



CITY OF DUBLIN™

**COMMUNICATIONS TECHNICIAN  
SELECTION PROCESS  
SUMMARY DESCRIPTION**

**TO:** Prospective Communications Technician Candidates

**FROM:** David L. Harding, Director of Human Resources

**SUBJECT:** Communications Technician Selection Process

**DATE:** May 23, 2008

The purpose of this summary description is to provide all prospective Communications Technician candidates with information regarding the Communications Technician Selection Process utilized by the City of Dublin and a statement of the City of Dublin's policy regarding re-examination and re-application for the Communications Technician classification.

**COMMUNICATIONS TECHNICIAN SELECTION PROCESS SUMMARY**

The following is an outline of the Dublin Communications Technician Selection Process. Questions regarding the selection process should be directed to the Division of Human Resources.

**III. SELECTION PROCESS**

**A. Announcement/Advertisement & Applications**

1. The Division of Human Resources shall prepare an announcement/advertisement publicizing the fact that the City of Dublin is seeking qualified candidates for the Communications Technician classification. The announcement/advertisement shall contain such information as required minimum qualifications, certification requirements, rate of pay, the place to obtain and submit an employment application, the place to obtain information regarding the position and the selection process, the deadline for application, and any other relevant employment-related data deemed appropriate by the Director of Human Resources or his or her designee.

2. Formal applications must be submitted on-line through the City's website at [www.dublin.oh.us](http://www.dublin.oh.us) and clicking on "City Jobs" at the bottom of the screen. Applicants may begin submitting applications on-line on May 23, 2008.
3. The recruitment announcement/advertisement shall be publicized at least ten (10) days prior to the deadline for application specified in the announcement/advertisement.
4. Each candidate shall be required to complete the entire Employment Application, including the "Acknowledgement & Release" section, acknowledging that the City will employ a variety of screening procedures during the selection process (i.e. application review, CritiCall Assessment, interviews, criminal record check, background investigation, polygraph examination, psychological evaluation, and drug test) in assessing his/her suitability for employment. In addition, each candidate shall be required to complete the "Pre-Employment Drug Testing Consent" section, which indicates consent to participate in such testing at the appropriate time and sequence in the selection process as well as consent for the results of said testing to be released to City of Dublin personnel. Furthermore, each candidate shall be required to complete the "Drug and Alcohol Testing" section, which indicates consent to participate in such testing after employment, as a condition of continued employment, in certain specifically listed circumstances, as well as consent for the results of said testing to be released to City of Dublin personnel. Without the completion of these sections of the Employment Application, the candidate will not be given further consideration for employment with the City.
5. Each candidate shall also be required, at time of application, to complete and submit a Fair Credit Reporting Act Notification form acknowledging that, as part of the City of Dublin's procedures for evaluating employment applications and for other employment purposes, including promotion, transfer, or retention during the term of employment, a consumer report may be obtained by the City. A consumer report may contain information bearing on credit worthiness, driving record, criminal record, character, general reputation, personal characteristics, or mode of living. By signing the Fair Credit Report Act form, authorization is granted to the City to request a report(s) from a Consumer Reporting Agency to be used for employment related purposes, including hiring, promotion, transfer, or retention now or in the future.
6. During this phase of the process, each candidate's application shall be reviewed to determine whether or not he/she meets the required minimum qualifications. Each candidate shall then receive notification of receipt of the application materials as well as his/her status with respect to his/ her eligibility to participate in the hiring process.

**B. CritiCall Assessment**

A CritiCall Assessment shall be administered to all qualified candidates, who submit applications during the application period. Candidates will be notified of their eligibility to take the assessment and will be given an appointment time to complete the assessment. The assessment will be conducted at the Dublin Justice Center, 6565 Commerce Parkway, Dublin, Ohio 43017. The assessment will be weighted by a factor of 60%. CritiCall is provided by The Biddle Consulting Group, a human resources consulting firm specializing in affirmative action, equal employment, testing & validation. Results of the CritiCall Assessment shall be retained by the Division of Human Resources.

1. The purpose of this test shall be to measure the candidate's abilities in the areas of problem solving, attention to detail, listening, data entry, multi-tasking and working under pressure.
2. In order to increase testing integrity, each candidate shall be required to show at least one source of identification containing his/her picture at the time of the assessment.
3. The candidates finishing the assessment shall be notified in writing of their score and their progression to the next phase of the selection process within twenty-one (21) days. This notification shall include a statement advising the candidate of whether he/she will immediately progress to the next phase of the process.
4. At least the top 20 candidates that receive a passing score on the CritiCall Assessment will progress to the Structured Panel Interview phase of the hiring process.

