
- b. If an applicant accepts a conditional offer of employment, the Department will provide a copy of the completed agreement to the applicant. The Department also will schedule psychological and medical examinations for the applicant.
- c. Emergency Communications Center Observation**
 - i. Applicants will observe a Communications Officer working in the Emergency Communications Center. This step allows for personal contact with Department employees as well as exposure to the Department work environment.
 - ii. Communications Officers will complete an Applicant Observation Report (RCECC-69) after sitting with an applicant. The report will be submitted to the Communications Training Coordinator.
- d. Final Interview**
 - i. Applicants participate in a final interview with the Assistant Director or designee.
 - ii. All elements of the interview will be standardized for effectiveness and impartiality.
 - iii. A standard set of questions will be asked of all applicants. {4.2.3}

8. Examinations

- a. Psychological** {4.3.8}
 - i. After a conditional offer of employment is accepted, the applicant is required to take a psychological pre-employment assessment.
 - ii. This assessment seeks to determine the emotional stability and psychological fitness of an applicant.
 - iii. The assessment is based on a battery of tests, social history, and an individual interview. The assessment is applied equally to all applicants. Assessment topics include:

(A) Background Data

(B) Personal Impression and Presence

(C) Intellectual Characteristics

(D) Vocational Preference and Attitudes

(E) Specific Areas of Concern

(F) Probability of Success in Public Safety Communications

- iv. Professionally trained personnel in the field of psychology will administer the assessment and report their findings to the Communications Training Coordinator.
- v. If an applicant's psychological report does not indicate a favorable recommendation for employment, the applicant's conditional offer of employment will be withdrawn.
- vi. All psychological assessment reports are forwarded to Human Resources for storage. A copy is retained in the applicant's personnel file. {4.3.9}

b. Medical

- i. After a conditional offer of employment is accepted, the applicant is required to take a medical examination. {4.3.7}
- ii. This examination ensures applicants possess the physical abilities necessary to perform essential job functions, including hearing and vision acuity. {4.3.7}
- iii. The medical standards for assessment are based upon the job description and essential job functions of a Communications Officer. These standards are applied equally to applicants who must complete the medical examination.
- iv. Physicians will administer this examination and report their findings to the Communications Training Coordinator. The report will state if an applicant is immediately eligible and capable of performing the essential job functions, with or without reasonable accommodations.
- v. If an applicant's medical examination indicates inability to perform essential job functions, with or without reasonable accommodations, the applicant's conditional offer of employment will be withdrawn.
- vi. All medical examination reports are forwarded to Human Resources for storage. A copy is retained in the applicant's personnel file. {4.3.9}

c. Drug Screening

- i. A drug screening is not considered a medical examination and may be required prior to a conditional offer of employment.
- ii. Applicants will be tested only for current illegal drug use by a certified laboratory.

- iii. “Current drug use” is a rebuttal presumption, which is defined as use that has occurred recently enough to indicate the individual is actively engaged in such conduct.
- iv. Applicants showing current drug use will be disqualified from the current selection process.

9. Final Offer of Employment

- a. The Department provides applicants with a final offer of employment after successful completion of the selection process.
- b. If an applicant accepts a final offer of employment, the Department will grant the applicant probationary employment.

C. Denial/Reapplication

- 1. Applicants who are disqualified on the basis of a single test, screening, examination, interview, or investigation will be notified in writing by the Department. {4.2.5} The Department will forward the applicant’s original application and a copy of the disqualification letter to Human Resources. {4.2.6}
- 2. Applicants not selected within six (6) months of the closing date of the application posting will have their applications sent back to Human Resources. {4.2.6} The Department will notify the applicants that their applications are inactive.
- 3. All applications are maintained by Human Resources for three (3) years.
- 4. Applicants who fail the examination battery must wait six (6) months to retake the written exam. {4.2.4c} Applicants who fail the written examination two (2) times within a one (1) year period must wait a year to reapply. {4.2.4c} Applicants who are disqualified based on their Composite History information, psychological assessment, or medical examination will not be eligible to reapply until the reason for disqualification has been resolved. {4.2.4c}
- 5. Exceptions for reapplication must be authorized by the Assistant Director. {4.2.4c}

D. Probationary Period

- 1. Applicants employed by the Department are subject to a twelve (12) month probationary period. {4.3.11}
 - a. Applicants will be made aware of the specific probationary period during their Initial Screening.
 - b. The probationary period begins with the employee’s date of hire. {5.2.2c}
 - c. Probationary employees will be scheduled for the entry-level classroom training in a timely manner, so that the probationary period will extend at least three (3) months following the classroom training, but no more than one (1) year from the date of hire. {5.2.2c}
- 2. The probationary period may be extended by the Assistant Director, if the probationary employee: {4.3.11}

- a. Displays Unsatisfactory Job Performance
 - b. Misses Three (3) Weeks or More of the Probationary Period
3. Newly hired Communications Officers will receive the following information:
- a. Department Role, Mission, Values, Goals, Policies, and Procedures {4.3.10a}
 - b. Working Conditions and Regulations {4.3.10b}
 - c. Responsibilities and Rights of Employees {4.3.10c}

E. Administration

1. The Chief of Emergency Communications will submit Employee Status Sheets to Human Resources for positions filled.
2. The Assistant Director is designated as the administrator of the Department's selection process. The Assistant Director will ensure that all elements of the selection process use only those rating criteria or minimum standards, which are job-related.
3. The Communications Training Coordinator will have the option of ordering the initiation of a new applicant process.

4. Records Maintenance

- a. All selection materials utilized by the Department will be stored in a secure area, when not in use. {4.2.7} When selection materials are shredded, the disposable will prevent disclosure of any selection information. {4.2.7}
- b. All expired employment applications will be forwarded to Human Resources. Applications will be stored in accordance with applicable local, state, and federal laws.
- c. A record of each applicant's background investigation will be maintained by the Department for three (3) years. {4.3.3}
- d. All information that is part of the selection process is considered confidential to the Department. This information will not be released to any individual or firm unless in accordance with this procedure, with the express permission of the Assistant Director, or as otherwise required by law.
- e. Information developed during the selection process will not be routinely furnished to any other individual or firm who is recruiting a Department applicant. Selection information may be furnished to other agencies, if approved by the Assistant Director.