**C. Structured Panel Interview**

1. A structured panel interview shall be administered for the required number of candidates, established in Section III.B.4. This panel interview will be conducted at a designated time and place and each eligible candidate will receive advance written notification of such time and place. Each candidate's raw score from this structured panel interview shall be weighted at a factor of 40%.
2. This interview shall be conducted by representatives from the Dublin Division of Police, Division of Human Resources and Washington Township Fire Department.
3. All elements of the structured interview shall be standardized, including defined, uniform questions; defined, uniform rating criteria; and a defined uniform rating scale.

4. Candidates will progress to the next phase of the process, in rank order of their scores from the panel interview and CritiCall assessment (descending order), based on the number of vacant positions available at the time. The number shall be a ratio of 3:1 for each available vacancy.

**E. Tabulation of Scores/Creation of “Eligibility List”**

1. Upon completion of the Structured Panel Interview, and Critical Assessment Test phases of the process, the required number of candidates (3:1 ratio) shall be placed on the “Eligibility List”, as established by Human Resources, in order of their finish based upon their combined weighted scores tabulated from the Structured Panel Interview and the Critical Assessment .
2. Continued “Eligibility” shall be conditional upon successful completion of the remaining components of the selection process as described in the remainder of this summary description. Candidates who are disqualified during subsequent phases of the selection process shall, accordingly, be removed from the “Eligibility List”.
3. This “Eligibility List” shall be valid for a period of 6 months from the date of its original creation and may be extended for an additional period of not more than 6 months by order of the Director of Human Resources or his or her designee.

**F. Background Investigation & Record Check**

1. A thorough and complete background investigation and record check shall be initiated immediately as outlined below. The function of the background investigation and record check is to assist the City in reaching a determination regarding each candidate’s suitability for employment as a Dublin Communications Technician.

Human Resources shall initiate background investigation and record check procedures by forwarding to the Division of Police the applications on the number of candidates necessary to fill the vacancy (ies)\* in rank order from the “Eligibility List”, as follows:

<b>Number of Vacancies</b>	<b>Number of Candidates Forwarded to Background/record Check Phase</b>
1	3
2	4
3	5
4	6
5	7
6	8
7	9

2. Background investigations and record checks shall be conducted by the Division of Police, Investigation Section and shall proceed concurrently with polygraph examination procedures. Findings of the investigator may be used in combination with the results of other phases of the process in determining whether a candidate should be disqualified from the process or should be given further consideration. The findings of the investigator may, also, themselves alone be used as a reason for disqualification from the process if the nature of these findings warrants disqualification.
3. The investigator shall be furnished with the application and other information pertaining to each given candidate.
4. The background investigation shall consist of, but not be limited to, the following:
  - a. verification of the candidate's credentials, educational achievements, past and present employment, age, residence, citizenship, and driver's license;
  - b. review of each candidate's criminal and traffic record, if any; and
  - c. interviews with past and present employers, neighbors, school officials, and personal references.
5. The following occurrences, incidents, events, conduct, or behaviors in a candidate's background may result in disqualification from the selection process:
  - Felony conviction;
  - Illegal use of controlled substances and/or conviction for control substance violations;
  - Intemperate use of alcoholic beverages;
  - Poor work record;
  - Poor driving record, for instance numerous accidents or numerous convictions for moving traffic violations;
  - Numerous debts which are not being regularly paid-off; and,
  - Other related and/or similar occurrences or incidents that would be unacceptable or undesirable in a Communications Technician given the nature of the duties/ responsibilities inherent to the position.
7. The record check shall consist of the following:
  - a. A thorough and complete record check conducted by the Division of Police Investigative Section. The Investigation Section shall check for federal, state, and local criminal/traffic records.
  - b. Each candidate's name shall be entered into state and national computers for

warrants and prior records;

- c. Fingerprints shall be taken for each candidate and submitted for state and federal screening;
- d. If, due to background investigation and record check procedures, a certain number of candidates on the “Eligibility List” are disqualified, they shall be replaced with an equal number of candidates, in rank order, from the “Eligibility List”. These candidates shall then begin to be processed through the background investigation and record check phase of the process.

**G. Polygraph Examination**

1. Concurrent with the background investigation and record check phase of the process, a polygraph examination shall be administered by a trained and certified polygraph examiner.
2. The subject areas to be explored by the polygraph examiner during the examination will include employment history, general background, personal conduct, childhood, educational history, illegal drug use, criminal activity resulting from illegal drug use, criminal activity resulting from alcohol use, gambling activity, driving history, military history, conviction record (juvenile and adult), general criminal activity, theft, fighting, and criminal sexual activity.
3. Admissions concerning moral attitudes and illegal activities made during the polygraph examination shall be scrutinized as to their acceptability.
4. The candidate may or may not be advised of the results of the polygraph by the examiner upon completion of the exam.
5. A finding regarding whether the candidate has been truthful during the polygraph exam shall not be used as a single determinant of continued eligibility. However, deception to relevant questions during any part of the polygraph exam that is corroborated by other investigative means may be used as the basis for disqualification.
6. If, due to the polygraph examination a certain number of candidates on the “Eligibility List” are disqualified, they shall be replaced by an equal number of candidates, in rank order, from the “Eligibility List”. These candidates shall then begin to be processed concurrently through the background investigation & record check and polygraph examination phases of the process.

**H. Final Interviews with Human Resources and Chief of Police**

1. After the completion of the previous selection process components, the Director of Human Resources or his or her designee and the Chief of Police shall

interview and consider the three highest ranking candidates from the "Eligibility List" for each available vacancy\* and shall select one of those three candidates for each available vacancy. If multiple vacancies exist, the Director of Human Resources or his or her designee and the Chief of Police shall interview the required number of candidates necessary to fill the multiple vacancies and consider said number of candidates for selection in a manner consistent with the following illustration:

NOTE:

In the event a vacancy becomes available when less than three (3) candidates remain on the "Eligibility List", a new recruitment & selection process shall be initiated.

Should a candidate from the "List" be considered but not selected for two vacant positions, the Director of Human Resources shall have the authority to disqualify said candidate from future consideration and remove that candidate's name from the existing "Eligibility List", in which case, the Director of Human Resources shall notify the candidate in writing stating the reason for his/her disqualification and removal from the "Eligibility List". The decision of the Director of Human Resources to disqualify said candidate from future consideration and to remove said candidate's name from the "Eligibility List" shall be final.

If, during or after the final interview, the Director of Human Resources or his or her designee learns that a candidate has misrepresented his/her qualifications, skills, abilities, prior employment history, etc. or in general has been dishonest, and the subject of the misrepresentation or dishonesty is subsequently verified, the Director of Human Resources or his or her designee shall have the authority to disqualify the candidate from future consideration and to remove said candidate's name from the existing "Eligibility List", in which case, the Director of Human Resources or his or her designee shall notify said candidate in writing stating the reason for his/her disqualification and removal from the "Eligibility List". The decision of the Director of Human Resources or his or her designee and the Chief of Police to disqualify said candidate from future consideration and to remove said candidate's name from the "Eligibility List" shall be final.

**I. Conditional Offer of Employment**

1. Candidates selected for available vacancies in accordance with the procedures identified in this summary description, shall be extended (both verbally and in writing) a conditional offer of employment and, at that time, be advised that they will be appointed based on the condition that they pass a psychological evaluation and a drug test, and that their appointments would be probationary in nature for a period of at least one (1) year. At the time the verbal conditional offer is made, the representative of the City extending such offer shall cover a

checklist of all elements of the offer, including all employee benefits for which the candidate would be eligible upon appointment.

**J. Psychological Evaluation**

1. A psychological evaluation shall be conducted on each candidate to whom a conditional offer of employment has been extended. The purpose of this psychological evaluation shall be to determine whether the candidate possesses the appropriate, acceptable, or desirable psychological, emotional, and personality profile, characteristics, traits, qualities, attributes, tendencies, etc. to perform the essential functions of the Communications Technician position within the Division of Police and with no direct threat to the candidate's own health or safety or that of others.
2. Each candidate shall be administered a variety of psychological tests and participate in a variety of procedures and exercises, the purpose of which shall be to identify a variety of personality, emotional, and psychological characteristics, traits, qualities, attributes, tendencies, etc. Candidates who possess identifiable personality, emotional, and psychological characteristics, traits, qualities, attributes, tendencies, etc. which, in the judgement of the City's consulting psychological or psychiatric professional and/or the Chief of Police and Director of Human Resources, reflect a significant potential for unacceptable or undesirable performance of the essential functions of the job or would pose a direct threat to the candidate's own health or safety or that of others, may result in a revocation of the conditional employment offer. In particular, the following characteristics, traits, qualities, attributes, tendencies, etc. are considered to be unacceptable, undesirable, or inappropriate, and may result in revocation of a conditional employment offer:
  - anti-social behavioral patterns and attitudes;
  - "quick temperedness";
  - inability/unwillingness to accept super-vision and to carry out orders of a superior;
  - lack of compassion, sympathy;
  - low level of self-esteem or confidence; or an inordinately high level of same;
  - deceptiveness in answering questions;
  - inability to accept constructive criticism;
  - inability to deal with verbal abuse in a proper and effective manner;
  - inability to deal effectively with the stress inherent to police work;
  - racial/sexual prejudice; and,
  - other related and/or similar traits, tendencies, characteristics, qualities, or attributes that would be unacceptable, undesirable, or inappropriate in a Communications Technician given the duties and responsibilities inherent to the position.
3. The purpose of administering a variety of psychological tests and having each

candidate participate in a variety of procedures and exercises is to; furthermore, determine whether each candidate has the ability to endure the stress associated with the nature of the job.

4. The psychological evaluation shall be conducted by qualified psychological or psychiatric professionals.

**K. Drug Testing**

1. Each candidate, to whom a conditional offer of employment is extended, shall be required to submit to and pass a urinalysis to detect the presence of illegal drugs, or legal drugs which may have been obtained and used illegally, in his/her system.
2. It is the policy of the City not to appoint any candidate who does not consent to a drug test or whose test results are confirmed to be positive for the presence of illegal drugs or legal drugs for which the candidate cannot submit sufficient proof that such drugs were legally obtained or used.
3. At the time of application and prior to the testing of any candidate, the candidate shall be advised that a drug test is a required part of the City's selection process and that said test will be administered only after the extension of a conditional offer of employment; that after the extension of said conditional offer, he/she will be required to submit to and pass such a test in order to be appointed; that the test will screen for the presence of drugs in his/her bodily fluids; that he/she will be provided the opportunity to identify any recent legally prescribed drug use which might be detected in the test results (such explanation shall be sought and accepted only after the candidate has been extended a conditional offer of employment); and that he/she is required to sign the Pre-Employment Drug Testing Consent Section of the Application Form as referenced in Section III. (A) (4) of this Administrative Order, which includes consent that notice of the test results will be provided to City of Dublin personnel.
4. Each candidate to whom a drug test is administered shall be notified of the test results and be advised whether he/she will be disqualified due to said results. Any explanation a candidate may have as to why a positive test result was obtained shall be carefully considered.
5. Drug testing shall be conducted in the following manner:
  - a. No candidate shall be administered a drug test until he/she has been extended a conditional offer of employment; the conditional nature of the offer shall be that appointment is contingent upon passage of a drug test.
  - b. After notifying a candidate that he/she will be appointed contingent upon passage of a drug test, and only after he/she has consented to testing, he/she

shall be directed to an authorized collection site where, after showing proper identification, a urine specimen shall be collected. Sites authorized for the collection of specimens shall be selected at the sole discretion of the Director of Human Resources.

- c. The specimen shall then be forwarded to a D.H.H.S (Department of Health & Human Services) certified laboratory for testing and analysis. Laboratories selected for testing and analysis shall be selected at the sole discretion of the Director of Human Resources.
- d. In screening for the presence of drugs, generally accepted screening procedures shall be used and the threshold level for determination shall be established in accordance with generally accepted medical procedures and existing laws and/or regulations. If the presence of drugs is found in the specimen, that specimen shall be submitted for further verification (confirmatory) testing.
- e. After the initial screening and confirmatory screening (if applicable) has been completed, the results shall be provided to Human Resources.

**L. Unconditional Offer of Employment**

1. Upon passage of the required psychological evaluation and drug test, the Division of Human Resources shall notify each selected candidate (both verbally and in writing) that the above referenced conditions have been satisfied and that the offer is unconditional in nature.
2. A start date shall then be identified for each selected candidate and notification of such shall be provided to the Division of Police, the Department of Finance, and the Division of Information Technology.

**M. Appointment & Probationary Period**

1. Upon written acceptance of the City's employment offer by the selected candidate, the candidate shall be appointed to the position in probationary status for a period of at least one (1) year from date of such appointment.
2. The purpose of the probationary period shall be to provide the new employee with the opportunity to demonstrate that he/she has the knowledge, skills, abilities, work habits and other attributes necessary to obtain "regular" employment status.
3. An employee shall be retained beyond the probationary period and granted "regular" status only if the performance of the employee has been determined to be "satisfactory". Under certain circumstances, the probationary period may be extended, but only for valid reasons, only after approval of the City Manager,

and only for a specified period of time. The probationary period shall not be extended indefinitely. If, upon conclusion of this extended probationary period, the employee's performance is still deemed "unsatisfactory", the employee shall be dismissed from his/her position.

#### **IV. SELECTION PROCESS VALIDITY, UTILITY, ADVERSE IMPACT**

- A. The selection process shall use only those components that have validity, utility, and minimum adverse impact.
1. **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 for which they are applying.
  2. **Utility:** Is an assessment of the practical value of an element of the selection process based upon considerations of validity, selection ratio, the number of candidates to be selected, and the nature of the job.
  3. **Adverse Impact:** Is a substantially different rate of selection which works to the disadvantage of members of a race, sex, or ethnic group.

#### **V. SELECTION PROCESS VALIDITY**

- A. The validity of the selection process as a whole, or individual components thereof, is determined in one or more of the following ways:
1. Criterion-related Validation:  
Criteria are identified which reflects successful performance of the job, and test scores are then correlated with the performance ratings for the pre-determined criteria; a high correlation demonstrates that the test is a useful predictor of the candidate's job performance.
  2. Construct Validation:  
Involves the identification of the characteristics or traits believed to be important to successful job performance. A test is then given which should measure the degree to which the candidate possesses the required characteristics.
  3. Content Validation:  
A component of the selection process is justified by showing that it measures a significant part of the job.

**VI. ADVERSE IMPACT**

- A. Adverse impact is a substantially different rate of selection which works to the disadvantage of members of a race, sex, or ethnic group.
- B. Adverse impact, if any, in the selection process shall be measured by comparing the selection rate for each race, sex, and ethnic group with the group having the highest selection rate.

**VII. ADVERSE IMPACT - MINIMIZED**

It shall be the policy of the City of Dublin to minimize adverse impact in the selection process.

**VIII. ADVERSE IMPACT - DOCUMENTATION**

It shall be the policy of the City of Dublin to maintain files, records and data used to monitor adverse impact in the Communications Technician Selection Process.

**IX. SELECTION PROCESS: WRITTEN TESTING**

Any written tests utilized as part of the selection process for the position of Communications Technician shall have validity, utility, and minimum adverse impact.

**X. SELECTION PROCESS: OUTSIDE ADMINISTRATOR**

All elements of the selection process administered or provided by a private-sector organization or vendor shall meet requirements of validity, utility, and minimum adverse impact.

**XI. SELECTION PROCESS UNIFORMITY**

It shall be the policy of the City of Dublin that all elements of the selection process be administered, scored, evaluated, and interpreted in a uniform and fair manner.

**XII. SELECTION PROCESS EVALUATION**

It shall be the policy of the City of Dublin to, whenever possible, require that personnel representative of race, sex, and ethnic groups in the community, be included in carrying out the requirements of Section XI. above.

**XIII. SELECTION MATERIAL STORAGE**

Selection materials shall be stored in a secure area when not in use, and only those persons with a "right to know" shall be granted access to the materials.

**XIV. SELECTION MATERIAL DISPOSAL**

It shall be the policy of the City of Dublin that whenever selection material is to be disposed of, the material will be burned or shredded.

**XV. SELECTION PROCESS EVALUATION**

A. The entire selection process shall be evaluated annually in terms of its effectiveness in selecting the best qualified and most suitable candidates in a fair and equitable manner. All circumstances concerning the evaluation of validity, utility, and adverse impact should be considered in determining when one or more components of the selection process is outdated. This would include a review of the most recent literature and case law on selection, equal employment opportunity, and related selection issues.

B. A committee comprised of the Chief of Police, Director of Human Resources or his or her designee, Support Services Lieutenant, and Civilian Bureau Commander shall evaluate the process and make appropriate changes.